International Trade Centre

Final Evaluation

Promoting Intra-Regional Trade in Eastern Africa

Kenya
Tanzania
Zambia

Independent Evaluation Unit

INTERNATIONAL TRADE CENTRE

Geneva, Switzerland

This document has not formally been edited by the International Trade Centre.

Contents

Acronyms

ABF	Agri-Business Forum
AMAGRO	Association of Mango Growers in Tanzania
AUC	African Union Commission
B2B	Business-to-Business
CBE	County Based Entrepreneur
COMESA	Common Market for Eastern and Southern Africa
CRS	Catholic Relief Services
DBIS	Division of Business and Institutional Support
DCP	Division of Country Programmes
DSA	Daily Subsistence Allowance
EABC	East Africa Business Council
EAC	Est African Community
EAWiBP	East African Women in Business Platform
EIF	Enhanced Integrated Framework
EOI	Expression of Interest
EPC	Export Promotion Council
FCG	Finnish Consulting Group Ltd.
FGDs	Focus Group Discussions
FTA	Free Trade Agreement
GE	Gender Equality
HACCP	Hazards Analysis and Critical Control Points
HCD	Horticultural Crops Directorate
HR	Human Rights
IADG	Internationally Agreed upon Development Goals
IEU	Independent Evaluation Unit
ILO	International Labour Organization
IR	Inception Report
ISO	International Organization for Standardization
ITC	International Trade Centre
KEBS	Kenya Bureau of Standards
MDG	Millennium Development Goal
MOU	Memorandum of Understanding
NTF II	Netherlands' Trust Fund II
OA	Office of Africa
OECD-DAC	Organisation for Economic Co-operation and Development-Development Assistance Committee
PAC	Project Approval Committee

PMF	Performance Measurement Framework
PSC	Project Steering Committee
RBM	Results-Based Management
SADC	Southern African Development Community
SCM	Supply Chain Management
SECO	State Secretariat for Economic Affairs
SIDO	Small Industry Development Organization
SME	Small and Medium-sized Enterprise
SNV	Stichting Nederlandse Vrijwilligers (Dutch for Netherlands Development Organization)
SPS	Sanitary and Phytosanitary
TASPA	Tanzania Spices Association
TBS	Tanzania Bureau of Standards
TcC	Trainer cum Councillor
TISI	Trade and Investment Support Institution
ToC	Theory of Change
TOR	Terms of Reference
TPO	Trade Promotion Organization
TRTA	Trade Related Technical Assistance
TSI	Trade Support Institution
UAE	The United Arabs Emirates
UN	United Nations
UNDAF	United Nations Development Assistance Framework
UNEG	United Nations Evaluation Group
USAID	United States Agency for International Development
USD	United States Dollar
ZABS	Zambia Bureau of Standards
ZDA	Zambia Development Agency
ZHC	Zambia Honey Council

Executive Summary

Introduction

I.   This report is prepared in the context of the evaluation of the project "Promoting Intra-Regional Trade in Eastern Africa" (herein referred to as the project). This project is comprised of three initiatives implemented in Kenya, Tanzania, and Zambia. The Government of Finland funded the project with a total budget of 4,250,000 Euros[1] (5,502,561 USD[2]), the International Trade Centre (ITC) implemented the project which lasted from December 2013 to June 2016. The budget breakdown by country is Tanzania (41%) than Zambia (30%) and Kenya (29%).

II.   The purpose of the final, independent evaluation was to assess the performance of the project based on "stakeholder engagement, efficiency, effectiveness, sustainability, and impact[3]." The evaluation officially started on 5 September 2016 and planned to end on 21 January 2017[4]. The evaluation process was expected to be completed within five months (September 2016 to January 2017).

The Project

III.   The project was a joint response from the Government of Finland and ITC to the request from beneficiary countries for trade-related technical assistance (TRTA). Its aim, as defined in the impact result statement, was to contribute to contribute to inclusive and sustainable export-led growth in Kenya (mango and chilli), Tanzania (honey, mango, and spices), and Zambia (honey). To achieve the project's impact, two outcome level results were developed:

> Outcome 1: Increased export competitiveness of Small and Medium-sized Enterprises (SMEs) in selected agri-food value chains of the three countries; and

> Outcome 2: Enhanced performance for trade and business support service providers in selected agri-food value chains at national and regional levels.

The evaluation mainly focused on the outcome level results, as it is at this level that projects such as this are accountable once they have ended.

IV.   Based on the outcomes and supporting outputs, the evaluation reconstructed the project's theory of change (ToC). The ToC presents the assumptions underlying what is needed for the project's results to be achieved. It also explains the logic behind the results framework and describes how each level of results is linked to ensuring inputs, activities, and outputs, which contribute to achieving the outcomes and impact. The evaluation used the ToC as a theoretical framework to assess the project by answering the evaluation questions and is discussed further in subsection 2.1 below.

V.   Outcome 1 aimed to increase SME export competitiveness, and the project set about to improve the way the SMEs managed their business and provided them with trainings, tools, and support to increase the quality of their products and produce in a more efficient and informed manner. Outcome 1 specifically relates to the SME capacity to compete (gains in efficiency, i.e. in cost, time, quality and quantity) and their capacity to connect (inward and outward links with the business environment, in this case, regionally and internationally).[5]

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[1] ITC, November 2013. *Project Plan: Promoting Intra-Regional Trade in Eastern Africa*. p. 2

[2] ITC, September 2016. *Draft Bi-Annual & Final Project Report January to June 2016.* p. 13

[3] ITC, August 2016. *Terms of Reference: Evaluation of Promoting Intra-Regional Trade in Eastern Africa*. P.11

[4] Revised timeline considering the changes in schedule for the field mission as well as the longer than expected data transcription and analysis.

[5] International Trade Centre, 2016. SME Competitiveness Outlook 2016: Meeting the standard for trade. Available at: http://www.intracen.org/SMEOutlook/SMECO2016/

VI.   Outcome 2, also contributed to the increased competitiveness of the SMEs by supporting their enhanced capacity to face changes in the markets with the support from the trade and investment support institutions (TISIs). Indeed, the enhanced performance of the TISIs in the targeted countries was to allow the SMEs to have access to services that would enable them to adapt to the dynamics in requirements from the targeted export markets for the SMEs. To achieve this outcome level result, the logic was to improve the quality and continuity of the services provided by the selected institutions to the SMEs.

VII.   ITC implemented the project in a coordinated manner with national stakeholders. In Kenya, a national consultant was hired as a coordinator, while in Tanzania and Zambia the implementing partners and focal points were TISIs, the Small Industries Development Organization (SIDO) and the Zambia Development Agency (ZDA), respectively.

Methodology

VIII.   The evaluation is based on a non-experimental, descriptive design (no comparison group for the beneficiaries). The main lines of inquiry were document review, interviews, field visits (direct observation) and focus group discussions. After a preliminary data collection process, an Inception Report was prepared which was to guide the evaluation. Once the Inception Report was approved by ITC's Independent Evaluation Unit (IEU), an extensive data collection phase was undertaken. After an in-depth document review of all available information, a month-long field mission was conducted. The field mission started in Geneva, in order to meet with all relevant ITC staff, and continued in the three targeted countries. The evaluation consultant met with a sample of representatives from SMEs and TISIs, as well as other stakeholders. The sample was presented in the Inception Report and determined on the basis of objective criteria and consultations with relevant stakeholders from ITC and the countries. A two-day debrief session was also organized at ITC at the end of the mission. As a result, the consultant met with more than 130 persons involved in the project.

IX.   Findings and conclusions were distilled from data and information collected; based on the conclusions, recommendations were formulated. It is to be noted a six-point rating scale has been used to rate each evaluation criterion, as well as the overall project, as set out in the evaluation terms of reference (TOR). The analysis was presented in a first draft of the evaluation report for quality control by the IEU, and comments were integrated. The reviewed draft of the evaluation report was sent to relevant stakeholders. The latter's comments have been taken into consideration and were included in an Audit Trail. The final version of the report has been transmitted with the accompanying Audit Trail (Annex 7) detailing how the comments have been integrated and addressed.

Lessons Learned from the Project's Implementation

X.   Below are the main findings and lessons learned derived from the evaluation. Further details on the findings, evidence, analysis, conclusions, and recommendations are summarized in Table A below.

- The project was relevant for the stakeholders involved. Its design correlated with ITC's objectives, strategies, and strengths and aligned with the national priorities, programmes and policies.

- The design phase of the project was not conducted using a fully structured and participative approach (mainly lacking participants from the private sector). In addition, the project faced delays during the design phase. This created a context in which challenges were faced during implementation which could have been avoided.

- To ensure the project was relevant at a macro level, ITC worked in coordination with other initiatives in the region. However, this coordination was not always orchestrated through official mechanisms. In other words, there were no official, regular meetings

between project managers to systematically organize and synchronize the different approaches.

- To a certain extent, the selected sectors fostered some participation of women in trade, however, the project had no specific strategies which linked to gender-related themes.

- Concerning Outcome 1, although there were a number of success stories, the project faced shortfalls in terms of actually providing holistic support to a critical mass of SMEs, which would have rendered them more export competitive. Overall, Outcome 2 results were reached in a satisfactory manner.

- Overall, the project was implemented in an efficient manner, however, factors that negatively affected the performance of the project in terms of efficiency, such as the pace of reporting and implementation, which was lower than expected. It is to be noted that the flexible, responsive, and demand-driven implementation was one of the major strength of the project. Good practices were seen in conducting baseline studies, the project management team performing a midterm review, and producing progress reports on a biannual basis.

- Potential contributions to impact-level result are for now limited. Some elements to eventually enhance the inclusiveness of export-led growth in the three countries have been put forward by the project, but there is still more to be done. Obstacles to achieving impact-level results are, among others: the limited number of SMEs involved in the project, and the limited timeline of the project's lifecycle that hindered the stakeholders to substantively assimilate the full package of support the project was offering.

- The project contributed to setting a context in which the results reached can eventually be sustained over time. Had this context been coupled with more substantive results, there would have been greater potential for impact.

- Due to a good choice of institutional partners for implementation, the project created a good context for replication of its results, i.e. a large amount of work done through the learning-by-doing approach.

Outputs integration and tailoring to specific SME needs

XI.   Reflecting on the integration of the outputs to reach outcomes, it is important to make sure that a good flexible design approach based on the ITC's strengths should always be coupled with a demand-driven, participative, responsive and flexible design process and management structure. To reach thorough results and make sure there are longer-term positive effects, projects have to offer a holistic, integrated and tailored package of trainings, tools, and infrastructure to each of the beneficiary SMEs. When the project offered its support to the SMEs in this manner, they were better off, or more export competitive, than when they only received some of the trainings and not all. In other words, the outputs have to link with one another.

XII.   When the project management team remained open to feedback and requests from all stakeholders were taken into consideration, the latter had higher overall levels of satisfaction and are more efficient. This was a strength in the project. The Project Steering Committee (PSC) meetings were examples of how this unfolded during implementation. They had an important positive added-value to the project, and the concept should be replicated in other ITC projects. This was a good example of activities that created buy-in and ownership for the project among the implementation partners and beneficiaries (mainly from the public sector).

XIII. A flexible approach to setting up the national coordination structure was found to have been useful and effective (not a one-size-fits-all approach). The majority of stakeholders felt the structures were well adapted to their national contexts. The project built on the strengths of the implementation partners and adapted the implementing structures to each context, including the availability of partners.

Leveraging results from other projects

XIV.   Building on results accomplished by other initiatives helped multiply the results reached with the beneficiary processing SMEs from the project. This was the case in Zambia and the results in this country, at outcome level, are stronger and more sustainable than in the two other countries. The results from a project implemented by another agency were integrated into the change the ITC project wanted to bring.

Gender equality as a cross-cutting issue

XV.   Even if it is considered that the selected sectors normally have a high level of women participation, this did not necessarily lead to results in terms of gender issues and considerations. Gender, as a cross-cutting issue, should be an integral portion of the ToC, not an element amongst others that is implicitly addressed.

Implementation

XVI.   Accelerating the implementation of a project to make-up for lost time during the design phase is not a productive and effective approach. At the end of the project, acceleration of implementation led to less than expected results. To deploy in a logical, tailored, and integrated manner a project's ToC, project management teams require time. When time is limited, managers, partners, and beneficiaries cannot adequately adapt the activities to the needs identified.

Evaluation rating

XVII.   A rating was assigned to each evaluation criterion (relevance, effectiveness, efficiency, potential for impact, and sustainability), and a composite rating for the overall performance and results. Based on all the information and data collected during the evaluation process, the project has been rated as follows:

- Overall: 4 - Moderately satisfactory

- Relevance: 4 - Moderately satisfactory

- Effectiveness: 4 - Moderately satisfactory

- Efficiency: 3 - Moderately unsatisfactory

- Potential for Impact: 3 - Moderately unsatisfactory

- Sustainability: 4 - Moderately satisfactory

It should be noted that the rating for the overall performance and results are not an arithmetic average of the individual ratings. Appropriate weight has been applied in line with the focus of the operations and the operational context.

Recommendations

XVIII. As the project is closed and with no successor is foreseen at this stage, the present evaluation is an opportunity to learn from experience. Initially, the recommendations were not targeted at the East Africa project management, but to the macro level of ITC. They addressed the needs of future similar large projects, particularly those related to the improvement of the conditions, capacities and participation of producer communities through progress in the functioning of sectors value chains. These initial, macro-level recommendations were used in the ITC 2017 Annual Evaluation Synthesis Report[6], to be addressed at the corporate level, while the conclusions and lessons learned remain. As a result, a set of more tailored recommendations, with direct reference to the Eastern Africa project, were drafted. The present version of the report is contains a revisit of the

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[6] The 2017 Annual Evaluation Synthesis Report can be found on the ITC website at: http://www.intracen.org/itc/about/how-itc-works/evaluation-publications-and-synthesis/

conclusions and recommendations that were originally produced for the evaluation. As funds, for now, are not available for a second phase of the project, using the results achieved through the project in other initiatives would be important. In addition, working with the same partners and SMEs in other contexts would allow leveraging what has been accomplished in addition to ensuring follow-up on some issues faced by the project in the past few years. The intent of the bellow recommendations is to ensure follow-up on what has been accomplished through the project, with an aim to maintain a level of sustainability of the results achieved. The recommendations of the evaluation are summarized in Table A below, which aligns the evaluation findings, conclusions, and recommendations.

Table A: Executive Summary - Findings, Evidence, Analysis, Conclusions, and Recommendations

No.	Findings and Evidence	Analysis and Conclusions	Recommendations
1	The project was relevant for the stakeholders involved. • The project's design was well correlated with ITC's objectives, strategies, and strengths. The project was designed *based* on the institution's pre-existing strengths. • The project's design was aligned with the national priorities, programmes and policies. The project was the result of a demand from the involved countries. However, the design phase was not conducted using a fully structured and participative approach (mainly, lack of participants from the private sector). In addition, the project faced delays during the design phase (more than six months) due to ITC institutional changes, amongst others causes. This created a context in which challenges were faced during implementation which could have been avoided. • The needs assessment for the project's design was not extensive enough and did not sufficiently involve the private sector. • During one week, one needs assessment mission in the three countries was undertaken to plan the project. • The project planning event, grouping many of the stakeholders in December 2013, was appreciated but had more of a symbolic role as it had only minor effects on the actual project design. • The Project Plan was approved before the project planning event and the baseline studies were organized.	• The challenges faced during the design phase relate to the level of ownership of the beneficiaries (mainly from the private sector) over the project and to insufficient tailoring of the project's support to the SMEs' needs. • When conceptually designing a project, moving upwards in the results chain (from activities and outputs to impact) equates to an increase in stakeholders' (outside the project management team) influence and role in reaching the set targets. Thus, it is important to generate ownership over the project among these stakeholders to increase chances of reaching outcome and impact level results. To create a context in which this becomes possible, the project design has to develop a ToC that specifically addresses the needs of all stakeholders. • The building block of a project design is the ToC, which is built on the needs assessment. Developing such a ToC ensures that each step taken by the project is logically articulated with the others to jointly reach higher level results. Thinking through the ToC logic helps to ensure the outputs logically link with one another. • Even though the project has come to an end, there is still a momentum to assess the needs of the SMEs.	1.1. In the light of the issues faced during project design in terms private sector needs assessment, it is recommended to conduct a study or survey with the SMEs to determine progress made to date (e.g. certification). The objective of this study would be to know what their needs are within their new contexts. It is important to specifically assess the differentiated needs of women and men. **Action by:** Project Manager, and Project Managers of future similar value chain development projects. 1.2. Based on the results of the study and the data collected, a mapping of technical support sources and funding available, could be outlined for SMEs to use in order to address their needs. **Action by:** Project Managers of future similar value chain development projects.

No.	Findings and Evidence	Analysis and Conclusions	Recommendations
2	To ensure the project was relevant at a macro level, ITC worked in coordination with other initiatives in the region. However, this coordination was not always orchestrated through official mechanisms. In other words, there were no official, regular meetings between the project's managers to systematically organize and synchronize the different approaches. • Noticeable coordination efforts include that with SNV/EIF project in Zambia as well as internally with other ITC projects (e.g. the SECO financed project in Tanzania). • This type of coordination was not evidently present in the other two countries and respondents pointed to a qualitative gap in that sense, which needed to be filled.	• To reach set targets, such a project has to be implemented in conjunction with other initiatives in the selected countries and region. Beyond mapping what other development work is being accomplished, it is important to design and implement activities in a jointly structured manner, leveraging the results of other donors/implementers to increase the potential of the ITC project's results. • The project in Zambia exemplifies this: the ITC project worked with the processors in the honey sector; the SNV/EIF project worked with the producers. The ITC project gained from the SNV/EIF results as it expanded its reach to other segments of the value chain. • In the present context, looking into how other funders or implementing agencies, project could potentially leverage results achieved by the ITC.	2. It is recommended when ITC works with potential international partners that it shares contacts, results achieved and documentation to ensure that what has been accomplished in the present project can be built on by other projects and initiatives. For example, ITC could promote the use of the roadmaps developed during the project for other design phases conducted by partners. **Action by:** Project Managers of future similar value chain development projects
3	There were no specific strategies for ITC impact domains to be considered in project design, in particular in terms of achieving gender equality and empowerment of all women and girls (SDG 5) • Gender considerations were not specifically integrated into the project's design or implementation. No specific gender policy or strategy was developed for the project to demonstrate how it would address the cross-cutting issue.	• As gender mainstreaming is central to ITC values and clearly contributes to increasing the inclusiveness of trade[7]—a central element of the impact level result of the project— *distinctly* integrating gender issues in the design and implementation of such type of a project, through explicit strategies, is essential to reach all set targets.	3. It is recommended to verify that the Project Plan has developed strategies for those impact domains (SDGs) to which the project has a niche to make significant contribution, and has tailored them to the project, including an earmarked budget for specific work to reach a sufficient critical mass of results and to address impact domain issues. **Action by:** Project Managers of future similar value chain development projects

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[7] See ITC gender mainstreaming policy.

No.	Findings and Evidence	Analysis and Conclusions	Recommendations
4	Concerning project Outcome 1 (*Increased export competitiveness of SMEs in selected agri-food value chains in Kenya, Tanzania and Zambia*), in terms of results reached by the project, although there are a number of success stories, such as Zambian honey producers exporting through a large trader as a consequence of the project, it did face shortfalls in terms of actually providing holistic support to a critical mass of SMEs which would have rendered them more export competitive. • Although some SMEs did become more export competitive, only a few actually reported having exported (or increased exports) to serious buyers met during the half a dozen project's matchmaking events. • The SMEs that actually reported on overall changes in their way of operating. The others reported having gained knowledge on how to export yet the project did not have "attitude changing" effect on them (actual changes in the way they process the products) • As a result of the project's training, when there actually were processing and infrastructure improvements in the SME factories and premises, these were quite extensive. However, at the time of the evaluation, none of the involved SMEs had been certified (i.e. HACCP certification, a central element of the quality enhancement strategy of the project). • For the processing SMEs to be able to export at the regional and international levels, they need to be certified. They also need to be in a position to increase the volumes they	• Working on connecting the beneficiaries with the market—the supply with the demand—is essential, which the project did to a certain extent, but the beneficiaries need to be well equipped to respond to the requirements of the market. Keeping in mind that some of the beneficiary SMEs have advanced more than others toward being more export competitive, there is a window of opportunity for all the beneficiary SMEs to work together to eventually reach the outcome 1 level results as a loose network. • In Kenya, to a certain extent, the project worked through a similar SME level approach where larger companies worked with partners along the value chain to implement and coordinate the project. • ITC could foster the development of networks among the SMEs. This approach could officialise the approach depicted in the recommendation. • These new networks could work to develop sector strategies and potentially design projects for themselves. Here again, the roadmaps developed during the project could be useful for the network members to start from. An example of what could be accomplished would be to leverage/ pooled funds from the networks to have member representatives participate in trade fairs. The participating members could represent the networks in addition to themselves.	4. It is recommended to group beneficiary SMEs by sector, to foster cooperation among them. When possible, an "alumni" approach could be presented in which the SMEs that have advanced extensively during the project (e.g. invested in their production site and premises to become HACCP certified) would be matched with others, including potential SMEs outside the project, to provide minimal guidance on how to move forward based on their own experience. **Action by:** Project Managers of future similar value chain development projects

No.	Findings and Evidence	Analysis and Conclusions	Recommendations
	generate (exporting usually occurs in volumes). • The acceleration of the project's implementation led to absorption capacity issues for the beneficiaries.		
5	Overall, Outcome 2 *(enhanced performance for trade and business support service providers in selected agri-food value chains at national and regional levels)* results were reached in a satisfactory manner. • The TISIs received strategic support from the project that led them to enhance the portfolio of services they can offer to SMEs in the private sector. They also reported having developed personal links with other countries' TISI representatives • The Project Steering Committee meetings were appreciated and considered useful. Project Steering Committee participants reported having been able to express their views during these meetings. From many of the respondents' point of view, more Project Steering Committee meetings would have been appreciated. • The flexible approach to the setting up the national coordination mechanisms was appreciated. Some of the stakeholders' roles and responsibilities were not always clearly understood. In certain circumstances, for example, when two TISIs were involved in the project this led to unnecessary frictions between the stakeholders concerning which should take the lead.	• For Outcome 2, the learn-by-doing and training-of-trainers approaches were successful (good sustainability factor). The involvement of the TISIs in the implementation of linked activities was direct and respondents were satisfied with the results achieved. The TISIs now seem to be in a better position to provide support to the SMEs due to the project. • Follow-up with the TISIs would be useful in monitoring the potential impact of the support provided to the TISIs, and extended to the SMEs. Through this follow-up, it would be beneficial to support TISIs in organizing small projects which sole objective would be to support a number of SMEs in their HACCP certification process. • As the project helped national consultants become official HACCP certifiers (trainer cum councillor [TcC]), the same logic could apply to the Lean methodology which the TISIs can make available to SMEs. This would potentially stimulate a multiplier effect in which national TcCs and Lean methodology experts could also pass on their knowledge to other consultants so that more and more SMEs benefit from these new certification and production methods.	5.1. It is recommended to follow-up with TISIs to confirm they are monitoring the results gained by the beneficiary SMEs. Follow-up with the TISIs could be completed through minimal contacts (either by telephone or during visits by other ITC staff for other purposes). ITC staff could organize discussions with TISIs to verify if they are: supporting the SMEs in their process toward certification, are working to foster contacts between the SMEs and potential buyers; to ensure TISIs are providing coordinated training and support on HACCP and Lean, among others. **Action by:** Project Manager and Project Managers of future similar value chain development projects 5.2. It is recommended that ITC systematically compiles information on which SMEs are being certified through its support and creates an online registry to present and promote their profiles. Similar registries could be developed for TcCs and Lean methodology experts supported through the project. Case studies and success stories could be further elaborated on the basis of what is already being done. **Action by:** Project Manager and Project Managers of future similar value chain development projects

No.	Findings and Evidence	Analysis and Conclusions	Recommendations
	• The project helped national consultants become official HACCP certifiers (trainer cum councillor [TcC]) and the main objective behind this approach was for the TISIs to hire the TcCs to continue certifying SMEs.		5.3. Specifically in Tanzania, it is recommended to follow-up on the use of the packaging centre and on the way the TISI is promoting its existence and availability for use by SMEs. **Action by:** Project Manager and responsible ITC Desk Officer for Tanzania
6	Overall, the project was implemented in an efficient manner, with good practice seen in conducting baseline studies, performing a midterm review, and producing progress reports on a biannual basis. However, factors which negatively affected the efficiency of the project were the fast pace of implementation and weaknesses in reporting. • Reporting was in certain circumstances inaccurate and baseline information was not used systematically. Flexible, responsive and demand-driven implementation was one of the major strength of the project.	• In ITC internal Monitoring and Reporting systems, it would be important to rectify the data issues the present evaluation highlights. • Monitoring and evaluation are central to project implementation. It is one of the important channels of communication through which results achieved are presented and solutions to challenges are found. Presenting clear data and information aligned with reality is essential to ensure transparency but also to inform timely and relevant decision making.	6. It is recommended to make available the information and data generated in this project to future similar projects, to inform future baseline studies of monitoring frameworks designed for the projects. This would allow setting realistic targets. **Action by:** Project Manager
7	The potential contribution to impact is for now limited. Some elements to enhance the inclusiveness of export-led growth in the three countries have been put forward by the project but there is more to be done. Some gaps are: • The limited number of SMEs to benefit from outcome level results. Impact occurs at a high level—usually national—and *through* the beneficiaries; with the number of SMEs that benefited, for now, there is little chance the	• As the project was implemented in a short timeline, some of the outputs had not been fully finalized and consolidation activities have not been implemented. Even though good progress was made in terms of reaching some of the targets of the project, from this point on, the SMEs will have trouble sustaining and building on the results they achieved through the project. This is because the pace of implementation did not allow for the strategic unfolding of a logically designed ToC.	7. Reaching impact level results involves contributions from many actors, and it can take time. It is recommended that ITC continues working with the majority of the partners and SMEs that have been selected be in the present project so as to ensure further impact. **Action by:** The corresponding ITC Desk Officers for Kenya, Tanzania and Zambia

No.	Findings and Evidence	Analysis and Conclusions	Recommendations
	results will reverberate at the national and regional levels. • Limited timeline of the project's lifecycle. As the project implementation spanned over 2.5 years, the SMEs (and to a lesser extent TISIs) did not have time to fully assimilate the new information and know-how in a structured, integrated and holistic manner. As mentioned, the absorption capacity was limited as many activities took place at the same time. Beneficiaries reported the need for more time to implement new practices. • Due to time constraints, not all of the midterm review recommendations were implemented. The project generated important sustainability elements and if they were coupled with more substantive results, e.g. of SMEs participating in match-making events after they would have been certified, there would have been greater potential for impact. • The involvement of the public sector stakeholders in the PSC meetings, hence in decision making, created ownership over the project. However, the private sector was not represented in these events. • Although some respondents from all types of stakeholders would have appreciated more leveraging of regional and national resources, the project extensively used regional and national consultants. Due to a good choice of institutional partners for implementation, the project created a good context for replication of the project's results, i.e. work done through the learn-by-doing approach.	• This was a relatively complex project to implement with multiple stakeholders and types of stakeholders. Project managers need more time to set the stage for project implementation at the beginning of the cycle and then for consolidation of results at the end of the cycle. • Working with the same actors, project after project, building on the previous results, over an extended period of time, can eventually support change in mind-sets and practices. It can also help generate multiplier effects	

1. Introduction

1. This report is prepared in the context of the evaluation of the project "Promoting Intra-Regional Trade in Eastern Africa" (herein referred to as the project). This project is comprised of three initiatives implemented in Kenya, Tanzania, and Zambia. The Government of Finland funded the project with a total budget of 4,250,000 Euros[8] (5,502,561 USD[9]), and the International Trade Centre (ITC) implemented the project which lasted from December 2013 to June 2016. In accordance with the Terms of Reference (TOR)[10], this section depicts the purpose, objectives, and scope of the evaluation. The evaluation report sets out to summarize the evaluation and its methodology[11] as well as the project. It presents the key findings of the evaluation, discusses the conclusions related to the findings, and the final section contains lessons learned and recommendations.

1.1. Purpose Objectives and Scope of the Evaluation

1.1.1. Purpose and Audience

2. As indicated in the TOR and in accordance with the Project Plan[12], the purpose of the final, independent evaluation is to assess the performance of the project based on "stakeholder engagement, efficiency, effectiveness, sustainability, and impact[13]." For effectiveness, the evaluation is to use the project's logical framework (also referred to as logframe) to determine to what extent the intended outcomes and outputs are achieved.

3. To sustain its findings and conclusions, the evaluation aims to provide credible, useful, and practical information. In doing so, constructive and forward-looking recommendations have been formulated to inform the project donors (the Government of Finland) and ITC for future initiatives in the region. Additionally, potential audiences for the evaluation are implementing partners in Kenya, Tanzania, and Zambia. Indeed, it is hoped that the evaluation's results and recommendations will be beneficial for the project's beneficiary countries' government, as well as, in-country trade promotion organizations (TPOs), trade and investment support institutions[14] (TISIs)[15], Small and Medium-sized Enterprises (SMEs), and other stakeholders.

1.1.2. Scope

4. In addition to examining the relevance of the project objectives and approach, the scope of the evaluation is to cover all ITC implemented activities since its beginning, with questions including: Have they been effective and efficient? Are the activities' results (outputs and outcomes) likely to be sustained over time? Has there been an effect on the beneficiaries within the value-chain? Has the project contributed to enhancing intra-regional trade in Eastern Africa? The project's timeline, the geographical areas it covered, the targeted groups involved, and the evaluation criteria, questions and methodology are also used to determine the evaluation's scope.

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[8] ITC, November 2013. *Project Plan: Promoting Intra-Regional Trade in Eastern Africa*. p. 2

[9] ITC, September 2016. *Draft Bi-Annual and Final Project Report January to June 2016.* p. 13

[10] ITC, August 2016. Terms of Reference: Evaluation of Promoting Intra-Regional Trade in Eastern Africa. 34 p.

[11] To simplify the report, further details on the evaluation methodology is found in Annex 4.

[12] ITC, November 2013. *Project Plan: Promoting Intra-Regional Trade in Eastern Africa.* P. 30 - 31

[13] ITC, August 2016. *Terms of Reference: Evaluation of Promoting Intra-Regional Trade in Eastern Africa.* P.11

[14] More and more, the international trade community refers to such institutions as "trade investment and support institutions". To align the report with all the documentation available for the evaluation, the consultant uses the expression

[15] The project document refers to Trade Support Institutions (TSIs), however, during project implementation; the name used by ITC to refer to these institutions was changed to Trade and Investment Support Institutions (TISIs). For the purposes of this report, TISI will be used throughout.

Evaluation Timeline

5. The evaluation officially started on 5 September 2016 and is planned to end on 21 January 2017[16]. The evaluation process is expected to be completed within five months (September to January).

Geographical Areas

6. The project was implemented in three countries: Kenya, Tanzania, and Zambia. The evaluation budget allowed for a field mission in all three countries in addition to an inception visit and debrief sessions in Geneva. The field missions covered the three countries with a sample of locations in each country is discussed further in Annex 4.

Targeted Groups Involved

7. The evaluation fully respects the United Nations Evaluation Group (UNEG) Norms and Standards in that the evaluation was carried out in a participatory and ethical manner, and the evaluation endeavoured to involve as many of the key project stakeholders as possible. In line with its participatory approach, the evaluation's lines of inquiry targeted representatives from relevant organizations in Kenya, Tanzania, Zambia, and Geneva. The types of respondents are included in Table 1 below.

Table 1: Types and Number of Respondents Met

TYPE OF RESPONDENT	NUMBER
Government of Finland	1
ITC (project managers, assistants, technical sections)	30
Implementation partners and coordinators (TPOs and TISIs) and Government representatives (relevant ministries in each country where the project is being implemented)	40
Consultants	6
SMEs from the different sectors covered by the project (honey in Tanzania and Zambia, spices in Tanzania, mango in Kenya and Tanzania, chillies in Kenya)	47

8. To ensure all relevant representatives were invited to participate in the lines of inquiry, the evaluation relied on the ITC Project Management team and the ITC Independent Evaluation Unit (IEU). The latter corroborated and completed the list of stakeholders involved in the project, confirmed by the Project Management team. The Project Management team sent out notification letters to potential interviewees and Focus Group Discussions (FGDs) participants in Kenya, Tanzania, and Zambia.

Assessment Criteria and Questions

9. The evaluation uses the Organisation for Economic Cooperation and Development-Development Assistance Committee (OECD-DAC) evaluation criteria, including relevance, effectiveness, efficiency, sustainability, and potential impact. The TOR added to the four main evaluation criteria: the measure of "changes that have occurred or are expected to occur upon the beneficiaries of the project, especially the poor and disadvantaged social and economic

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[16] Revised timeline considering the changes in schedule for the field mission as well as the longer than expected data transcription and analysis.

groups[17]." To add, the evaluation is to indicate any positive or negative, direct or indirect, intended or unintended long-term results, caused by the interventions. Noticeably, this is "Potential Impact" and is linked to the project's effectiveness and sustainability.

10. The suggested evaluation questions are numerous, and are, in some cases, repetitive (these are highlighted in the evaluation matrix). The questions are answered to the extent possible, and during the analysis phase, they were summarized to render a logical overall assessment of the project. During this process, some of the answers to the questions were aggregated. In the evaluation matrix (see Annex 1), the full set of adapted evaluation questions are categorized per evaluation criteria.

2. Background of the Evaluation Subject

11. The project is a joint response from the Government of Finland and ITC to the request from beneficiary countries for trade-related technical assistance (TRTA). Its aim was to develop inclusive economic value chains and foster trade integration. In Kenya (mango and chilli), Tanzania (honey, mango, and spices), and Zambia (honey), the beneficiary countries, the development of the agri-business sector was defined as a priority area. Additionally, national economic growth was considered important because of its impact on reducing poverty. One of the main obstacles for SMEs (including retailers, intermediaries, or food processing companies) was their inability to meet the requirements of buyers in the regional market. The project's purpose was to uncover solutions to address these obstacles and enhance the regional trade in the Eastern African region. Below are subsections describing in more detail the project through a Theory of Change (ToC) approach.

2.1. Theory of Change

12. According to the ITC draft Evaluation Guidelines, when evaluating an intervention, if the ToC or results chain is absent or poorly defined the evaluation should reconstruct it retrospectively using ITC's results framework, based on the understanding of the objectives, assumptions, activities, and related performance indicators. The fine-tuning or reconstructing of the TOC should be undertaken during the evaluation process and should solicit the active participation of stakeholders.

13. During the inception phase of the evaluation, the project's ToC was reconstructed, and further revised during the present reporting phase. The ToC provides a background upon which the evaluation relies. Figure 1 below presents the project using the standard ITC results framework structure, which is followed by the detailed ToC, with a focus on how the evaluation understands the project. Figure 2 visually explains the ToC as understood by the evaluation.

14. ITC's Programmatic Approach is comprised of six focus areas, one of which is "supporting relational economic integration and South-South links".[18] It is in this focus area where the project, Promoting Intra-Regional Trade in Eastern Africa" is positioned.[19] With a view of the overall ToC of ITC's corporate results framework, the focus area, and hence the project, is positioned to support ITC's objective of increasing the international competitiveness of small and medium-sized enterprises (SMEs).

15. The project was designed to provide: advisory services; training; publications; and technical materials and tools. These outputs were designed to lead towards increased awareness, increased knowledge, and improved consensus. This, in turn, would contribute to policy makers integrating business interests; TISIs better supporting SMEs; SMEs introducing changes in their
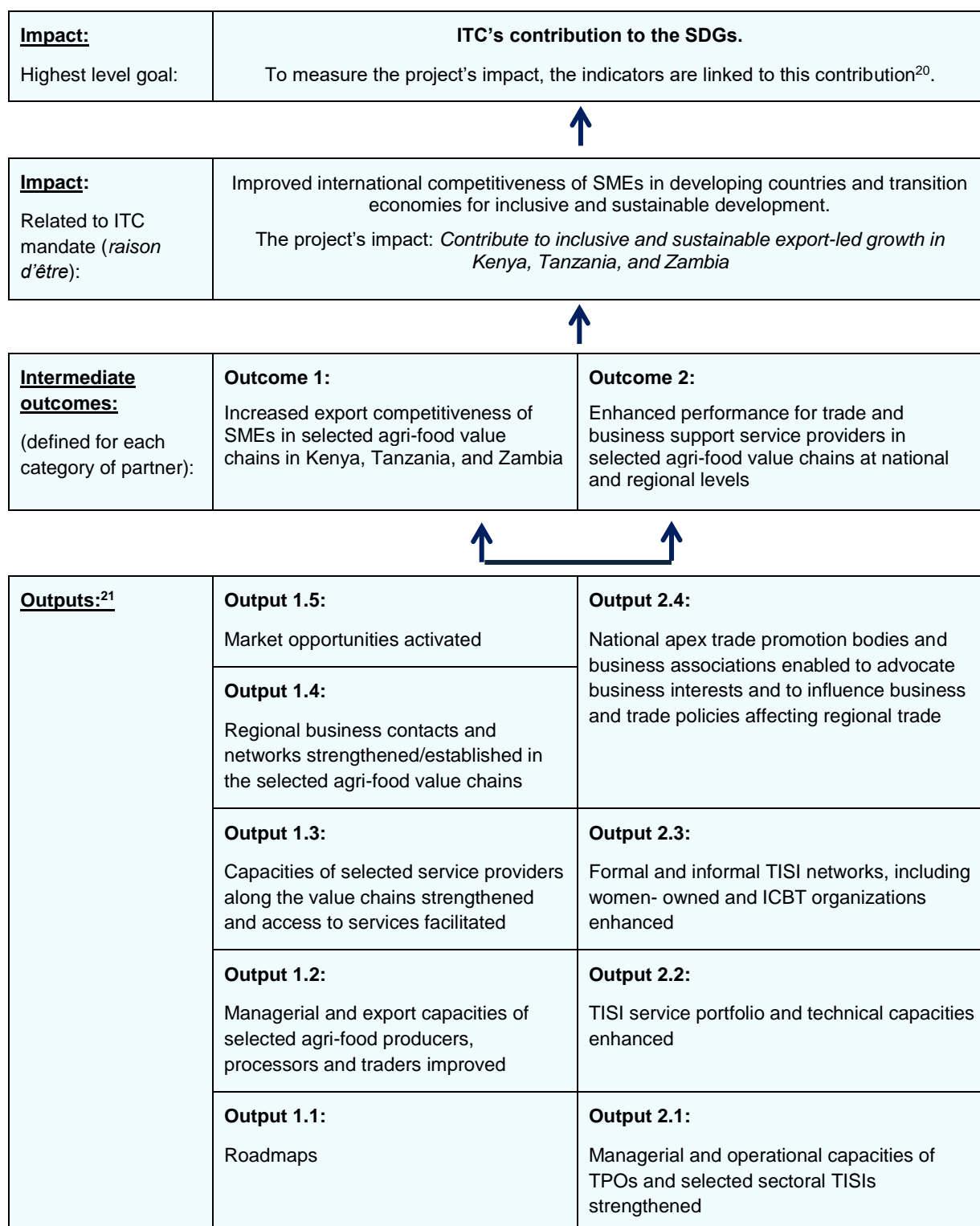
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[17] ITC, August 2016. *Terms of Reference: Evaluation of Promoting Intra-Regional Trade in Eastern Africa*. P.14

[18] International Trade Centre, 2016. Operational Plan 2016, page 8. Available at:
http://www.intracen.org/uploadedFiles/intracenorg/Content/About_ITC/Working_with_ITC/JAG/Redesign/Operational%20Plan%202016%20-%202016-06-07.pdf

[19] *Ibid*, page 20.

operations; and market partners opening-up value chains. These elements all contribute to the international competitiveness of SMEs, and this is the stage where the project is placed.

Figure 1: Project Placement within the ITC Results Framework.

Impact: Highest level goal:	**ITC's contribution to the SDGs.** To measure the project's impact, the indicators are linked to this contribution[20].	

<div align="center">↑</div>

Impact: Related to ITC mandate (*raison d'être*):	Improved international competitiveness of SMEs in developing countries and transition economies for inclusive and sustainable development. The project's impact: *Contribute to inclusive and sustainable export-led growth in Kenya, Tanzania, and Zambia*	

<div align="center">↑</div>

Intermediate outcomes: (defined for each category of partner):	**Outcome 1:** Increased export competitiveness of SMEs in selected agri-food value chains in Kenya, Tanzania, and Zambia	**Outcome 2:** Enhanced performance for trade and business support service providers in selected agri-food value chains at national and regional levels

<div align="center">↑ → ↑</div>

Outputs:[21]	**Output 1.5:** Market opportunities activated	**Output 2.4:** National apex trade promotion bodies and business associations enabled to advocate business interests and to influence business and trade policies affecting regional trade
	Output 1.4: Regional business contacts and networks strengthened/established in the selected agri-food value chains	
	Output 1.3: Capacities of selected service providers along the value chains strengthened and access to services facilitated	**Output 2.3:** Formal and informal TISI networks, including women- owned and ICBT organizations enhanced
	Output 1.2: Managerial and export capacities of selected agri-food producers, processors and traders improved	**Output 2.2:** TISI service portfolio and technical capacities enhanced
	Output 1.1: Roadmaps	**Output 2.1:** Managerial and operational capacities of TPOs and selected sectoral TISIs strengthened

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[20] As the project was designed in 2013, the references are made to the Millennium Development Goals (MDGs) and not the Sustainable Development Goals (SDGs).

[21] The capacity-building rungs presented in the ITC draft evaluation guidelines were not integrated in the results framework at the time. This is addressed in the ToC discussion below.

Impact: Contribute to inclusive and sustainable export-led growth in Kenya, Tanzania, and Zambia

16. At the impact result level, the project was designed to have actors (mainly TISIs and SMEs but also, ministries and sector associations for example) able to affect the inclusiveness and sustainability of export-led growth in the three countries. Thus, by design, the project would have an indirect influence at the impact level. The project's contribution is but one amongst many other influencing actors/factors.

Assumptions:

17. Being the long-term goal, the project designers assumed the countries would have a continued commitment to trade and regional cooperation. By focusing on the advantages and benefits for the beneficiaries of trading with regional and international partners, the project would work towards ensuring the assumption would materialize. Also, it was hoped that the political contexts would remain stable enough to allow for the smooth implementation of the project as well as to foster regional cooperation. This assumption is linked to a risk that is out of the project's control: the risk that political instability would hinder the project's efforts to achieve impact. Experience demonstrates that problematic elections or in-country violence can greatly affect the chances of success for such projects. These risks cannot be controlled by project actors.

18. Retrospectively, and more importantly, another assumption was that the stakeholders would be committed to the project. To ensure this assumption would become reality, the project would foster stakeholders' involvement in the design and implementation of the project. In fact, it was assumed that the implementation partners, as well as the beneficiaries and all stakeholders (e.g. other projects' implementation teams or relevant national ministries' representatives) involved, would develop ownership over the project's new tools and buy-in of the capacities they acquired. The project would only *contribute* to the impact level since stakeholders would also be responsible for the enhancement of inclusive and export-led growth (impact result). Thus, the project management team should have been responsible for creating a context wherein stakeholders took part in the implementation process. Although this responsibility was not explicitly stated, it was clear that in such projects and to reach higher level results, stakeholders' commitment needed to be fostered.

Logic:

19. To contribute to impact, the project was designed with a two-outcome strategy, one with a focus on the SMEs in selected agri-food value chains (beneficiaries), and the second with a focus on the TPOs and TISIs (beneficiaries and/or implementing partners). There was an underlying assumption that the two groups of stakeholders involved in regional trade would be the key drivers of change in the project. The focus on SMEs was at the processing/trading levels of the value chain and not the producers. Although they are central to results at the impact level, the producers (upstream in the value chain) were considered as indirect beneficiaries. This hence led to another assumption: that there would be sufficient quality raw materials available for the processing SMEs involved which would eventually increase their production in the case the project became successful.

20. The change logic (or missing middle) between the project outcomes and impact lies in the link between increased SMEs export competitiveness (Outcome 1); TISIs supporting them towards this objective (Outcome 2), and export-led growth being more sustainable and inclusive (Impact). The basic idea behind the ToC logic is that, as the SMEs become more export competitive and progressively integrated into the regional/international market, they would increase the quantity of production they sell, by exporting more, and through other ways. This would lead them to demand more raw materials from the supplying producers—and potentially investing to increase the quality of the raw materials. As the SMEs demand would increase, the producers should augment their production, which normally would create growth in their revenues. SMEs could also try to find new producers for supply, and these new producers could also benefit from increased revenues.

21. Concerning the sustainability of inclusive growth, the logic rests in the ability of the TISIs to administer continuous support to the SMEs. As the SMEs grow, their support needs would evolve, and to respond to these new needs the TISIs would provide them with adapted support. This is linked to the dynamic nature of the SME competitiveness; as the markets evolve, the SMEs would have to adapt, and the TISIs would be able to support them in this process.

22. The structure for the logical framework varies slightly for each country, and activities were adapted for each of the three countries and respective sectors. Below is a detailed account of how the project was designed with a view of reconstructing the ToC from the outcome level to the output level.

Outcome 1: Increased export competitiveness of SMEs in selected agri-food value chains in Kenya, Tanzania, and Zambia

Assumptions:

23. For Outcome 1 to be achieved, the project assumed that the beneficiary processors and traders (the SMEs) would continue prioritizing the project's selected agri-foods sectors and target regional markets. The SMEs selected were producing in the targeted sectors but some also evolved in other sectors. The project had to make sure that the SMEs remained interested in processing in the selected sectors. This was to be done by demonstrating that a solid market existed for the products and that profit margins were to be made.

24. Linked to this, by developing the logical framework as it is, it was assumed the SMEs wanted to export, and in the project's targeted markets (mainly regional). To increase the SMEs' export competitiveness and then to measure if they effectively were more competitive at the end, they would need to export at one point. Alternatively, the term competitiveness could be used in a broader sense, which does not rely solely on terms of exports. The term competitiveness, when linked to export, intrinsically implies that the beneficiary SMEs would increase their ability to perform in their sector external markets.

Logic:

25. To increase SME export competitiveness, the project aimed to improve the way the SMEs managed their business. The idea was for them to have a more professional approach to management and raise their awareness of the available tools on specific issues (e.g. efficient and formal production processes, legal and financial as well as product quality standards and requirements in the regional and international markets). The logic was that through these improvements and with the use of the new tools, they would produce more efficiently and better products which would eventually reach targeted export market standards. Jointly with this work, the project was to foster links between the beneficiary SMEs as well as with the demand for their products in the markets.

26. The logic relates to the inclusiveness of the export-led growth. Using the terms from the ITC SME Competitive Outlook (SMECO) 2016's competitiveness pillars (capacity to compete, capacity to connect, and capacity to change), Outcome 1 specifically relates to the SME capacity to compete (gains in efficiency, i.e. in cost, time, quality and quantity) and their capacity to connect (inward and outward links with the business environment, in this case, regionally and internationally).[22] Outcome 1 relates less to the third pillar on the capacity to change. The targeted market dynamic, changing forces are taken into consideration in Outcome 2 but not so much in Outcome 1.

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[22] International Trade Centre, 2016. SME Competitiveness Outlook 2016: Meeting the standard for trade. Available at: http://www.intracen.org/SMEOutlook/SMECO2016/ (see page 103)

Output 1.1: Roadmaps

27. The project design points to a set of outputs that together represent an approach to increasing the export competitiveness of SMEs. To achieve this result, the project was to rely on identified gaps in the value chains of the selected agri-food (the Roadmaps of Output 1.1). As mentioned in the roadmaps themselves, the documents were developed with the view of outlining "the opportunities for expanding trade of [selected] products and to provide a strategy for expansion[23]." These documents were conceived as the building blocks of the change the project wanted to bring. They were also strategic, more long-term documents for future expansion. They would contain information on market opportunities as well as sector-wide innovative approaches for growth. To make sure the roadmaps were useful, the project would foster ownership amongst all the stakeholders. This meant involving them in the production of the documents.

28. For all three countries, the project would develop the roadmaps for the selected sectors. In Zambia, as one officially already existed (i.e. the Apiculture Sector Development Strategy and the Value Chain Analysis), the approach was to update the document[24]. The concept of roadmaps varies from country to country. In Kenya, they consisted of national and county levels value chain analysis and consultation. In Tanzania as well, although the idea was also to conduct a comprehensive market development research. The project was to use the roadmaps to identify gaps which would be addressed during project implementation but more broadly over time, including after the project's end.

29. In summary, the roadmaps would become tools used to confirm a strategic need for the project's activities along the value chain. This confirmation came during the validation of the roadmaps with a few of the beneficiaries, mainly from the public sector[25]. It is to be noted however that the activities for all the other outputs were designed prior to the development of the roadmaps. Retrospectively, the documents are more strategic than short-term project planning tools.

Output 1.2: Managerial and export capacities of selected agri-food producers, processors and traders improved

30. Using the roadmaps as well as preparatory work conducted before specific trainings were provided on pre-designed themes and subject, the objective was then to improve processors and traders' capacity to manage their businesses, by targeting the gaps identified (Output 1.2). The trainings and capacity development activities in Output 1.2 would help the targeted beneficiaries increase the efficiency of their production process and the quality of their products. Beyond providing relevant trainings, to make sure the beneficiary SMEs would integrate the new information and tools, it was important for the project team to make sure the SMEs were aware of the added value of the content of the trainings. The SMEs needed to understand why they were being provided with the trainings.

31. Output 1.2 was based on a value chain approach: the capacities of the actors along the value chain were to be developed through managerial and export trainings. The roadmaps were to be used, in addition to other market research, to adapt the trainings to each country and each selected sector.

32. For the SMEs to become export-ready, the project considered that they needed to improve their managerial skills (to be more efficient and produce a better-quality product). Furthermore, the idea was to support them in such a way that would be able to reach the export markets' standards.

33. In Kenya, Output 1.2 was focused on capacity building for the selected SMEs. Efforts to understand the value chain using the roadmaps, as well as market assessments and producer

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[23] ITC, December 2014. *Zambia, Road Map for Developing & Strengthening the Honey Sector.* P.25 (similar purposes for the other sectors).

[24] It is to be noted that in the other countries, some analysis of the value chains included in the project existed prior to the project.

[25] For example, see list of participants of the roadmaps roundtables in the following documents: ITC, 30/09/2014. *Note for File: Stakeholder Roundtable for processed mango and chili.* P. 3 and ITC, 20/08/2014. *Note for File: Stakeholder Zambia honey value chain roundtable.* P. 3

group mapping, would support the development of a managerial and export training curriculum adapted to the selected sectors SMEs. These curriculums would then be used to conduct trainings for the selected SMEs. Finally, the project would support the beneficiaries in reaching the buyers' quality standards and requirements.

34. In Tanzania, the capacity development approach for SMEs was also central. The trainings would address Supply Chain Management (SCM), packaging, branding, labelling, quality, and trade intelligence quality, compliance with standards and Sanitary and Phytosanitary (SPS)—buyer requirements. For the honey sector, the project was designed to support the transformation of the product (i.e. cosmetics, candles, pharmaceutical). Finally, the trainings were also to be oriented towards enhancing the beneficiary SMEs' export readiness.

35. In Zambia, the trainings were oriented towards branding, SCM as well as reaching existing standards (e.g. quality and food safety) in the Honey Sector. For the latter element of the Zambian project, capacity building would be focused on Hazards Analysis and Critical Control Points (HACCP) standards. This was the case for the other two countries as well.

Output 1.3: Capacities of selected service providers along the value chains strengthened and access to services facilitated

36. In addition, the project was to create a context allowing SMEs to eventually have better access to finance and be in a better position to understand, negotiate and draft contracts (Output 1.3). The elements of Output 1.3 were seen as additions to the trainings from Output 1.2; they were to help increase the way the SMEs managed their business. Again, it was important to ensure the beneficiaries found a use for the potential increase in availability of funds and their acquired ability to negotiate contracts. For example, to enhance the relevance of the access to finance trainings, they needed to be linked to a goal each SME had, an identified investment need.

37. Also using the roadmaps, Output 1.3 was to develop capacities of the actors along the value chain (e.g. SME groups, processors, exporters and suppliers between the beneficiary SMEs and producers) on financial and legal issues linked to exports.

38. While Output 1.2 focused on the commercial aspects of how the SMEs could become more export-ready and Output 1.3 revolved around enhancing the services and tools that support the SMEs in export activities. Hence, the SMEs would operate better and be better accompanied.

39. In Kenya, the project would develop the capacities of SMEs as well as other actors involved in the value chain (e.g. the TISIs and the County Based Entrepreneurs, CBEs[26]) in financial and business management. ITC staff delivered trainings themselves and in addition, the team hired consultants who would provide training on negotiating and drafting of contracts.

40. In Tanzania, the project would focus on providing TRTA and advisory services to exporters and other actors along the value chain on similar issues as in Kenya: negotiating and drafting contracts as well as access to finance. The project would also contribute additional efforts linked to legal issues related to cross-border export, specific to Tanzania.

41. In Zambia, for Output 1.3, the project was fully oriented towards packaging. The Zambian Bureau of Standards would receive capacity building to strengthen their capacity to develop food-packaging standards and to test packaging. The project would also build awareness of the suppliers and processors along the value chain on the importance of packaging of the food products.

Output 1.4: Regional business contacts and networks strengthened/established in the selected agri-food value chains

42. Leveraging the value chain, above the actors improved business management skills, the project wanted to enhance their business environment by creating network opportunities within and outside the region (Output 1.4). Output 1.4 is more directed toward the TISIs and service

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[26] These are the equivalent of what is sometimes referred to as middle-men.

providers along the value chain. The objective was to create networks among these institutions regionally, so their representatives could exchange lessons, good practices and appropriate technologies.

43. The sustainability of Output 1.4 was through bringing stakeholders from the region together, the project would develop a network which would allow for the circulation of information and eventually strengthen the regional market. In Tanzania and Zambia, the project also had the objective of connecting the supply and demand at the regional level.

44. Output 1.4 was not implemented in Kenya, however, the fact it was not implemented in the country was not seen as jeopardizing the project's ToC. On the contrary, at the design stage, it was understood that as there were sufficient agri-food value chain regional business contacts and networks, the project could focus its energy on other activities.

45. In Tanzania, the project would implement study tours and business meetings with the specific view of connecting the beneficiary SMEs with the East Africa Business Council (EABC) and the East African Women in Business Platform (EAWiBP). In addition, it was understood that this would facilitate linkages with buyers.

46. In Zambia, implementation activities supporting Output 1.4 were linked to business meetings, trade missions, and buyer-seller meetings. In addition, the project would develop an Annual Regional Business Directory[27].

Output 1.5: Market opportunities activated

47. To take advantage of the strengthened regional business contacts and networks, the project would facilitate buyer-seller meetings. As mentioned in the results framework, it was assumed that the SMEs would be able to meet the potential buyers' requirements.

48. For Kenya and Tanzania, Output 1.5 was to facilitate buyer-seller meetings. Trade missions and beneficiary SME participation in trade fairs would also be facilitated. As mentioned in the results framework, it was assumed that the SMEs would be able to meet the potential buyers' requirements.

49. In Zambia, as the activities required for the implementation of Output 1.5 were considered as being like those required for Output 1.4, these two outputs were merged. The merging of these outputs was not seen to jeopardize the project implementation in the country.

Summary of Outcome 1

50. As seen in the above discussion, the logic change for Outcome 1 can be summarized the following way: with the roadmaps in hand, the trainings and tools of Outputs 1.2 and 1.3 would be adapted to the gaps identified. Then, with SMEs being better equipped (more competitive) to meet the targeted market demands, the project would help them link with these markets (Outputs 1.4 and 1.5).

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[27] The Annual Regional Business Directory is an anticipated output.

Outcome 2: Enhanced performance for trade and business support service providers in selected agri-food value chains at national and regional levels

51. Outcome 2 is linked to the increased competitiveness of the SMEs through their enhanced capacity to face changes in the markets (the third pillar of SME competitiveness) with the support from the TISIs. Indeed, the enhanced performance of the TISIs in the targeted countries was to allow the SMEs to have access to services that would enable them to adapt to the dynamics in requirements from the targeted markets. Outcome 2 was hence to be a support component to reaching Outcome 1.

Assumptions:

52. As for Outcome 1, Outcome 2 was developed under the assumption that the selected agri-food sectors would remain priorities amongst the TISIs involved. In addition, it was assumed that they would remain committed to the development of the regional market. As the TISIs were involved in the selection of the sectors, these assumptions were normally to be easily realized. However, as many of the TISIs provided support to many sectors, the project had to ensure the TISIs would be able to remain available to and focused on the sector's stakeholders, at least during the project's implementation. The long-term idea was also for the TISIs to make available to all their clients, including those from other sectors, their enhanced service portfolio. One factor that had to be considered by the project was to guarantee the appropriateness of the TISIs with the SMEs. In other words, the former had to already provide services to the types of SMEs selected, prior to the project. This links to another assumption made while designing the Outcome (although not stated in the project document): the TISIs were providing services to the selected agri-food sectors and to the SMEs involved in the project, to the extent possible. Finally, it was also assumed that other donor-funded projects were not overlapping or in contradiction to the ITC's efforts and that it was in the TISIs' priorities.

Logic:

53. The logic for Outcome 2 was to improve the quality and continuity of the services provided by the selected institutions to the SMEs. The idea was to ensure that these services would be adapted to the context, i.e. the specific needs, including women's needs, of the SMEs in reaching the targeted markets' requirements. Concerning the continuity element of Outcome 2, the absorption capacity of the TISIs was central. In other words, the TISI representatives would need to be able to integrate the newly acquired skills and tools in their everyday work. If their workload outside the project was too intense for them to deliver the new or improved services, the sustainability of the achieved results was not ensured.

Output 2.1 Managerial and operational capacities of TPOs and selected sectoral TISIs strengthened

54. To achieve the outcome level result of enhancing the selected TISIs support services to SMEs in the three countries, the project was to work on improving their managerial capacities (Output 2.1). This was logically to be a response to the ability of the TISIs to implement the new and/or enhanced services developed through Output 2.2. The project worked directly on enhancing the scope of services they could offer to the SMEs. Outputs 2.1 and 2.2 needed to be specifically linked with one another. Output 2.1 is directly based on capacity building for TPOs and TISIs to improve their managerial capacities.

55. In Kenya, after having conducted an institutional assessment and based on its findings, the project was to provide trainings on management to the TISIs.

56. In Tanzania, Output 2.1 and Output 2.2 were merged, since the project was to provide the TISIs with market intelligence tools and trainings on SCM, packaging, quality and buyer requirements. These would be similar trainings than those provided to the SMEs, many times through a learn-by-doing approach (the TISIs would be involved in one way or another in the implementation of the trainings and tools). In addition, the project planned to support, through a training-of-trainer approach, the TISIs to enhance the services they would provide to the SMEs on market

development. The project was also to support the TISIs in developing an export and branding strategy and establishing a packaging service centre.

57. In Zambia, after conducting institutional assessments based on its findings, the project would provide training on management to the TISIs.

Output 2.2 TISI service portfolio and technical capacities enhanced

58. Output 2.2 was to provide training, tools, information and data on markets linked to the selected agri-food sectors so that they could be in a better position to then provide improved and detailed services to the exporting SMEs.

59. In Kenya, Output 2.2 was to focus on increasing the availability of market intelligence linked to the selected agri-food sectors (i.e. through national trade information systems and competitive intelligence trainings).

60. As mentioned above, the implementation of Output 2.2 in Tanzania was merged with Output 2.1.

61. In Zambia, the project would improve the TISIs' capacity to monitor the selected agri-food sector market and then disseminate the availability of the information to the SMEs.

Output 2.3 Formal and informal TISI networks, including women-owned and ICBT organizations, enhanced

62. Output 2.3 was designed to create a network or platform where the TISIs would exchange lessons and best practices, support the development of links between them and relevant regional network. The place of Output 2.3 in the change logic of Outcome 2 was that the regional network would potentially leverage the project's activities to multiply the enhancement of the service portfolio by generating new channels through which new and enhanced services would be acquired. It is to be noted that this output was only designed for Tanzania. As the wording clearly states, the output was to foster regional networks amongst TISIs in the region. In addition, gender issues were included.

63. At the time of the country stakeholders meeting in December 2013, it was deemed that Output 2.3 was not relevant for Kenya or Zambia. Thus, the activities of this output were not integrated into the country logical frameworks. Even though this output was not implemented, stakeholders did not see this as an impediment to the projects' ToC.

64. In Tanzania, Output 2.3 of the project was to facilitate regional stakeholder meetings and specifically focus on women through export-oriented business training for women.

Output 2.4 National apex trade promotion bodies and business associations enabled to advocate business interests and to influence business and trade policies affecting regional trade

65. Finally, the project was to increase the TISIs influence on policy issues affecting trade of the selected agri-food sectors (Output 2.4). This output was to be reached partly at the regional level in dealing with national issues. Overall, the idea was to support the national TISIs in working towards freer trade at the regional level for the selected agri-food sectors. Output 2.1 was also to be linked with 2.4.

66. To summarize, the TISIs were to benefit from increased managerial skills that would allow them to integrate new and/or improved services. They were to be able to participate in regional networks of TISIs and advocate for enhancing policies for regional trade. Through their enhanced service portfolio, at the end of the project, the involved TISIs were to be in a better position to adequately and continuously support the SMEs in increasing their share of exports in the regional market.

67. As a result of the stakeholder meeting in December 2013, Output 2.4 was not integrated into the activities implemented in Kenya.
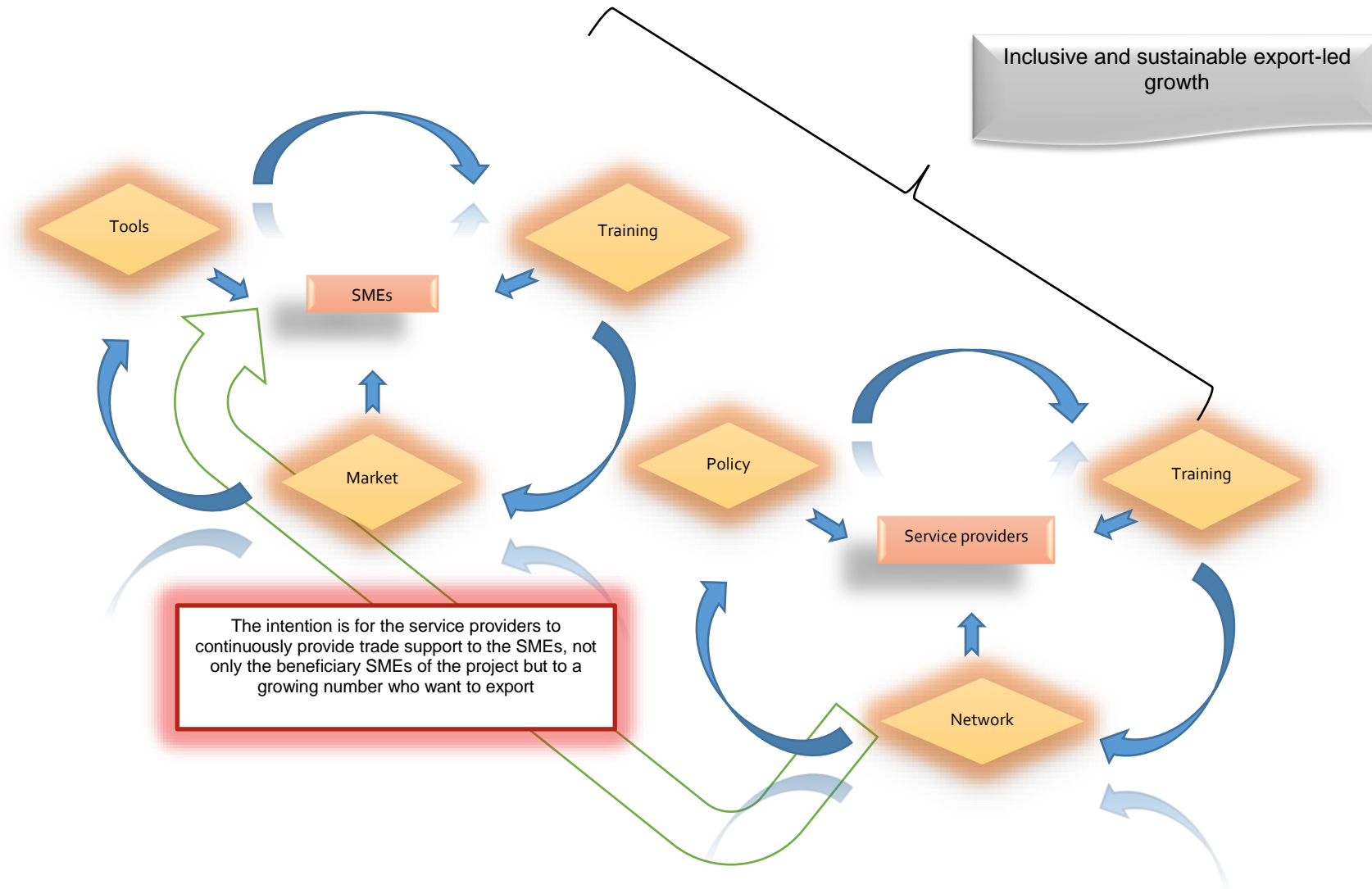
68.   In Tanzania, part of the activities in Output 2.4 relates to a regional perspective, in the sense that the project would work with regional bodies such as the Eastern African Business Council (EABC[28]), based in Tanzania and the EAC. The expected results linked to these activities were harmonized trade rules. The work with the national TISIs aimed at enhancing their capacities to influence the regional setting and advocate freer trade in the selected agri-food sectors.

69.   In Zambia, Output 2.4, the project was to facilitate dialogue amongst relevant regional stakeholders on policy issues affecting trade in the selected agri-food sectors. In addition, studies were to be developed on these policy issues.

Summary of Outcome 2

70.   As seen in the above discussion, the logic change for Outcome 2 can be summarized the following way: The TISI's managerial skills would be enhanced (Output 2.1) to ensure they could integrate the newly absorbed service portfolio provided by the project (Outputs 2.2 and 2.3). Through Output 2.4, the TISIs would be in a better position to influence the trade policies in their country. The learning-by-doing approach would ensure the TISIs would link all output results to the support they normally provide to the SMEs.

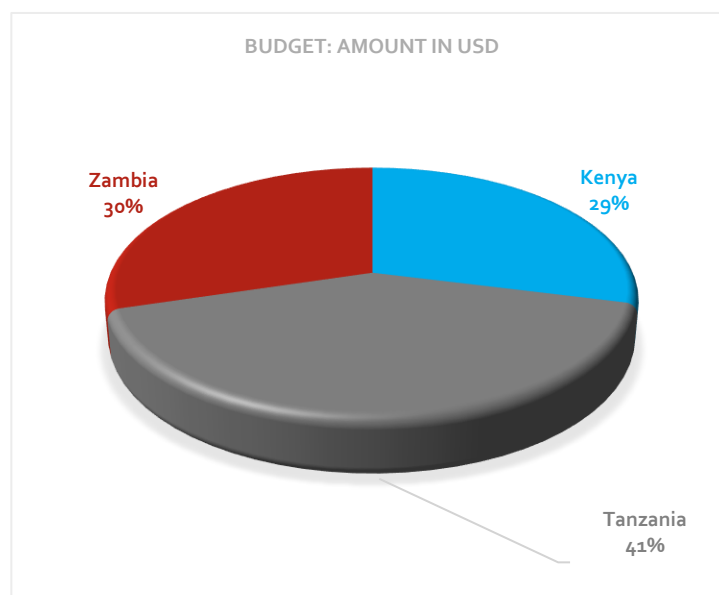
[28] http://www.eabc.info/

Figure 2: Project's Theory of Change as understood by the evaluation

Inclusive and sustainable export-led growth

Tools

Training

SMEs

Market

Policy

Service providers

Training

Network

The intention is for the service providers to continuously provide trade support to the SMEs, not only the beneficiary SMEs of the project but to a growing number who want to export

Activities

71. Although adapted to each country, the project's activities contributed to the same outputs and outcomes of the full logical framework and ToC. Notably, more of the overall budget was allocated to Tanzania (41%), than Zambia (30%) or Kenya (29%).

Figure 3: Budget per Country

72. Below is a summary of the main activities that were undertaken to eventually achieve the results.

- Hazard Analysis and Critical Control Points (HACCP) training: The concept of HACCP is a system that enables the production of safe food products through a thorough analysis of production processes; identification of all hazards that are likely to occur in the production establishment; the identification of critical points in the process at which these hazards may be introduced into product and therefore should be controlled; the establishment of critical limits for control at those points; the verification of these prescribed steps; and the methods by which the processing establishment and the regulatory authority can monitor how well process control through the HACCP plan is working[29].

- Lean Methodology Training: a partnership was organized between the ITC and Bosch Group around the idea of providing Lean Trainings to ITC beneficiaries, including beneficiaries from other ITC projects. Bosch Group invested funds for the delivery of the Lean Trainings. Lean methodology is a manufacturing technique that aims to improve the efficiency of production and processing with an aim to increase labour productivity, reduce waste, diminish job-related injuries, etc.[30] These trainings were the result of a partnership organized between the ITC and Bosch Group[31]. Through a Memorandum of Understanding (MoU), the latter invested funds for the delivery of the Lean trainings.

- Traceability trainings: making sure the elements of the product can be traced back to their origins.

- Competitiveness intelligence trainings: how to collect and analyse information and data on markets and render them useful for stakeholders.

- Marketing, branding and labelling trainings and services.

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[29] ITC, November 2015. *HACCP Training Report. Nairobi, Kenya.* P. 4

[30] https://www.boschrexroth.com/en/us/products/product-groups/assembly-technology/documentation-and-resources/lean-manufacturing-resource-center/lean-articles/what-is-lean

[31] http://www.bosch.com/en/com/bosch_group/boschgroup.html

- Supply Chain Management (SCM) trainings.

- Results-Based Management (RBM) trainings.

- Packaging and labelling trainings

- How to Export trainings.

- Legal-related issues, and contract negotiation principles and templates.

Implementing Structure

73. The project coordination was embedded within ITC's Division of Country Programmes (DCP) through the Office for Africa (OA). In Kenya, there was an ITC financed project coordinator, while in Tanzania and Zambia the TISIs were responsible for in-country coordination. The ITC technical sections (Enterprise Competitiveness, Sector Competitiveness, Trade Facilitation and Policy for Business, Trade Information, and Trade Support Institution Strengthening) oversaw capacity building interventions with support from both ITC-hired national and international consultants.

74. The Project Steering Committee (PSC) oversaw reviewing overall project performance. It also decided on issues related to outputs and outcomes at critical junctures and reviewed annual reports and work plans. Essentially, the PSC was an advisory board[32]. In terms of monitoring, the TISIs and the project coordinator in Kenya were responsible for periodic reporting (usually monthly) and provided inputs on project-related reports.

75. In brief, OA managed and coordinated daily project workplan activities; managed delivery by partner TISIs; managed partnerships with strategic partners and the donor; ensured liaison with the Governments trough the respective line ministries in Kenya, Tanzania, and Zambia; Coordinated project activities with United Nations Development Assistance Fund (UNDAF), and the United Nations Development Programme (UNDP) in the respective country; carried out monitoring and reporting; and was responsible for further resource mobilization.

76. The ITC Technical Sections provided direct and indirect technical inputs (delivered trainings themselves and through international consultants); supported the selection of resource persons and manage external consultants, and prepared inputs to progress reports and other forms of monitoring and reporting

3. Evaluation Process and Methodology

77. The project was structured around three initiatives in the three beneficiary countries. Strategically, the main objective was to stimulate regional trade. The approach taken was to adapt a general implementation structure to each of the countries. This context simplifies the evaluation strategy by measuring country level project performance and aggregating data for an overall assessment. The evaluation was flexible since it took into consideration each country's context during the period under review. The evaluation is mainly based on a non-experimental, descriptive design.

3.1. Evaluation Process

78. The evaluation addresses the questions presented in the TOR while adopting an independent, participatory and professional approach. Further details on the methodology are found in Annex 4.

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[32] ITC, 2015. *Promoting Intra-Regional Trade in Eastern Africa Project. PSC Minutes and Presentations. Helsinki, Finland; Lusaka, Zambia*

3.2. Data Collection and Analysis Methods

Inception phase

Step 1: Start-up Meetings and Preliminary Document and Literature Review

79. The evaluation consultant held start-up meetings including one official telephone discussion with the ITC IEU, which was managing the evaluation, to kick-off the evaluation process. A document and literature review was also completed, with the purpose to familiarize the consultant with the project, main stakeholders and partners, beneficiaries, and results achieved.

Step 2: Inception Report (IR) and Development of Data Collection Tools

80. The IR provided a detailed presentation of the approach used to evaluate project management and the extent the results were reached. Based on the evaluation matrix, data gathering tools developed included: i) a document review data collection matrix; ii) customized interview protocols; iii) FGDs guides that were used with respondents and beneficiaries; and iv) a direct observation grid. The IR, the evaluation matrix, and data collection tools were submitted to the IEU for validation. The IEU commented the draft IR, allowing for the consultant to finalize and fine-tune the evaluation matrix and data collection tools. This final IR was then circulated to project stakeholders. The IR became the roadmap for the rest of the evaluation and the working document from which decisions were taken.

Data Collection Phase

Step 3: In-depth Desk Review

81. The in-depth desk review allowed for data to be collected prior to telephone interviews and during the field mission.

Step 4: Interviews and FGDs with Key Stakeholders and Beneficiaries

82. During the field mission and through telephone discussions, the consultant met with 123 persons; during the field mission in Zambia, the consultant was accompanied by an ITC staff member of the IEU. A list of respondents for the interviews and FGDs process during the field mission is found in Annex 5. The in-person interviews were semi-structured in nature and lasted from 30 to 60 minutes, depending on the category of the interviewee and nature of involvement with the project. During these interviews, the questions and indicators presented in the evaluation matrix were addressed with each of the relevant respondents.

Reporting Phase

Step 5: Data Analysis

83. Data was collected through document review, interviews, FGDs and direct observation. It was then analysed using the triangulation method. Content analysis of various data helped bring together responses from multiple sources to the same evaluation questions leading to triangulation and drafting of evidence-based findings, conclusions, lessons learned and recommendations.

Step 6: Draft and Final Report

84. Based on the analysis described above, the draft evaluation report was developed. In addition to the findings, a six-point scale has been used to rate each evaluation criterion as well as the overall project. The ratings are backed by evidence and explanations based on observations and analysis. Each rating is adapted to the accompanying criterion and defined below:

Table 2: ITC Six-Point Evaluation Rating System

Six-Point Rating System	
6 Highly satisfactory	A project with overwhelmingly positive results, and no flaws.
5 Satisfactory	A project with some strong results, and without material shortcomings.
4 Moderately satisfactory	A project with a clear preponderance of positive results (i.e., it may exhibit some minor shortcomings though these should be clearly outweighed by positive aspects).
3 Moderately unsatisfactory	A project with either minor shortcomings across the board, or an egregious shortcoming in one area that outweighs other generally positive results.
2 Unsatisfactory	A project with largely negative results, clearly outweighing positive results.
1 Highly Unsatisfactory	A project with material negative results and with no material redeeming positive results.

85. The qualitative data that was collected as supporting evidence to the findings is presented below using the below benchmark:

Table 3: Benchmark Reference Scale

Benchmark reference	Percentage of Respondents
All respondents said…	**100%**
A majority of respondents said….	**~ more than 75%**
Many respondents said…	**~ more than 50%**
Some respondents said…	**~between 25 and 50%**
A few said…	**~ less than 25%**

86. Based on the full evaluation of the project, recommendations are outlined by evaluation criteria. After the draft report was submitted, the ITC IEU conducted a quality review, and the draft was subsequently circulated to stakeholders who provide feedback, comments, and questions (please see Annex 7 which provides an Audit Trail).

4. Findings

4.1. Relevance

Rating: 4 — Moderately Satisfactory

87. The project was generally relevant for the majority of implementing partners as well as beneficiaries (> 75%). However, the lack of involvement of private sector stakeholders during the initial design phase led to effectiveness, efficiency and ownership issues during the implementation of the project.

4.1.1. Relevance to the ITC and International Development Support Context

> ➢ **Key Evaluation Question: Are the project objectives and design in-line with ITC's corporate objectives, strategies, and strengths?**

Embedment in ITC

88. The project's design was well correlated with ITC's objectives, strategies, and strengths. In fact, the project was designed based on the institution's pre-existing strengths, and the design worked to maximize the use of in-house technical expertise in responding to needs set out in the Project Plan. Table 4 below provides ITC's corporate outcomes.

Table 4: ITC's Corporate Outcomes

2014-2015	*2016-2017*
(a) Strengthened integration of the business sector into the global economy through trade intelligence and enhanced support to policymakers	**(a) Strengthened integration of the business sector into the global economy**
(b) Enhanced trade support institutions and policies for the benefit of exporting enterprises	**(b) Improved performance of trade support institutions for the benefit of enterprises**
(c) Strengthened export capacity of enterprises to respond to market opportunities[33]	**(c) Improved international competitiveness of enterprises[34]**

89. The project is aligned with the corporate outcomes established for the 2014-2015 and 2016-2017 bienniums. Where outcomes (a) refer to links between beneficiary countries and the global economy, project alignment is seen where the project worked toward the three countries' economies integration into the regional market. Trade Intelligence was also a central training component of the project. Outcomes (b) relate to TISI's role in supporting businesses, and one of the two main types of project beneficiaries were TISIs. Equally important, some implementation was accomplished in partnership with the TISIs. In the same fashion, as the other major type of project beneficiaries were SMEs, the project responded well to the outcomes (c). In fact, the project's first outcome specifically mentions SME competitiveness. All ITC respondents consider the project has been designed to correspond to ITC's niche work and international positioning.

A Short Timeline of the Project's Design Phase

90. The project's initial steps can be traced back to September 2012. At that time, initial brainstorming took place within the Division of Business and Institutional Support (DBIS) which was the main ITC focal point with the Government of Finland. The latter had already discussed with DBIS the idea that funds would be available for work in East Africa. The background of the consultations held was based on two previous Government of Finland financed, ITC implemented projects: one in Benin and the other in Kenya and Tanzania[35]. In early 2013, DBIS transferred the project planning to OA to foster inter-divisional collaboration. Later in 2013, major changes took place at the ITC: a new executive director took office[36] and the positions of director of DCP and chief of OA changed (the position of Chief OA changed twice during the project). These changes, coupled with extended discussions with the Government of Finland on how the funds should be used, led to delays in the design of the project.

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[33] Proposed Programme Budget for the Biennium 2014-2015 (A/68/6 (Sect. 13)/Add.1), pages. 14-15/26

[34] Proposed Programme Budget for the Biennium 2016-2017 (A/70/6 (Sect. 13)/Add.1), pages 12-13/17

[35] ITC, 2013. *Project Report, Strengthening Agrifood Export Value Chains in Selected West African Countries.* 4 p.

[36] http://www.intracen.org/about/management/arancha-gonzalez/

91.   After a project idea (skeleton – with only Outputs and Outcomes) was formulated by two project officers[37], two Country Managers took over the design process in mid-2013 (to develop specific activities) and conducted a needs assessment mission to the three countries; a Project Plan was drafted, finalized and approved; and a project-planning event took place at ITC headquarters in December 2013. The design phase lasted from end-2012 to end-2013, a little more than 12 months, and project implementation started early 2014, thus lasting a little more than a year. As demonstrated below, this extensively affected the implementation of the project (e.g. slower start of implementation because design phase elements were pending; initial buy-in issues on the part of the private sector representatives; some lack of understanding of contextual elements affecting implementation and of needs of the private sector beneficiaries. Details are found below).

   ➢ **Key Evaluation Question: Was the project designed in order to support other relevant bilateral and multilateral programmes and initiatives?**

Project and Context: Planned Partnerships

92.   The project planned for synergies with other projects, however, the coordination was not fully structured. The Project Plan lists many initiatives with which the project was intended to be aligned, including work done by the United-States Agency for International Development (USAID) in Kenya; ITC's own work in Tanzania; or United Nations Development Assistance Framework's (UNDAF) work in Zambia. The project design team clearly mapped different activities carried out by donors or implementers in each country[38]. Apart from this initial mapping, there were no specific *coordination mechanisms* set up during the design phase to support partnerships with these other initiatives.

93.   One of the often-highlighted project collaboration in Zambia was that with the Netherlands Development Organization (SNV - *Stichting Nederlandse Vrijwilligers*) project entitled "Trade and Investment Project for Enhanced Competitiveness of Zambia's Apiculture Sector (TIPEC-ZAS)[39]". At the start of the ITC project, SNV was implementing this Enhanced Integrated Framework (EIF) initiative. Both projects were embedded in the honey sector, and the entrenchment of the ITC project with the SNV/EIF project was praised by many respondents (> 50%) as they targeted different segments of the value chain. The SNV/EIF project specifically worked with beekeepers where the ITC project worked with honey processors. Jointly, they covered a large portion of the honey sector's value chain. However, apart from discussions held between the two project management teams[40] and exchanges to build on the results of this project[41], there was no systematic mechanism linking the two initiatives. In fact, the synergy had to be stimulated by the Government of Finland as reported by respondents[42]. Notwithstanding this fact, the synergy between the two projects is considered relevant and effective.

94.   Other synergetic work was accomplished with additional projects in the three countries in the same manner. For example, in Tanzania, the project involved some of the same beneficiaries who were involved with a German Society for International Cooperation, Ltd. (GIZ - *Deutsche Gesellschaft für Internationale Zusammenarbeit, GmbH)* project. This could have led to positive

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[37] ITC. April 2013. *Project Idea: Promoting intra-regional trade in Eastern and Southern Africa: Strengthening institutions and building enterprise competitiveness in agro-value chains.* 24 p.

[38] ITC. November 2013. *Project Plan: Promoting Intra-Regional Trade in Eastern Africa.* p.15 - 16

[39] http://www.snv.org/project/trade-and-investment-project-enhanced-competitiveness-zambias-apiculture-sector-tipec-zas Also see: Mr. Ben Mwongela and Dr. Felix Kalaba, December 2015. *End-Term Evaluation of the Trade and Investment Project for Enhanced Competitiveness of Zambia's Apiculture Sector.* 51 p.

[40] Including during a project design event held at the ITC stakeholders in December 2013. ITC, December 2013. *East Africa: Promoting Regional Trade. Summary report of the project work-plans and detailed budgets developed by ITC and country representatives from the three participating countries.* P.3

[41] From information presented in the project's final report, it seems that some TcCs are working with an SNV project, financed by the African Development Bank. However, this information was not triangulated by the evaluation.

[42] In addition to the interview collected information, this fact is presented here: ITC, 27 August 2015. *Promoting Intra-Regional Trade in Eastern Africa. Project Steering Committee (PSC) Meeting.* P.3

results, yet due to a lack of coordination between the two projects, the initial added-value of the parallel initiatives was lost.

95.   ITC in-house synergies, on the other hand, were well coordinated. For example, the competitiveness intelligence training in Tanzania was implemented through an ITC project funded by the Swiss State Secretariat for Economic Affairs (SECO)[43].

4.1.2. Design Phase: Needs Assessment and Available Information

➢   **Key Evaluation Question: Are the project objectives and design relevant to the development needs of each country and consistent with priorities of the Governments of Kenya, Tanzania and Zambia and the primary stakeholders in the country?**

Alignment with Priorities and Needs Assessment

96.   At a macro level, the project was coherent with the programmes and policies of the three countries. For example, Kenya's Second Medium Term Plan, 2013 – 2017 specifically reads: "The country will focus on expanding trade to increase its share in the fast-expanding regional and other emerging markets[44]." Similar contexts can be found in the two other countries[45]. The selection of the sectors was based on consultations with the public sector institutions during an ITC field mission in July 2013. Apart from a few respondents (< 25%) who were not fully in agreement with the selection, the majority (> 75%) of people met during the evaluation considered it was aligned with the priorities of the countries.

97.   Although the selection of the sectors responded to needs expressed by the countries, it was found that working with one sector per country (such as the honey sector in Zambia) was more effective than three sectors (such as honey, mango, and spices in Tanzania).

➢   **Lesson Learned: Focusing on fewer sectors at a time allows for the development of a more strategic approach to the project.**[46]

98.   Whether the project design team conducted an official needs assessment was extensively debated during the evaluation's data collection phase. A five-page document dated July 2013 reports on a Needs Assessment and Validation Mission[47]. During the mission, six ITC staff essentially met with TISI and sector association representatives from the three countries. Four SME representatives were met, two of whom were not involved in the project. The mission led to a sector pre-selection and a preliminary mapping of the potential institutional partners (not SMEs). Additionally, the logical framework, initially presented in the Project Idea document[48], was further refined and presented as an annex to the report, which became the central element of the Project Plan. The latter document was finalized and approved by the ITC Project Approval Committee (PAC[49]) in November 2013.

99.   In December 2013, a major event was held at the ITC headquarters in Geneva which brought together many of the stakeholders met during the needs assessment mission. These discussions were held to fine-tune the project's structure and content. The representatives from the three

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[43] ITC, 23 October 2015. *SECO Component. Tanzania: Integration of the Horticulture Supply/Value Chains into Tourism.* 33p.

[44] Government of Kenya, 2013. *Second Medium Term Plan, 2013 – 2017. Transforming Kenya: Pathway to Devolution, Socio-Economic Development, Equity and National Unity.* P.4

[45] The project is also aligned with the Tanzania development plan 2011 – 2016 and the 6th Zambian development plan 2011 – 2015.

[46] It is to be noted that having the same sectors in different countries was also seen as interesting as during multi-country meetings, actors could exchange ideas and best practices.

[47] ITC. July 2013. *REPORT – Needs Assessment and Validation Mission.* 5p.

[48] ITC. April 2013. *Project Idea: Promoting intra-regional trade in Eastern and Southern Africa: Strengthening institutions and building enterprise competitiveness in agro-value chains.* 24 p.

[49] Or the Senior Management Committee.

countries met with ITC's technical sections to understand what types of services each had to offer. Examples of decisions that were taken based on the meetings include:

- Exclusion of the honey sector in Kenya (some respondents [between 25% and 50%] mentioned they did not agree with this change); and

- Minor adjustments at the output level in Tanzania and Zambia.

100. This activity and its results were considered interesting and useful to participants met, however, the Project Plan was already approved by this time. Apart from the adjustments noted above, the project's design was not shaped by these discussions. In addition, as during the needs assessment mission, only two SME representatives were present at the event. The lack of representativeness of the private sector, and more specifically SMEs, had repercussions throughout the implementation process. Many respondents (> 50%) mentioned that at first, the SMEs were sceptical about what the project could accomplish for them (e.g. matchmaking missions, HACCP, and Lean methodology trainings). It then became clear to them that the activities and results were aligned with their needs, but it took more time than it should have to convince them (for some of the SMEs, it took a few months). Had the SMEs been selected during the design phase, getting them onboard at the beginning of the implementation may have required less time and efforts as there is a higher likelihood that they would have already been acquainted with the project's objectives and content. The project eventually had the majority, if not all SMEs fill out an expression of interest (EOI) to participate in the project[50].

101. Another effect of the lack of involvement of the SMEs in the design phase was the late selection of the SMEs that would participate in the project. The selection of SMEs started mid-2014and in some cases, lasted well into 2015. Moreover, for the Dubai events, five SMEs selected to participate in the 2015 event, did not participate in the 2016 event. This was a conscious choice by the ITC. However, this affected the ownership and potential for impact for the SMEs. The SMEs that did participate in the first event and that were then continuously involved in the project afterward benefited in a more holistic way from the project. More design-phase work to have the same SMEs on board throughout the project implementation would have led to increased chances of impact with the SMEs.

 > **Key Evaluation Question: Did the project benefit from available knowledge (e.g. recent evaluations, lessons from similar interventions) during its design and implementation?**

Use of Data

102. The project design phase took into consideration relevant documentation and information made available at the time.[51] For example, in Zambia, the project builds on the country's 2007 Honey Strategy, which was revised and is now referred to as the Road Map for Developing and Strengthening the Honey Sector[52]. ITC-generated information and data were also used to inform implementation of the project, such as documentation produced through previous work done by ITC staff in other projects. An example is that of the Netherlands' Trust Fund II (NTF II) project which was implemented in the Kenya Mango Sector. In this case, available context information and evaluations from the previous project (NTF II) was used for the design of the present project. The same can be said about another ITC project funded by Finland, the "Strengthening Agrifood Export Value Chains in Selected West African Countries".

103. The present project also extensively used ITC pre-existing material for trainings (e.g. training material from the Programme for building African Capacity for Trade PACT I and II[53] as well as Eco-Terms projects material). The pre-existing training material was updated and/or translated and then used during the present project's trainings.

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[50] Example: ITC, 2015. *EoI. Application Form. Enterprises in Honey Sectors to Implement Food Safety Systems – HACCP.* 3 p.

[51] ITC. November 2013. *Project Plan: Promoting Intra-Regional Trade in Eastern Africa.* p. 14 - 15

[52] http://www.intracen.org/uploadedFiles/Zambia%20Honey%20roadmap_final(1).pdf

[53] http://www.intracen.org/itc/projects/pact-ii/

> ➤ **Key Evaluation Question: Was human rights and gender equality integrated into the project design and implementation arrangements?**

Gender Equality and Human Rights Issues

104. The project did not develop a specific gender equality or human rights strategy. In certain documents, the importance of women's participation in project activities is specified. The majority of the respondents (> 75%) mentioned that the sectors selected intrinsically addressed gender issues and women's participation in the economy, as there are many women workers in some of the sectors selected; mainly mango, spices, and honey. See below in the effectiveness section for more information on this subject.

4.2. Effectiveness

Rating: 4 — Moderately Satisfactory

> ➤ **Key Evaluation Question: To what extent have the planned results of the project been attained both in quantitative and qualitative terms?**

4.2.1. Outcome 1: Increased export competitiveness of SMEs in selected agri-food value chains in Kenya, Tanzania, and Zambia

105. The extent to which the expected results were reached, in terms of *export* competitiveness largely depended on the readiness of the beneficiary SMEs to integrate what the project had to offer them. In the present case, only a few of the SMEs were export-ready throughout the project. Those that were export-ready did become more export competitive (i.e. they increased their ability to export in the regional and international market). The SMEs that were not export-ready were able to increase their knowledge on how to export, yet the project did not have "attitude changing" effect on them, meaning they were not able to use their newly acquired knowledge, skills, and tools to export. At the outcome level, a project should generate "…initial changes in [beneficiaries'] skills, attitudes, practices or behaviours…".[54] Among those that were not export-ready, many did benefit from the project's outputs (see below Tables 5 and 6 for more details on these output results).

Matchmaking Events

106. Based on the data collected, approximately 60 representatives from a little more than 20 SMEs from the three countries participated in matchmaking events. The matchmaking events took different forms, varying from trade fairs at the international level to visits by potential buyers to the counties of beneficiary SMEs. The definition of "regional trade" also differed from one event to another. For example, one event took place in Botswana but others took place in United Arabs Emirates (UAE). Some respondents (between 25% and 50%) consider that the regional market target is "reductionist" (term used by the respondents, less attractive); many of the beneficiary SMEs want to export at the international level because the benefits and margins appear more attractive.

107. The donors, however, conceived the project as an intra-regional trade enhancing initiative. The UAE, for some respondents from ITC staff and TISIs and SMEs that participated, was considered as an in-between target market. The buyers have purchasing powers, but the norms and requirements for the products are somewhat not as stringent as the European market. It is to be noted that Botswana, South Africa, and Zimbabwe were also market countries, targeted as regional trade partners for the beneficiary countries. In addition, there was a mission to South Korea for some beneficiary SMEs.

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[54] OECD-DAC, 2000. *Results Based Management in the Development Co-Operation Agencies: A Review of Experience. Background Report.* P.23. Available at: http://www.oecd.org/development/evaluation/1886527.pdf

108. Notwithstanding this fact, the majority of the SME participants in these three matchmaking events considered the events to be beneficial for diverse reasons:

- They exchanged on production techniques, experiences and best practices with international counterparts in their respective sectors;

- They met manufacturers of machinery and equipment they needed, and some of them made purchases;

- They were able to compare the quality of their products with that of other parts of the world, and many realized that what they produced was of high quality; and

- They met buyers and many times discovered there was an interest in their products.

109. The main reason respondents mentioned they appreciated the matchmaking events was that they were "eye openers" for them. This is important for the SMEs in terms of providing incentives and drive to become motivated to export. The events were successful in showing them the existing market, and that there is a demand for their products. Some project documents reported a few of the SMEs have concluded transactions because of their participation in such events[55]; for example, at the Gulfood[56] event in Dubai. During the evaluation field visits, the consultant was unable to confirm the information contained in the report on results from the 2015 Dubai mission with the SME representatives met.

110. Data collected through the evaluation points to the fact that the majority of beneficiary SMEs (> 75%), even though they attended a matchmaking event, did not conclude transactions. Many of the respondents (> 50%) mentioned that the main obstacle to exporting to serious buyers met during matchmaking events, is the low volume of products they process. With the support of the project, their products now have the potential of reaching regional and international markets standards and requirements; they know there is demand for their products; and they have a better idea of how contractual procedures, with potential new buyers, work. However, they did not have enough quality production to export at the time of the evaluation. For example, honey processors depend on the quantity of raw honey the beekeepers can make available; Tanzania spice processors depend on how much the small producers in the country can bring them; and Kenya chili processors depend on small producers who themselves heavily depend on rains for production. Whether it is due to a lack of organization in the value chains (mainly respondents from the spice sector in Tanzania), or because of a lack of regular, high volume and continuous quality production (for all the sectors involved), these SMEs had trouble accumulating sufficient quantities of their products to meet the demand of the importers they met.

> "We could eventually sign with a Dubai buyer, but if there is a drought, we won't be able to honour our commitment. The support we need is on the supply side (i.e.: irrigation, transport, and infrastructure)" *SME representative met during the evaluation field mission.*
>
> "Lower down the [value] chain, 90% of the production is not exportable" *TISI representative met during the evaluation field mission.*

111. In this context, one of the strengths of the project was found in Zambia. As the project built on SNV/EIF project results with beekeepers, it was more successful in supporting processors who wanted to export. The SNV/EIF project had helped the beekeepers organize themselves with the establishments of "bulking centres[57]". The beekeepers now bring raw honey to the centres where the processors buy it (more than half of the respondents). The latter have mentioned that the centres help in terms of organizing the honey value chain. In addition, ITC could generate interest from a large honey exporter from Argentina, Parodi Group[58], in buying from Zambian honey processors. This resulted in three of the beneficiary SMEs increasing their exports directly with

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[55] ITC, 2015. *Report on the Results of Kenya Chili and Mango Exporters Participation in Gulf Food 2015; Feedback Results.* 2p.

[56] http://www.gulfood.com/

[57] Mr. Ben Mwongela and Dr. Felix Kalaba, December 2015. *End-Term Evaluation of the Trade and Investment Project for Enhanced Competitiveness of Zambia's Apiculture Sector.* p. 41 – 44.

[58] http://matrunita.com/

the project as a link between them and the buyer. The evaluation can also testify of one SME exporting to Zimbabwe and South Africa.

112. It is noteworthy, that, as a result of 2014 activities related to spices in Tanzania (Spices Roadmap), assistance with the formation of the Tanzania Spices Association (TASPA) and Business Process Analysis (both in 2015 – 2016); an independent, inward trade mission took place in Tanzania in November 2016 after the evaluation process had ended the data collection phase[59]. This trade mission included 23 international and regional buyers from Europe, USA, Japan, Ethiopia, and Rwanda. During the trade mission, TASPA was invited to become a member of the European Spice Association (ESA), which would enable it to gain access to ESA's technical experts and informative database. TASPA was also invited to ESA's Annual General Assembly to be held in France in June 2017. These results can be directly linked to the project's work with the private sector and its networking efforts. Moreover, should business transactions eventually take place; this would further be attributed to the project. It is important to note that this information could not be triangulated by the project.

113. Table 5 below summarizes the output level results reached through the project. Examples of what the majority of SME respondents mentioned in terms of the result of these outputs:

- They should be able to get HACCP certified soon, which can eventually open export markets;

- They are now "bankable" (meaning, they can have access to loans);

- They are more efficient when producing, which means they now can produce more; and

- They can now sell to supermarkets (usually after national certifications such as Tanzania Bureau of Standards [TBS] and Quality Assurance in Zambia).

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[59] Note: This transpired after the data collection mission took place, and, as a result, data which would have been required to confidentially triangulate these findings was not collected. However, the evaluation team felt it was noteworthy to include this result in the report as it is an issue to monitor over time.

Outputs

Table 5: Summary of Outputs to Outcome 1

Outputs	Output Results with Combined Data (three countries)
Output 1.1 Roadmaps for selected agri-food value chains developed	**Kenya:** 2 value chain studies and 2 roadmaps **Tanzania:** 2 institutional assessment studies (strategic plans and constitution updates) 3 value chain studies and 3 roadmaps (export strategies) **Zambia:** 1 strategy and market development plan
Output 1.2 Managerial and trade capacities of selected agri-food producers, processors and traders improved	**Kenya:** 40 private sector participants trained on export management for enterprise competitiveness **Tanzania:** 43 private sector participants trained on export readiness and management and 14 private sector participants receiving HACCP training by 10 TcC. 8 Business networking events (FruitLogistica Germany, Mali, Apimondia Zimbabwe, Tanzania, and South Korea), 2 GulFood, inward trade mission from Botswana, Networking with Dutch Spice Association of spice association. New labels were designed for 6 producers **Zambia:** 5 private sector participants are ready for HACCP certification; 8 TcCs passed their exams; 30 HACCP technical and practical training events; 5 workshops export business support services for enterprise competitiveness (SCM, quality, organic certification, traceability). New branding approach and labelling for 9 honey producers done.
Output 1.3: Capacities of selected service providers along the value chains strengthened.	**Kenya:** 68 private and public sectors participants trained in legal issues, 4 in access to finance **Tanzania:** 6 private and public sectors participants trained financial, legal, contractual, trade facilitation and insurance challenges for exporters **Zambia:** 6 training events for private sector participants on Supply Chain Management, Parodi, Branding and 5 training events for public sector participants on Organic certification ZABS, Branding, Lean Technology
Output 1.4: Regional business contacts and networks established/strengthened for selected agri-food value chains	**Tanzania:** 3 pre-event advisory services/training prior to ApiExpo in Zimbabwe and Tanzania **Zambia:** 12 honey sector participants participate in networking events on honey trade (Botswana and EPC/HCD events); 3 matchmaking events (ApiMondia South Korea, Parodi workshop, Botswana event)
Output 1.5 Market opportunities activated	**Kenya:** 3 matchmaking events with 70 private and public sectors participants in all (Nairobi International Packaging Event; two participation in Dubai) **Tanzania:** 28 public and private sector participants in various matchmaking events

Hazards Analysis and Critical Control Points (HACCP) Trainings

114. From these outputs, one strategic element became central to the project in terms of support to the SMEs: the HACCP trainings. Many respondents (> 50%) mentioned they appreciated the HACCP trainings for a variety of reasons: it was relevant (once certified, HACCP can render their products exportable); and practical (after each theoretical training provided by a regional consultant, a follow-up practical visit was organized with a trainer cum councillor [TcC] who supported the implementation of the theory on site at the SMEs premises). The regional trainer would work with the SME managers and the TcC would work with the SME staff. This is a contrast compared to other trainings offered through the project which were more theoretical. In these cases, many respondents mentioned the fact that it was not as easy to apply the theory on their own. However, for the HACCP training to have a concrete effect, the SMEs should be HACCP certified. At the time of data collection and analysis, none of the participating SMEs had been certified. Early December 2016, data pointed to 21 SMEs having chances of being certified (five in Kenya, 11 in Tanzania, and five in Zambia). Based on the data collected during the field mission, these numbers are considered to be accurate, although, in Tanzania, it was not obvious the 11 would succeed. When visiting some of these 11 SMEs, certain basic elements of HACCP

were not integrated (e.g. cracks in the floor, roofs not sealed, only one door for entry and exit). Many of these SMEs have substantially invested in their premises to meet the HACCP requirements. As a result of these investments, they hope to be certified. At least, once they are certified, even if they do not export immediately, they will be ready when they start. As one respondent put it: "I really wish I could get a chance to participate again in the Dubai Gulfood as by then, I am confident I will be HACCP certified." It is to be noted that even if the SMEs were not certified, the HACCP component has had a concrete effect of improving hygiene procedures and sensitization of the enterprises.

115.   During the data collection meetings, a recurrent issue came up in Kenya: it was not clear if the project was to pay for the certification of the five targeted SMEs. Everyone, including TISIs, SMEs, national consultants and *even ITC staff*, were under the impression ITC would pay for the certification services. Yet some ITC representatives said it would not. For these respondents, the fact that the SMEs would have to pay for the certification services was "implied" in the explanations for selection of SMEs to sign the expression of interests to participate. Indeed, the expression of interest documents prepared by the ITC does not specifically mention the project will pay for the certification but it does not mention it will not either. Sentences like: "it [the project] will bring the benefit of being in compliance with local requirements and requirements for target markets for food, health, and safety since many countries have adopted or are likely to adopt HACCP in their food regulations as mandatory requirements[60]" led some respondents to believe the project would support the SMEs including through certification. The Project Plan also states that the selection of the SMEs that would benefit from the project would take into consideration their ability to pay for certification. However, it is not clearly stated if the project would ask them to pay for the certification. At the end of the project, it became a pressing issue as the SMEs had largely invested in complying with HACCP and no longer had funds to pay for the certification. After the evaluation field mission, information was provided that the national certifying body, Kenya Bureau of Standards (KEBS) would offer the certification services for free. However, there was a clear communication issue initially. This is recognized by comments from a few stakeholders. Communication was identified as an issue at the early stage of project implementation. However, the issue was addressed by the management team (e.g. the project's website was more populated with updates and newsletters were disseminated).

116.   As HACCP is flexible and can be adapted to business levels of SMEs, those that felt they would not be able to be certified had integrated minimal practices which diminish the chances of contamination of their products.

Packaging, Labelling, Supply Chain Management and Other Trainings

117.   Concerning other types of support the SMEs received, the packaging trainings and labelling enhancement suggested through the project was particularly appreciated. The cost of packaging takes a large part of the overall processing costs. For the labelling component, it took up to two months for a few SMEs to be convinced of the added-value of changing their logos and labelling, although this varied depending on the beneficiary. In fact, a few of them (< 25%) had not yet integrated changes to their logos and labelling on their packaging at the time of data collection. Nonetheless, a majority of respondents (> 75%) pointed to the packaging issue as central if they want to expand.

118.   When implementing the project, ITC faced a double-edged situation. When the project produced results in terms of SMEs exporting, most times the exports were in bulk. For example, Parodi Group bought honey from Zambian producers in bulk (almost 100 tons), who subsequently sells it to bigger international brands[61]. Hence, the packaging and labelling support, which are normally applied to individual packages, became irrelevant for these SMEs in the short-term. SMEs usually

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[60] ITC, 2015. ITC's Programme on Implementing Food Safety According to Codex HACCP. Expression of Interest: Beneficiary Enterprises. P.1

[61] A similar situation emerged in Kenya, where some of the SMEs met sold to other companies which then exported through their own brand. However, as in Kenya, there were no trainings on packaging and labelling, there were no issues as described for Zambia.

target to export their own products through their own brand. Nevertheless, for now, the new labels proposed by the project for the SMEs were mainly used for national markets, when they were used. It is to be noted that events were organized in Botswana for in-store promotions and B2B meetings to promote exports of packaged/branded Zambian honey exports. During data collection for the evaluation, the respondents valued these efforts but did not report any significant outputs at that time.

119. The other trainings such as access to finance, legal issues and contract negotiation, SCM, branding and labelling, how to export and RBM, amongst others, were implemented and received differently in each country. In Kenya, this support was mainly for the dozen of County Based Entrepreneurs (CBEs) as, from the data collected during the evaluation, many of the SMEs involved were more advanced and did not find them useful. The ITC decided to provide different packages of trainings to the SMEs and CBEs to reinforce the linkages between them. The whole approach of integrating the CBEs in the project was interesting although the component achieved limited results during implementation (see also subsection 4.5 on Potential Impact of the project for more information on the subject). The CBEs were usually young and frequently faced a lack of career opportunities. Providing them with a package of trainings, which would allow them to convert their role of intermediary between the producers and processors into an official business, was well conceived. Be that as it may, many respondents affirmed their readiness to integrate the concepts transmitted by the trainings was overestimated. The more advanced CBEs (an estimated third of the dozen) did find some of the more basic training elements useful, including business management and bookkeeping, and they reported that it helped them build their confidence.

120. In Tanzania, as the stakeholders wanted to reach as many SMEs as possible (as indicated in the project document, the target was to be 600), the above-mentioned trainings were delivered throughout the country. The idea was to render the trainings as accessible as possible. Unfortunately, this led to a situation in which some of the SMEs were not able to participate in some of the trainings. For example, the export training was delivered in Arusha; some of the SME representatives from Dar es Salaam were unable to travel there. A SCM training was delivered in Morogoro, some beneficiary SMEs from Arusha and Dar es Salaam were not able to attend this training. Thus, the beneficiaries that were not able to travel to participate in the trainings received only partial support (e.g. they received the SCM training but not the access to finance training). The project management team was aware of this issue and tried to provide multiple rounds of trainings in different cities. In addition, the idea of training SIDO representatives through a train the trainer approach was to make sure they could eventually replicate the support package. It has been reported to the evaluator that this has occurred in a few instances: two trainings have been replicated by SIDO trainers. Nonetheless, when collecting the data for the evaluation, some of the beneficiary SMEs reported having not been able to participate in some of the trainings.

121. On the other hand, in Zambia, a majority of the beneficiary SMEs (> 75%) received the full support package, including HACCP, Lean Methodology, and the technical trainings. This approach was more effective and led to higher level results (i.e. the SMEs are more export competitive). It is to be noted that in Tanzania, although some SMEs received only parts of the package of trainings, some SMEs did receive the more comprehensive, holistic support.

122. The large majority of respondents (> 75%) appreciated the Lean Methodology Training, reporting that it was easy to implement, could lead to high gains in production efficiency, and reduced waste and energy consumption. The project's partnership with Bosch was considered a success by a majority of all respondents (> 75%). It was easily set up and generated results in the short-term, and can normally be maintained in the medium- and long-terms.

4.2.2. Outcome 2: Enhanced performance for trade and business support service providers in selected agri-food value chains at national and regional levels

123. All selected TISIs (15, including all types of institutions, ranging from sector associations to national development agencies and bureau of standards) received strategic support from the project and the majority reported this led them to enhance the portfolio of services they offer to SMEs in the private sector. Data collected during the evaluation points to the fact that some of the TISIs have replicated some of the trainings they received from the project (for example the SCM training). Such a situation was noted in Zambia, where the Zambia Development Agency (ZDA) had already started replicating the Lean methodology trainings. Indeed, the project opted for a "learning-by-doing" approach for Outcome 2. Representatives from the TISIs were present during many of the trainings provided to the beneficiary SMEs (approximately 80% based on data collected). In certain circumstances, they actually co-conducted the trainings.

124. One of the targets behind Outcome 2 was to help the TISIs become the link between the SMEs and potential export markets. TISIs reported they are now in a better position to disseminate information on export markets and provide tips on how to reach them. When participating in matchmaking events, some of the TISI representatives (between 25% and 50%) reported having provided pre-event guidance to the participating SMEs with the support from the project. Some of the SMEs have confirmed receiving this support. A few (< 25%) of the SMEs mentioned that more pre-event guidance would have been appreciated. Additionally, they mentioned the content of the pre-event guidance should have been more extensive and more specific to the type of matchmaking events in which they were participating.

Outputs

Table 6: Summary of Outputs to Outcome 2

Outputs	Output Results with Combined Data (three countries)
Output 2.1 Managerial and operational capacities of TPOs and selected sectoral TISIs strengthened	**Kenya:** 4 public sector institutions RBM trained **Zambia:** 36 public sector participants (14 women) in 6 training events for developing and upgrading TISIs service portfolios to meet clients' needs. 3 institutional assessments conducted.
Output 2.2 TISI service portfolio and technical capacities enhanced	**Kenya:** 5 public sector institutions trained on competitiveness intelligence and 1 computer provided. **Tanzania:** 7 public sector participants in 4 competitiveness intelligence/business support trainings/marketing and branding (guidelines provided) and 85 private sector women trained in Supply Chain Management (SCM), packaging, quality, buyers requirements. **Zambia:** Public sector institutions trained on competitiveness intelligence and branding (branding kit provided) and 2 computers provided to a public institution to access market information, including ITC portal.
Output 2.3 Formal and Informal TISI Networks, including women-owned enterprises and ICBT organizations enhanced	**Tanzania:** 1 training workshops completed for women involved in ICBT; 7 private sector women participate at business advocacy group training in the country.
Output 2.4 National apex trade promotion bodies and business associations enabled to advocate business interests and to influence business and trade policies affecting regional trade	**Tanzania:** 9 public sector institution (30 participants) in workshops on business implications of trade policy; **Zambia:** 30 participants in workshops on business implications of trade policy

Trade and Investment Support Institution (TISI) Trainings

125. In addition to HACCP and Lean, various trainings were also delivered to the TISIs in the three countries. For example, with the access to finance component, the TISIs learned about new approaches to screen and analyse SMEs in terms of their financial profiles. Likewise, the competitive intelligence component was specifically designed for the TISIs and their representatives were broadly satisfied with what it helped them accomplish. For example, in Kenya, the Export Promotion Council (EPC) is using the information it learned to collect on Mangos to develop a bulletin which it disseminates to its relevant members. TISIs in the three countries were also provided with access to and training on ITC market information portals (e.g. ITC Trade Maps[62]). Some of the TISIs were provided with computers to reach these portals.

> "For us, the competitiveness intelligence was to best training component of the project, just above the HACCP and Lean trainings." *TISI representative.*

Packaging Centre

126. An important result from Tanzania was the added value of the project to the Small Industry Development Organization (SIDO) packaging service centre in Dar es Salaam. In fact, the centre was recently officially opened in October 2016, with many of the project's stakeholders present. The project financed the renovation of the centre, provided machinery and equipment, and training on how to use them. The packaging service centre is expected to provide the following:

- Demonstrate machinery for SMEs to try prior to purchasing;

- Support the actual packaging of certain products; and

- Become a strategic centre for the distribution of packages (bottles). (The project paid for the first order of packages for SIDO to sell them and start a revolving fund, where the money from the sales will serve to buy more packaging.)

127. Even though the packaging centre had been inaugurated, at the time of the evaluation field visit (end-October 2016), it had not yet been used. Firstly, SIDO was waiting for the delivery of the ITC-ordered packaging (using UN rules and procedures), which was to be imported internationally. Secondly, as reported in the final project reporting, in Tanzania there is: "insufficient relevant expertise available at SIDO to support this area going forward, [and a] limited commitment shown toward investing in this expertise[63]." Many of the potential SME beneficiaries were looking forward to seeing how the packaging service centre would affect them. The majority (> 75%) were optimistic that it should lower their packaging costs, although a few were not certain it would. The latter were wondering if there would be enough volume [of packaging sold] to reduce the price. For now, the majority of the SMEs (> 75%) purchase their packaging in Arusha, Tanzania, from a company called Best Pack. The latter company buys from Safe Pack, a company located in Nairobi, Kenya. Some respondents (between 25% and 50%) point to the irony that the project, through ITC's procurement, is importing packaging from the international market, which replaces a regional trade link between Tanzania and Kenya. There seems to be a counterproductive effect of the project on the promotion of regional trade. A few other respondents brought attention to the higher quality of the packaging procured by the project from the international market, which should increase the branding quality of the targeted products.

Spices Association

128. Still in Tanzania, as the project discovered a lack of organization in the spice sector, it decided to support the organization of a national spice association, which for now, does not represent the whole spice sector. The project succeeded in officially registering the new association in mid-2016, using the constitution developed with the support of the project. A feasibility study was also

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[62] http://www.trademap.org/Index.aspx. The project also trained the participants in the use of WebWatcher (https://www.webwatcher.com)

[63] ITC, September 2016. *Draft Bi-Annual and Final Project Report: January to June, 2016.* P.34

developed with the spice association through the project, to define the trade support service gap to be filled by the association, its possible membership, and promotion for the establishment. The study was considered useful and relevant but was not being used at the time of data collection. TanTrade provides office space to the association, but it does not have any office furniture. The association, for now, is represented by one person.

4.2.3. Management, Stakeholder Arrangement, and in-Country Contexts

> **Key Evaluation Question: Did the project implementation in each country contribute to the overall project logical framework?**

Project Steering Committee (PSC) Meetings

129. An innovative approach to project management was the organization of PSCs meetings (three when counting the first one held in Finland), where TISI and sector association representatives were invited to participate. Respondents that attended the PSC meetings appreciated the events. They all reported having held fruitful exchanges, at personal and professional levels with participants from the other countries' participants at a personal and professional level. Thus, this approach has had an added value for Output 2.3 of the project (Formal and Informal TISI Networks).

Timeline

130. In mid-2014, project managers were replaced when the new Chief of OA was hired, and a new management style came with the new project team. Soon after (early 2015), the new management team decided that the project's implementation pace would be accelerated and the initial project timeline of three years was revised, with the project being finalized in two-and-a-half years (i.e. ending in June 2016). The decision was taken by the ITC[64] to make-up for the delays encountered in the design phase of the project (estimated at more than six months). Many respondents (> 50%) criticized this approach as it affected the potential quality of the results. More details on this issue are presented in subsection 4.5 Sustainability. It was reported that the acceleration of the project implementation affected the perception of the majority of the stakeholders towards the project. The acceleration strategy was not understood and created a shock wave and imbalance in expectations in implementing partners and beneficiaries: it was not clear for them if the project wanted to reassure the donors or achieve results for the beneficiary countries.

In-country Differences

131. The activity coordination set-up was different in Kenya compared to the two other countries. A national consultant was hired as a coordinator in Kenya, while in Tanzania and Zambia, a TISI focal point was selected for the coordination in each country. From data collected, two reasons explain why a consultant was hired in Kenya: 1) the TISIs mentioned early on that co-implementing such projects in parallel to their regular work could easily become overwhelming for the staff involved[65]; and, consequently 2) using a national consultant dedicated to managing the logistics of the project's activities would be more efficient. The national consultant quickly became the link between the different elements of the value chain. For example, he worked on the selection of the CBEs as well as the SMEs and took care of after-event follow-up. The presence of the national coordinator was appreciated and valued by many respondents (> 50%). Indeed, there was a logistical added-value to his presence. However, there was a financial cost to using a national coordinator. In addition, many respondents (> 50%) esteemed that involving the TISIs in the coordination of the activities accentuated the sustainability of the results reached (see subsection 4.5 below for more details).

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[64] The Government of Finland did not request the acceleration of the implementation.

[65] It was estimated that the national consultant spent 80% of his available working time on the coordination of the project.

132.   The evaluation considers that a flexible approach to deciding on the use or not of a national consultant was a prudent one. The project management team responded to the demand from Tanzania and Zambia to work with TISIs instead of national consultants. Some respondents (between 25% and 50%) were under the impression that the project should have hired a national coordinator in Tanzania as initially planned. Indeed, the coordination of the project in Tanzania was extensively discussed with many (> 50%) of the respondents met during the evaluation. The main criterion for the selection of the focal point TISI was its commitment. It was decided that SIDO would have a more holistic representation and that TanTrade had more of a Business-to-Business (B2B) approach to its work. A final consideration was discussed with relevant stakeholders during the evaluation process in terms of the selection of the stakeholders in the national coordination mechanisms: the links between the institutions, and the subjects of the different technical components. The idea involved choosing different institutional partners for different themes. For example, selecting TanTrade for the competitive intelligence component and SIDO for everything linked to SME trainings.

133.   All this considered a flexible approach, adaptable to each national context is central to a smooth coordination of project activities when there is more than one country. Also important is ensuring a single entity is responsible for the overall coordination. Although a thematic selection of different institutions seems relevant, experience from other projects points to the fact that this approach can complicate the implementation of already complex projects. Working with a national consultant for coordination can be an option if political tensions are obvious between TISIs involved. In all cases, it is important to clearly communicate the roles and responsibilities of each stakeholder involved. The project could have paid more attention to this. For example, many Kenyan respondents (50%) did not have a good understanding of the national coordinator's role. In Tanzania, the involvement of TanTrade came late and their specific positioning in the project was not clear. The Zambia Honey Council (ZHC), for reasons beyond the control of the project management team, was only involved in the project to a limited extent. The Agri-Business Forum (ABF) was integrated as a key player in the project. Nonetheless, overall, the project adapted the national coordination mechanisms to each specific context, which avoided major issues.

4.2.4. Cross-Cutting Themes

> ➢ **Key Evaluation Question: To what extent have the projects been effective in ensuring that human rights and gender equality are considered in all interventions of the project?**

134.   As already mentioned, the project management thought that through the sectors selected, there would be a representative level of women participating in the activities. Although some SMEs (between 25% and 50%) had women workers representing as much as 90% of all staff and one, a women's group, had 100% women staff, this was not the case everywhere. Considering all the SMEs visited during the field visit (22), the percentage of staff which was female was on average below 50%, and one had all male staff. Of note, some of the SME managers and highly ranked TISI representatives met for the evaluation were women, yet still below 50% of the total. Official ITC registers[66] show the following levels of women participation from all types of beneficiaries (SMEs and TISIs) in trainings and matchmaking events:

- Kenya: 36% of participants in all events were women;

- Tanzania: 47% of participants in all events were women; and

- Zambia: 40% of participants in all events were women.

135.   Apart from elements in trainings specifically relating to issues women face in trade (i.e. Training of Women Exporters in Arusha in February 2016[67]), an effort to remind stakeholders of the importance of involving women in the project, ITC did not have a strategy to address gender as

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[66] ITC, November 2016. *Statistical Data to Date on Participants for Events held in Kenya, Tanzania, and Zambia, Generated by CRM.* Excel Sheets prepared specifically for the evaluation.

[67] ITC, September 2016. *Draft Bi-Annual and Final Project Report: January to June, 2016.* P.29

a cross-cutting theme except with the choice of the selection of the sectors which were considered pro-women and pro-poor. It is noteworthy that the project supported the listing of some of the beneficiary women from Tanzania in the East African Women in Business Platform (EAWiBP).

136. In terms of human rights, there was no reported or observed use of Child Labour at the SMEs premises and factories. However, in the selected sectors, *production* is normally a family business (producers are considered as indirect beneficiaries of the project). Some respondents (between 25% and 50%) mentioned that in some cases, children are likely to be involved. No data available to the evaluation confirms or overturns this statement. Nevertheless, it is important to make sure no child labour is reported in ITC projects. Management teams should conduct official and systematic vetting of beneficiaries involved. It is also worth taking into consideration the following context information as stated by the International Labour Organization (ILO): "Access to quality education in rural areas is key to keeping children out of child labour. […] Education should be relevant to the needs of its students and the community. In rural communities, relevance can be increased by combining skills for sustainable rural development and safety and health in agriculture together with the general curriculum[68]." This could be an approach in working in the integration of human rights in ITC projects. Another aspect is to ensure that national policies on issues such as child labour and minimum wage standards are integrated into projects at the design stage.

4.3. Efficiency

Rating: 3 — Moderately Unsatisfactory

137. Although overall, according to the majority of respondents (> 75%) the project was implemented in an efficient manner, factors that negatively affected the efficiency of the project included reporting, implementation pace, logistics, and cost per output.

4.3.1. Timeliness and Cost-Effectiveness

➢ **Key Evaluation Question: Were inputs delivered on time, and outputs achieved on time and on budget?**

Implementation Pace and Flexible Management

138. Apart from the delays encountered during the design phase of the project, the initial implementation process also took time. The changes in the management team led to delays in the actual set-up of management and coordination structures. The donors organized a field mission for their own staff to assess the implementation progress in 2014. The mission staff demonstrated some concerns to the ITC in terms of the slow pace of the implementation at that time. ITC's reaction was quick, and this is when it was decided to implement the project in two years-and-a-half years instead of three, as the ITC wanted to reassure the donors[69]. From then on, the project management was more structured and improvement in timeliness of outputs was noted.

139. From data collected, as there was an absence of an in-depth needs assessment during the design phase of the project, the management team worked to ensure a flexible, responsive and demand-driven approach during its implementation. The PSC meetings were important milestones in this approach. The large majority of PSC involved respondents (> 75%), mainly TISI and sector association representatives, appreciated the open communication channel the meetings represented. Specific changes were brought to the coordination of activities in response to demands formulated by stakeholders during the PSC meetings. For example, the integration of the Lean Training component in Zambia was a result of modifications brought to the project after the stakeholders asked for it during a PSC meeting. The training was initially not planned to take place in the country. In the light of the success of these PSC meetings, many respondents

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[68] http://ilo.org/ipec/areas/Agriculture/WCMS_172347/lang--en/index.htm

[69] Project management and stakeholders present at the last PSC meeting agreed upon this in early 2016.

would have appreciated more time for constructive discussions during the events and affirmed more discussion time should be organized during implementation.

140. This open and transparent approach was also used internally at the ITC. Indeed, the managers were reported to have been open to feedback from technical sections' staff. The fact that the project could officially close in June 2016 is a demonstration of the important efforts put into the management of the project. However, many respondents (> 50%) of all types pointed to the fact that the acceleration of the implementation of the project led to timing issues, mainly at the end of the project. As many activities were being organized to meet the project's closure date, this created difficulties in terms absorption capacity of the beneficiaries. *This was one of the most important issues* of the project. Back-to-back trainings became taxing on some beneficiaries. For example, in one case in Kenya, TISI representatives negotiated a reduction in a specific training timeline as they would not have been able to attend otherwise. In Tanzania and Zambia, some of the SMEs decided to select the trainings they would attend because their schedule did not allow them to participate in all that were offered to them.

Logistics

141. A few (< 25%) respondents qualified the amplitude of logistical issues during implementation as manageable. Project management was considered to have been effective and efficient. Nevertheless, some respondents pointed to more important difficulties, such as missed meetings and last-minute schedule changes. From these respondents, a few also reported important delays in payment for travel reimbursements or expenses incurred for activity coordination. These delays occurred even though the project management team used multiples channels to transfer funds with the objective to be as efficient as possible. There were also delays (about six months) in trainings and certification timelines (e.g. Lean trainings[70]). As already mentioned, although the project ended in June 2016, none of the 21 SMEs selected for HACCP certification had been certified at the time of data collection. In addition, much of the procured packaging for the Tanzania packaging service centre had not yet been delivered.

142. From available financial information on expenditures[71], Project management, or "Coordination and Field Expenses" accounted for 11.7%[72] of the total expenditures. When developing the Project Plan, the budget line had been calculated at 8.6% of the total budget. Finding benchmarks to judge on the appropriateness of the level of administrative costs is not always easy. Based on the evaluation consultant's experience in the evaluation of other international development projects, the norm is usually below 10%[73], however, higher percentages have been encountered. Many factors affect the appropriateness of administrative costs compared to total expenditures, starting with the donor's opinion, the actual definition of what administrative costs are, and the difference between budgeted and actual expenditures in administrative costs. In the present case, there was an increase of 3% from the latter compared to the former. Some respondents (between 25% and 50%) did mention they felt there were some unnecessary travels by ITC staff. It is to be noted that compared with other ITC projects, the present one relied more on national consultants which theoretically, should have reduced the expenses linked to "field expenses". What the respondent pointed to as "unnecessary" ITC staff travels were usually when national consultants were hired to conduct the trainings and there was an ITC staff in addition.

➢ **Key Evaluation Question: What were the costs of the intervention to develop specific project outputs?**

Cost per Output

143. Table 7 below presents the full project's cost per output calculations. Aligned with the finding above that the HACCP trainings became central to the project, Output 1.2, in which it was

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[70] It is to be noted that these delays were apparently caused by health problems of one of the Bosch trainers.

[71] ITC, November 2016. *Financial Report Per Output.* Excel sheet.

[72] This excludes support costs and sundry.

[73] This number is also presented as acceptable in the following documents: Bill and Melinda Gates Foundation, 2012. *Indirect Cost Policy for Project Grants and Contracts for Applicant Organizations.* P. 5

embedded, concentrates expenditures (1.7 Million USD) and registers the highest budget overrun (148,731 USD). Furthermore, Output 1.2 grouped some expenses linked to matchmaking events which account for the high expenditures as well. Also, aligned with the sayings of some of the ITC technical sections' staff, the expenditures of Outputs 1.3 and 2.2 linked to trainings (for example access to finance, branding, SCM, etc.) had been reduced compared to budget by 76,097 USD and 53,206 USD respectively. Noteworthy is the fact that spending on activation of market opportunities (Output 1.5) was similarly reduced by 63,758 USD. It is to be noted that these budget changes also reflect the different demands the countries made during the implementation period, and demonstrate the flexible management approach of the project.

144. Many respondents (> 50%), from those who had sufficient financial information on the project's budget, have reported being fully satisfied with the cost/benefit ratio. This level of satisfaction was based on the financial input of the project as well as their own in-kind and financial contributions. This means they considered the level of results reached as corresponding to their expectations when considering the project's input. As already mentioned, as the HACCP certifications had not yet been conducted, the SMEs did affirm that should they not be certified the investment in their factory premises would be lost since it did not lead to certification, as that was the justification for the investment. There is an integrated value in enhanced food safety as hand washing facilities, closed windows, covered floors, work clothing, separate areas for different processes to reduce cross-contamination, separate lavatories, record keeping on processes etc. all contribute to safer food for the consumer. However, the certification is what will open doors to regional and international markets.

145. All the national consultants met were under the impression that the fees offered by the ITC to conduct their work were relatively low compared to other potential clients. However, they also noted that they accepted participating in the project because many have gained from their previous work with ITC. Indeed, the East African regional consultants that delivered many of the HACCP trainings in the project had been trained on the subject through another ITC project (i.e. Empowering the African Private Sector network to strengthen the international competitiveness of small and medium-sized enterprises [SMEs], also referred to as Pro-Invest[74]). In addition, the ITC does not restrict the national consultants to offer their services to other clients at the same time.

146. Beyond the question of fees, some national consultants and TISI representatives (between 25% and 50%) considered that they should have been attributed a more central role in the project implementation. These respondents advocated for a decentralized management, which in their view would have increased the efficiency of the project. Some consultants (between 25% and 50%) even mentioned it could have been more advantageous for them to be fully involved in the design of the project (i.e. by inputting their own knowledge), and then to have been made responsible for the full implementation of some components. For these respondents, this would have led to more ownership over the project. This opinion is also coupled with the idea forwarded during a PSC meeting that too much of the budget went to international consultants (e.g. for the development of some of the roadmaps or for the competitiveness intelligence and ITC staff[75]). However, as already mentioned, this project relied more extensively on regional and national consultants than other ITC projects. In addition, as stated in the PSC meeting during which this issue was debated: "…even though international consultants are expensive, they are needed for many components of the project to share content and knowledge […] as this is a technical assistance project, the budget structure is evidently different from e.g. infrastructure projects, and that far-reaching conclusions are difficult to make from expenditure category level analysis only[76]."

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[74] ITC, July 2013. *ITC's Experience in Providing Technical Assistance for Food Safety and Quality Enhancement.* Power Point Presentation.

[75] ITC, August 2015. *Promoting Intra-Regional Trade in Eastern Africa Project. PSC Minutes. Lusaka, Zambia.* P.4

[76] Ibid, p.4

Table 7: Budget and Cost per Output

OUTPUTS	RESULTS	TOTAL BUDGET USD	TOTAL EXPENDITURES USD	BALANCE BUDGET - EXPENDITURES
Output 1.1 Roadmaps for selected agri-food value chains developed	**Kenya:** 2 value chain studies **Tanzania:** 2 institutional assessment studies (strategic plans and constitution updates) 3 value chain studies and 2 roadmaps (export strategies) **Zambia:** 1 institutional assessment study (strategic plans and constitution updates)	214,921	210,497	4,424
Output 1.2 Managerial and trade capacities of selected agri-food producers, processors and traders improved	**Kenya**: 40 private sector participants trained on export management for enterprise competitiveness **Tanzania:** 43 private sector participants trained on export readiness and management and 14 private sector participants receiving HACCP training by 10 TcC. 8 Business networking events (FruitLogistica Germany, Mali, Apimondia Zimbabwe, Tanzania, South Korea, 2 GulFood, inward trade mission from Botswana, Networking with Dutch Spice Association) **Zambia:** 5 private sector participants are ready for HACCP certification; 8 TcCs passed their exams; 30 HACCP technical and practical training events; 5 workshops export business support services for enterprise competitiveness (SCM, quality, organic certification, traceability)	1,586,869	1,736,600	- 149,731
Output 1.3: Capacities of selected service providers along the value chains strengthened.	**Kenya:** 68 private and public sectors participants trained in legal issues, 4 in access to finance **Tanzania:** 6 private and public sectors participants trained financial, legal, contractual, trade facilitation and insurance challenges for exporters **Zambia:** 6 training events for private sector participants on Supply Chain Management, Parodi, Branding and 5 training events for public sector participants on Organic certification ZABS, Branding, Lean Technology	500,201	424,104	76,097
Output 1.4: Regional business contacts and networks established/strengthened for selected agri-food value chains	**Tanzania:** 3 pre-event advisory services/training prior to ApiExpo in Zimbabwe and Tanzania **Zambia:** 12 honey sector participants participate in networking events on honey trade (Botswana and EPC/HCD events); 3 matchmaking events (ApiMondia South Korea, Parodi workshop, Botswana event)	400,790	355,276	45,514
Output 1.5 Market opportunities activated	**Kenya**: 3 matchmaking events with 70 private and public sectors participants (Nairobi International Packaging Event; two participation in Dubai) **Tanzania:** 28 public and private sector participants in various matchmaking events	184,236	120,478	63,758

OUTPUTS	RESULTS	TOTAL BUDGET USD	TOTAL EXPENDITURES USD	BALANCE BUDGET - EXPENDITURES
Output 2.1 Managerial and operational capacities of TPOs and selected sectoral TISIs strengthened	**Kenya:** 4 public sector institutions RBM trained **Zambia:** 36 public sector participants (14 women) in 6 training events for developing and upgrading TISIs service portfolios to meet clients' needs	188,500	173,278	15,222
Output 2.2 TISI service portfolio and technical capacities enhanced	**Kenya**: 5 public sector institutions trained on competitiveness intelligence and 1 computer provided. **Tanzania:** 7 public sector participants in 4 competitiveness intelligence/business support trainings and 85 private sector women trained in Supply Chain Management (SCM), packaging, quality, buyers' requirements. **Zambia:** Public sector institutions trained on competitiveness intelligence and 2 computers provided to a public institution to access market information, including ITC portal.	975,459	922,253	53,206
Output 2.3 Formal and Informal TISI Networks, including women-owned enterprises and ICBT organizations enhanced	**Tanzania**: 1 training workshops completed for women involved in ICBT; 7 private sector women participate at business advocacy group training in the country.	82,500	89,914	- 7,414
Output 2.4 National apex trade promotion bodies and business associations enabled to advocate business interests and to influence business and trade policies affecting regional trade	**Tanzania:** 9 public sector institution (30 participants) in workshops on business implications of trade policy; **Zambia:** 30 participants in workshops on business implications of trade policy	145,368	144,669	699
Sub-Total		4,278 844	4,177,069	101,775
Coordination and Field Expenses		471,911	632,117	- 160,206
Sundry		118,769	12,409	106,360
Support Costs		633,038	589,460	43,578
Total		**5,502,562**	**5,411,056**	**91,506**

> ➤ **Key Evaluation Question: What is the extent to which the allocation and use of resources to targeted groups takes into account the need to prioritize women and individuals/groups that are marginalized and/or discriminated against?**

Budget and Gender

147. From the available financial data, it is not possible to determine how much of the budget was spent to prioritize the needs of women and individuals/groups that are marginalized and/or discriminated against. It seems the activities specifically related to gender issues were embedded in Output 1.4 but more so concentrated in Output 2.3. The expenditures for the former were of 355,276 USD and for the latter were of 89,914 USD. Not all these funds were allocated to gender issues but a portion was, and it is not possible to know how much at this point. From these figures, little of the expenditures were earmarked to the gender cross-cutting theme.

4.3.2. Monitoring and Evaluation

> ➤ **Key Evaluation Question: Were the indicators and means of verification for the project objective, impact, outcomes, and outputs appropriate?**

148. The reporting flow was as follows: the implementation partners in each country were responsible for collecting in-country data. They then transferred it to the project management on a regular basis. ITC's technical sections were also accountable to management in terms of forwarding monitoring data. The project managers were then responsible for compiling the data and producing progress reports for the donors and ITC senior management. Newsletters were also disseminated for public access[77]. Internally, monitoring data was integrated into the ITC projects portal. Gender disaggregated data was available on the portal. That was the case to a certain extent in reporting, although more would be needed. Indicators were reported on throughout the project lifecycle.

149. Looking more closely at the reporting, there are few issues. A very important and informative section of the progress reports is the Annex on the "Tracking of Progress Indicators for the 3 Countries[78]". However, reports did not systematically track these indicators and the baseline data, collected in 2014, was not used in the reports[79]. Some of the indicators presented in the Project Plan have been changed or removed without apparent explanation, except through a short reference in the midterm review, with little evidence on how and why. For example, in the Project Plan, the Kenya section, Output 1.3, has an indicator of at least 500 enterprises or VBEs trained on obligations of commercial contract and negotiation. There is, however, no mention of this indicator in the final report. This occurs for other indicators as well (e.g. for Output 1.2, see directly below).

150. In the same line of thought, it is to be noted that the baseline studies were produced after the Project Plan which already contained the targets for the indicators. One of the most important purposes of baseline data is to set realistic targets based on the situation at the beginning of a project. One of the project's targets in Tanzania for Output 1.2 was 600 enterprises (SMEs) per product area trained on export readiness and management. During the evaluation, looking at the baseline study, which was finalized in August 2014, nine months after the Project Plan was approved, it becomes clear that such a target was overambitious. What the Tanzania baseline study suggests is a target of a 100 (which was in fact not reached). An important negative effect of presenting unrealistic targets is generating expectations among the stakeholders. Some

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[77] ITC, April 2015, May 2015, August 2015, October 2015, February 2015. *Promoting Intra-Regional Trade in Eastern Africa Project Newsletters.*

[78] For example, see: ITC, September 2016. *Draft Bi-Annual and Final Project Report: January to June, 2016.* P. 52

[79] Just as examples, see: ITC, January 1 – December 31 2014 *Progress Reports: Promoting Intra-Regional Trade in Eastern Africa.* 68 p. ITC, January 1 - June 30 2015 *Bi-Annual Report: Promoting Intra-Regional Trade in Eastern Africa.* 52 p. Baseline reports: ITC, 2014 - 2016. *Baseline Reports. Promoting Intra-Regional Trade in Eastern Africa Project.* (Kenya, Aug 2014) p. 32; (Tanzania, Aug 2014) p. 26; (Zambia, October 2014) p. 53.

(between 25% and 50%) of the respondents pointed to the fact that the number of SMEs supported through the project (see Tables 5 and 6 for details) was much lower than what they expected because of the targets set in the Project Plan. This was also reported in the PSC meeting minutes[80]. The PSC meeting does not point to any decisions taken concerning the issue. However, the midterm review points to the lack of realism of the targets.

151. Additionally, when reporting does present data on the indicators, there are inaccuracies. For example, in the Tracking Annex of the Draft Final Report, for Tanzania, one of the indicators for Output 1.5, is "at least 15 enterprises per product represented at matchmaking events, in-market promotion and inward buying missions that lead to secured transactions[81]". However, the progress data is presented against a target of 15 enterprises for the whole implementation period. The presented data is 21 enterprises and the report states the project surpassed the target (140% completed). In Tanzania, there are three sectors, and calculating 15 enterprises per sector adds up to 45 enterprises. Thus, the result of 21 has not met the target of 45. Inaccurate information is recurrent in other indicators (e.g.: Kenya Output 1.5, Tanzania Output 1.3, Output 1.5, Zambia, Output 1.2, just to name a few). Another example is found in the reporting for Output 2.3, in Tanzania, an indicator was "At least 7 women from each product area participate at business advocacy group training in the country" The final report indicates that 7 women participated and that the target was achieved at 100%. However, seven women per product area, which are three, equal 21 women, concluding that 33% of the target was achieved and not 100% as reported

> ➤ **Key Evaluation Question: Were the recommendations for redesign and management arrangements set out in the midterm review implemented**

152. Below is a summary of the midterm review recommendations and the extent to which they were implemented:

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[80] ITC, August 2015. *Promoting Intra-Regional Trade in Eastern Africa Project. PSC Presentation. Lusaka, Zambia.* Power Point Presentation, Slide 70.

[81] ITC, September 2016. *Draft Bi-Annual and Final Project Report: January to June, 2016.* P. 56

Table 8: Midterm Review Recommendations

MIDTERM REVIEW RECOMMENDATIONS AND IMPLEMENTATION STATUS
Recommendation 1: Practical capacity building in enterprises such as Lean Production and Food Standards and HACCP advisory have already shown outcomes in terms of improved competitiveness of beneficiary SMEs. In the case of Lean Production, similar efforts should be rapidly replicated in the mango sector in Kenya as well as in Tanzania and Zambia.
This recommendation has been implemented.
Recommendation 2: Provide financial expenditure information by output in future bi-annual reports.
This recommendation has not been implemented in the bi-annual reports at hand. One of the reasons why it was not implemented is the phasing-in of a new UN-wide contractual and financial management system (Umoja) to which all UN staff had to become familiar. However, as demonstrated above, it has been provided to the consultant for the evaluation.
Recommendation 3: In Tanzania, a rigorous assessment should be undertaken through a survey to learn the extent of the impact of the SCM training in the SMEs' operations.
Although Tanzanian end of project reports do address the SCM trainings[82], from data collected, the assessment in these reports is not "rigorous" (less than one paragraph in each report). It is to be noted a survey was sent to potential respondents but there was only a low level of response. A team had to conduct face to face interviews.
Recommendation 4: Outcomes of capacity building activities should be constantly monitored and documented in Quarterly Reports
This recommendation has been implemented the definition of outcome used for reporting was different than that of the actual logframe outcomes (see Annex 8). In other words, what is reported in terms of "outcomes" are details on the outputs and do not relate to the project's results framework Outcomes 1 and 2. Sales deals have been reported on but as these deals did not materialize, these cannot be understood as outcomes.
Recommendation 5: Systems/templates for monitoring outcomes to be availed to implementing partners
This recommendation has been implemented although the definition of outcome used for reporting was different than that of the actual logframe outcomes. In other words, what is reported in terms of "outcomes" are details on the outputs and do not relate to the project's results framework Outcomes 1 and 2. Monitoring templates were sent to the implementation partners.
Recommendation 6: Trainers trained under the project should replicate the capacity building they have received by integrating the training into their own training programs in order to reach a large number of SMEs through the multiplier effect.
This recommendation has been implemented to a certain extent. The evaluation takes into consideration that such a recommendation takes time to implement.
Recommendation 7: Supply-side issues should be currently addressed through collaboration with other initiatives and in future through a follow-up
This recommendation has been partly implemented (e.g. work with SNV, WIPO, and Parodi [a company] in Zambia). More can be done in the near future, all the more for the other two countries involved, and in other projects.
Recommendation 8: In Tanzania, SIDO credit officers being trained in Q3 2015 to provide coaching to SMEs in approaching financial institutions for loans should be closely monitored for results especially benefitting SMEs being trained on HACCP and Food Standards and the sectors targeted by the project.
This recommendation has been implemented.
Recommendation 9: Based on current implementation progress, it is recommended that project stakeholders identify and revise targets that may be unrealistic.
Looking at project reporting, this recommendation seems to have been implemented although no documentation explains how this process was undertaken and stakeholders are not aware of it taking place.

153.   The majority of the recommendations have been implemented, and good practice was recognized in the initiative of the project management to undertake the midterm review. As the midterm review was conducted by the project management team, the process was less costly for the project, in comparison to an external evaluator being hired to conduct the process.

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[82] AMAGRO, 2016. *Consolidated Report on Mango Value Chain Support by ITC in Tanzania 2014 – 2016.* 5 p.; SIDO, 2016. *Lessons Learned through Implementation of ITC Project on Promoting Intra-Regional Trade in Eastern Africa Project.* 13 p.

4.4.   Potential Impact

Rating: 3 — Moderately Unsatisfactory

154.   The midterm review states: "It is too early at this stage to ascertain the impact mid-way through the project. The ex-post evaluation will address impact[83]." In this context, the evaluation provides the following information based on the evaluation questions and indicators. However, the final evaluation also considers that it was still too early to assess the impact of the project, and potential impact was to be assessed. It is worth noting that impact is understood here in the sense of large-scale changes towards which a project works.

4.4.1. Development Goals

> ➢ **Key Evaluation Questions: Are all project activities fully completed? What is the likelihood of the project contributing to the impact objective as set out in the logical framework, and can the indicators and means of verification be used to substantiate this contribution?**

155.   To measure impact, the project design documents (see Annex 8 for the project logical framework) point to the MDG indicators. Overall, the potential of the project potentially contributing to these indicators is low. It is important to mention that no follow-up on the side of the impact indicators (contributions to MDG 1, 3, and 7) had been provided by the project. There is a certain logic to this in the sense that impact is better measured after a project's end. There is also no baseline information at the impact level on which data can be measured. This makes it difficult for the final evaluation to assess the potential for impact. This is all the more true in the context where there were still activities being implemented at the time of the evaluation.

156.   The project was to contribute to the following Millennium Development Goals (MDG):

- •   MDG 1: Eradicate Extreme Poverty and Hunger;

- •   MDG 3: Promote Gender Equality and Empower Women; and

- •   MDG 7: Ensure Environmental Sustainability.

157.   For MDG 3, as already indicated, no specific strategy was designed or implemented to target gender issues in trade. Some elements of the project did support the empowerment of women. The sole fact that women entrepreneurs were involved in the project's activities (trainings and matchmaking events) is considered empowerment. The consultant met many women managing SMEs and TISIs that were fully empowered. However, from the data at hand, the potential for impact on MDG 3 is limited. No high-level component or activities were promoting gender equality to extent that would have repercussions at the impact level.

158.   Regarding MDG 7, the project has better chances of producing a positive impact on the environment side. Indeed, mangos come from trees and honey production largely depends on trees. Providing incentives to not cut down the forest for producers is a positive result for environmental sustainability. Also, the Lean Methodology has a reduction effect on waste (i.e. as the SMEs become more efficient, they produce less waste and they consume less energy). For this project, many external issues need to be considered as linked to the project's potential impact on environmental sustainability, the most important ones being heavy industrialization (e.g. mines and any types of extractions) and uncontrolled urbanization, both of which menace forests specifically. If producers consider that forests can provide them with revenues, it is hoped they will organize themselves to voice their concerns linked to these issues.

159.   Finally, in terms of MDG 1 and the eradication of extreme poverty and hunger, as the project targets the processor level of the value chain, the potential for impact is indirect. MDG 1 is directly linked to the project's impact level statement which is: "Contribute to inclusive and sustainable

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[83] ITC, 2015. *Midterm Review of the Promoting Intra-Regional Trade in Eastern Africa Project.* P.25

export-led growth in Kenya, Tanzania, and Zambia". "Inclusive" relates to the inclusion of the segments of the selected sectors' value chain that normally do not benefit from export. Simply stated, if results occur for the SMEs (i.e. they sell more at higher prices by exporting), they will demand more from the producers. The producers are usually those who suffer from extreme poverty and hunger and not the processors. Specifically for Kenya, the concept of working with the CBEs was a strategy to more directly have an impact on the young entrepreneurs and the producers. From data collected, the success of the component was mitigated, since many of the CBEs had trouble assimilating the content of the trainings that were provided. Equally important, many of them wanted to work in other sectors such as managing stores or work in the information technology sector, and not in agri-food production, transport, and processing. Many respondents (> 50%) point to the fact that this is due to the weak selection process of the CBEs.

160. Since the time of the project's design (2013) and the present context (2016), development has passed from the MDGs to the Sustainable Development Goals (SDGs)[84]. The evaluation questions refer to these by asking if there is potential impact aligned to the UN Sustainable Development Goals (SDGs). In the same manner and to the same extent the project contributes to the three MDGs mentioned above, they also contribute to SDGs 1 (End poverty in all its forms everywhere); 2 (End hunger, achieve food security and improved nutrition and promote sustainable agriculture); 5 (Achieve gender equality and empower all women and girls); quite extensively to 8 and 9 (Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all; and Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation); 10 (Reduce inequality within and among countries); 12 (Ensure sustainable consumption and production patterns); and 15 (Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss).

161. In Zambia, the link with the SNV/EIF project helped to ensure that the potential for impact for the producers becomes possible. The best way to illustrate this is the physical link between the honey producers and processors: the bulking centres. The SNV/EIF project supported the enhancement of the quality of the raw honey and supported the setting up of the bulking centres. Coupled with the support provided by ITC, the processors gained the double benefit of having easier access to higher quality honey at the bulking centres and improving their factories premises through the HACCP trainings. As the processors could sell honey to Parodi Group, the chances of increasing demand for beekeepers to augment in the medium-term, which can eventually produce a positive impact on poverty reduction of the beekeepers. The specific potential for impact on poverty reduction in Tanzania was not observed except what was mentioned above: the indirect benefit for beekeepers and farmers (spice and mangos) who supply the SMEs/processors if they increase their sales.

162. The main obstacles for potential impact to the entire project are:

- The limited number of SMEs (approximately 10) which have benefited from the outcome level results; and

- The limited timeline of the project's lifecycle. As the project implementation spanned over two-and-a-half years, the SMEs did not have the time to fully assimilate the new information and know-how. As already mentioned, the absorption capacity is limited when many activities take place at the same time. Beneficiaries need time to implement the new practices.

163. The support provided to the TISIs and the sector associations could eventually have an indirect benefit for their members. If the TISIs and sector associations provide better services to the members, there is a chance that in the long-term the members would have access to higher income. The attribution link between this potential impact and the project is weaker than that presented in the above paragraph.

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[84] https://sustainabledevelopment.un.org/?menu=1300

4.5. Sustainability

Rating: 4 — Moderately Satisfactory

164. Sustainability, like impact, is usually measured over time. To evaluate if the project's results are sustainable, there would be a need to return to the three countries in two or three years to visit the stakeholders. The idea would be to assess if the results achieved by the project have been maintained. Thus, this subsection assesses the extent to which the right factors have been put in place to eventually ensure sustainability. Traditionally, such factors are buy-in and ownership of the stakeholders over the project and its results. The existence and quality of a project exit strategy also affect sustainability. The sustainability subsection content is a logic transition from the above findings analysis section towards the conclusions section below.

4.5.1. Level of Involvement and Level of Implementation

> **Key Evaluation Question: To what extent have the targeted beneficiaries and other relevant stakeholders been involved in the planning and implementation process?**

Ownership and Stakeholder Contribution

165. As already mentioned, the PSC meetings allowed the national stakeholders (mainly national coordination consultant/institutions) to be involved in decision-making concerning the project strategic directions and implementation. It also allowed them to provide feedback on the project's process. At the institutional level, this created some ownership over the project as the TISIs became implementation partners. In this sense, the SMEs were not as involved in the implementation process. Nonetheless, those that intensively participated in the HACCP trainings and invested in the transformation of their factories to comply with HACCP requirements demonstrated a commitment to this component of the project. This increased the chances of the HACCP results being maintained over time, at least for those that will be certified.

166. Additionally, as the SMEs see that they are saving money because they are more efficient thanks to the integration of the Lean methodology practices; again, there is a chance that the results will be sustainable. With the same intention, at a micro level, the project asked the matchmaking participants to pay for their transport (e.g. airfare to Dubai) while ITC paid for their Daily Subsistence Allowance (DSA). SMEs' investments demonstrate their commitment to the project and its results.

Replication

167. To ensure results are sustained and even multiplied, TISIs should integrate the content of the project's trainings and then replicate it. Much of this train of thought comes from the TISIs being intermediaries between the SMEs and consultants. A good example of this potential sustainability element has been demonstrated in the present project through the use of the regional consultants for the HACCP trainings (a similar approach was used for the SCM trainings). The consultants had been previously HACCP trained and are now replicating the trainings for other SMEs. The sustainability effect is stronger when the clients are national, meaning those paying for the trainings are not international development agencies such as the ITC. For these results to be sustainable, the TISIs will have to take the place of the ITC. Nevertheless, the consultants used what they had previously learned in the present project. The TcCs of the project have the potential of replicating the same chain of results. Although this was actually not the case, the TcCs were under the impression that if the SMEs they coached become HACCP certified, they would themselves become official HACCP trainers, as planned, if they pass the exam. In fact, the eventual certification of the SMEs is not affecting the trainers' certification. The conclusion is, that if the TcCs pass the exams, it is hoped that in the medium-term, they will be replicating the

trainings for other SMEs[85]. This validates the added value of using national consultants as their enhanced capacities remain within the beneficiary countries.

168. In the same line of thought, some respondents (between 25% and 50%) pointed to the fact that if the project had worked with sector associations as focal points, the link between them and the SMEs for replication of trainings would have been closer. These respondents argued that the TISIs, covering many sectors at a time and working at the national level, might take more time to provide the newly available training services to the SMEs. Also, the same respondents mentioned it could have been effective to have worked at the sub-national levels (e.g. the county level in Kenya). However, although these are important elements to consider, it can also be argued that the enhanced TISIs service portfolio can potentially affect many more SMEs than the sector associations or sub-national institutions. In addition, the TISIs might have stronger institutional set-ups to absorb and maintain the project's results than sector associations. In this context, the project adopted a solid hybrid approach, working with both types of institutions and remotely, through some of the TISIs, with their regional offices (i.e. with the Horticultural Crops Directorate [HCD] in Kenya and SIDO in Tanzania). Additional sustainability factors that have been discussed above are linked to providing the full package of training to the SMEs, not just elements; designing a project in which the infrastructure and machinery would be addressed through the facilitating of an investment channel.

Small and Easy Innovations

169. An innovative approach to creating a sustainable environment was the decision to create a texting service (e.g. WhatsApp) for group communication through which the TcCs could exchange their experiences and practices. The WhatsApp group has the potential of lasting longer than the project as it is easily maintained if the members consider it useful. From the WhatsApp exchanges provided to the evaluator, there are preliminary indications that the group will be maintained, as the participants are actively using it to exchange ideas and best practices. These virtual platforms have the potential of maintaining networks among interested stakeholders. The CBEs also have a WhatsApp group but the extent to which it will last is hard to determine, as the consultant did not have access to captions of discussions held on WhatsApp. Other innovative approaches include:

- The Roadmaps and other studies;

- Activities conducted through partnerships with the international private sector (i.e. Bosch and Parodi)

4.5.2. Sustainable Results

> **Key Evaluation Questions: Was a specific exit strategy or approach prepared and agreed upon by key partners to ensure sustainability? What is the likelihood that results/benefits will continue after the project ends?**

Exit Strategy

170. Following the decision to accelerate the implementation of the project, the management team found itself sprinting to finalize the activities by June 2016. Many of the stakeholders felt rushed and were under the impression that the project had no planned approach for the end of the project. During July-August 2016, the idea was for the project management team was to finish the activities, not consolidate the results reached. It is noteworthy that the project did conduct Sustainability and Experience-Sharing workshops in June 2016[86].

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[85] The same can be said about other project's component, such as the branding component for example, in which the Tanzanian national consultant is trying to work for other SMEs by showing what he accomplished through the project.

[86] It is unclear who attended the workshop, how long they lasted and what effect they had on participants.

171. Although there was no specific exit strategy at the macro level, at the sector level, the roadmaps contain action plans that, if applied, can become useful tools to ensure growth in the sectors. Indeed, the documents point to recommendations for exports and specific, practical actions.

Continuity in Results

172. It is hard to determine at this point to what extent the results reached will continue after the end of the project. For example, will the SMEs that become HACCP certified be able to pay for their recertification in three years? It is impossible to tell at the moment. First, they need to get certified; second, the HACCP certification needs to prove useful and generate an increase in sales and exports; and third, this increase needs to be sufficient for the SMEs to accumulate funds for the re-certification fees. These factors are far from being ensured for now, given that the initial certification process has yet to take place.

Context for Continuity

173. As discussed above, the concept of "regional trade" has been broadly defined. Some respondents (between 25% and 50%) argued that had the project used a more horizontal value chain approach across the three countries, regional trade would have been more flourishing. As the links are closer and better embedded in the eventual pan-African Free Trade Agreement (FTA) negotiations, sustainability would have been better ensured. The fact that the mango sector was selected in Tanzania and Kenya and the honey sector in Zambia and Tanzania could have been an opportunity towards nurturing regional trade between the three countries. However, this could have led to implementation difficulties linked to potential political issues of diplomatic nature. Indeed, during the field visits, this idea of this horizontal value chains produced mitigated reactions from all respondents, some of which were linked to these types of political issues. Using this approach would have also increased the complexity of the project from one country to another, and the implementation would have to have been at different levels along the value chain. For example, it would have had to work with fresh mango producers in Tanzania, who would have exported to processors in Kenya, who then would have exported outside the East African region. It is easy to see that there would have been resistance in Tanzania because mango processors are active in the country.

174. For some of the beneficiaries, an element of continuity that is present is the fact that they are already receiving follow-up support from other implementation partners. For example, one SME has recently been receiving support from the Catholic Relief Services (CRS). For this particular SME, this support comes at a good time as the manager is looking for funds to grow the business. Other examples include a USAID traceability project and a Technoserve project, both working on the mango sector.

5. Conclusions

Overall rating: Based on all the information and data presented above, the evaluation rates the overall project as 4 - Moderately Satisfactory.

175. As demonstrated in the ITC Evaluation Guidelines, when designing a project, the managers need to consider that moving upwards in the results chain equates with an increase in stakeholders' influence and role in reaching the set targets. Indeed, the project management team, with implementing partners, are directly responsible for managing the project's inputs and activities. They are also fully accountable for achieving outputs (the direct results of activities). At the outcome level, however, although the project management team has a direct influence on the progress towards the targets, stakeholders' responsibility in doing so is increasing. Finally, at the impact, long-term result level, the project only has an indirect influence. It can only *contribute* to the highest-level result of the results framework. The stakeholders are the ultimate key players in ensuring the impact will materialize. This is why impact evaluations are conducted a few years after projects' end: having the stakeholders bring change at broader levels take time. Because

of this and as the project has just ended in June 2016, the present evaluation mainly focused on the outcome level results and only analysed the *potential* for impact.

176. At the outcome level, the central element to the project was the SMEs' export competitiveness (Outcome 1). The TISIs were integrated as stakeholders to ensure a continuous support would be provided to the SMEs (Outcome 2). During the project and still now, these two stakeholders have an increasing influence on the potential progress towards achieving the outcome targets (they continue to have an influence on the progress towards achieving the outcome targets). To ensure they actively partook in realizing export competitiveness for the SMEs, throughout implementation, the project needed to foster these stakeholders' ownership over its different elements. In implementing every activity and producing every output, the results needed to be handed over to the stakeholders and used as tools to then transform it all into outcomes. The present project did endeavour towards creating buy-in amongst the stakeholders. However, at certain moments of the project's lifecycle, the project met challenges in doing so with some of the private sector representatives. Indeed, taking into consideration the project's budget, overall, the project generated limited results in terms of export competitiveness for the SMEs.

177. To start, the project planning suffered from activity and output sequencing challenges. At the design phase, the steps that should have been taken are the following: project idea, in-depth needs assessment, preliminary logical framework, planning event, baseline (to set realistic targets) and then Project Plan development and approval. In reality, the Project Plan was already approved when the planning event was organized and the baseline studies were conducted. The selection or pre-selection of the SMEs should have been completed before the official start of the project.

178. At the beginning of the project, the most important issue was the lack of depth in the private sectors' needs assessment. The needs assessment mission was conducted too quickly, without sufficient efforts to allow for a mapping of the SMEs, let alone an analysis of their needs. The TISIs were consulted but the SMEs are the central key players in the project. Initial consultations with the SMEs could have pointed to obvious weaknesses in certain cases. For example, if the project design team had mapped the spice sector in Tanzania, it would have noticed from the beginning that it was not well organized instead of being faced with the issue well into the first year of implementation.

179. Had more representatives from the private sector been consulted and involved in the design phase of the project, they might have been more motivated to participate later, and the selection of the SMEs would have been less time-consuming during implementation. Indeed, as this process took time, and as some outputs were being produced, many of the SMEs had not yet been selected or some were being replaced by new ones. Later on, some of the selected SMEs only participated in a few of the trainings. They were not provided with the whole package of support provided by the project. As demonstrated in the ToC, the components of the results framework should all be logically linked to step from one result level to another. As some SMEs were not involved in all the outputs, the change logic for them was not complete. In this context, the ownership also faced challenges. For example, when SMEs only participated in one training, they did not feel part of the project; they did not consider themselves embarking on a change process towards increasing their export competitiveness.

180. In addition, had the SMEs specific needs been known and understood better and earlier, the project's support could have been more tailored to their profiles. It is important to say that the more practical trainings, e.g. HACCP, were specific to each SME. However, although other trainings' content was also adapted to the needs of the beneficiaries, they were not always fully based on the SMEs' path to export competitiveness. For example, the access to finance training was not geared towards ensuring the SMEs would be able to compete or connect, central elements to competitiveness.

181. Additionally, the project support's components, the outputs, should have been more integrated with each other; each training and each tool needs to complement each other. This did take place in certain cases. For example, the branding and labelling did integrate elements of quality such as valorizing the certification logo in the way the products' branding was improved. Nonetheless,

more could be done. Indeed, the roadmaps, for example, could have been used more extensively in determining the content of the export trainings. More importantly, each training and tool outputs—mainly Output 1.2 and 1.3—should have been considered as pre-event support before the trade missions—Outputs 1.4 and 1.5. The trade missions were arenas where the SMEs could test their export competitiveness. Ultimately, bringing them at trade fairs before they receive any support from the project was not effective, i.e., they could not use what they had acquired from the project in the events. The trade missions, events, and fairs should have been integrated into the project as opportunities to test the project's new knowledge and tools. For example, during initial phases of implementation, the HACCP trainings should have been the priority. Once certified, the SMEs would have gained more from participating in matchmaking events. It could be stated that there was not enough time to wait for HACCP certification before bringing the SMEs to matchmaking events. However, implementing such a project in two-and-a-half years does not allow for strategic planning. Had the outputs been more integrated, the chances of eventually reaching more extensive results at the outcome level would have been higher.

182. For Outcome 2, the involvement of the TISIs was more direct. The learn-by-doing and training-of-trainers approaches were successful. But the TISIs also need to ensure that when replicating the project's results, the support they will provide to the SMEs is logically structured and based on the SMEs' specific needs. Output 2.4, linked to the TISIs' capacity to influence trade policies, was difficult to achieve as it was quite broad and not well integrated into the ToC. The output was important but it did not necessarily or directly address the enhancement of the support the TISIs can provide to the SMEs. It could have been a higher-level result of a whole other project oriented towards policy issues encountered in regional trade.

183. A second major element that hindered project performance was the decision to accelerate the project's implementation. The stakeholders lost track of the main goals of the project, and the beneficiaries were less capable of assimilating what the project had to offer. It also reduced the potential for ownership of the stakeholders over the project's results. Delivering a project in a context where the stakeholders will consider it their own takes time. Making sure every element of the project (activities and outputs) are well integrated, harmonized and delivered in a holistic approach for the beneficiaries also takes time. There is a need for increased coordination to build on the ToC to reach higher level results. This is exemplified by the demand by many respondents to have a last PSC meeting. The fact that the latter was not held generated dissatisfaction and left the stakeholders with the impression the project was not finished. They felt they did not have a say in the important decision of brining the project to an end.

184. Furthermore, accelerating the implementation of the project left little time to provide integrated support to the SMEs. The project managers and partners were rushing to deliver trainings, provide tools and organize events without structuring and linking the different elements of the project. For example, although the packaging centre was almost ready for use during the evaluation process, the majority of the respondents (> 75%) did not know how they would have access to and benefit from it. In this context, the output is not logically arranged with the rest outputs to lead to the outcome. It is a standalone result that needs to be integrated into the path towards SME export competitiveness (to climb up the ToC, one result level after another [outputs toward outcomes and then impact] through an integrated approach).

185. The acceleration of the project implementation even affected the evaluation itself: fewer results were observable than if the project would have ended December 2016 as planned (e.g. a critical mass of SMEs would have gone through the HACCP certification process).

186. Nonetheless, important initial steps were taken during the project, the most noticeable being:

- A limited number of SMEs increasing their exports because of the project;

- The short-term effects of some of the trainings: investment in the SMEs' premises to improve sanitation of the processing (HACCP), increase in efficiency (Lean methodology);

- The initial contacts with potential buyers during matchmaking events which can be activated once the SMEs are ready to export;

- The effects of the learning-by-doing approach for TISIs trainings which shows signs of possible replication at larger scales in the near future; and

- The launch of the packaging service centre in Tanzania.

187. In addition, the project generated important sustainability elements and if they would have been coupled with more substantive results, there would have been greater potential for impact. Indeed, through Outcome 2, the TISIs do seem to be in a better position to provide support to the SMEs due to the project. Nevertheless, if the TISIs can replicate trainings, they were not thought to design paths to export competitiveness for their SMEs. In other words, as for the project, they cannot provide holistic and packaged support that as a whole, that will bring the SMEs from their initial status to a complete change towards enhanced export competitiveness.

188. From interviews for the evaluation, it is understood that there are already discussions taking place for an eventual phase 2 of the project, although there are no available documents confirming this. The project did build basic blocks upon which a second phase could capitalize and make-up for the lost time and lack of an integrated approach to the project implementation. Examples of what would need further attention in a potential phase 2 are the use of the packaging service centre; and ensuring the consultants and institutions that have been trained in conducting HACCP and Lean trainings apply them with new SMEs for an increased multiplier effect. This would be aligned with a decentralized approach to an implementation where consultants and TISIs would take a more central role in the project.

6. Lessons Learned and Recommendations

189. In the light of the findings and conclusions presented above, the following discussion of the lessons learned and recommendations is distilled from the evaluation.

6.1. Lessons Learned

190. As understood in the context of the ToC, and with the use of the above findings and identified results of the project, the following lessons learned were identified and considered as useful for other similar projects.

Outputs, integration, and tailoring to specific SME needs

191. Reflecting on the integration of the outputs to reach outcomes, it is important to make sure that a good flexible design approach based on the ITC's strengths should always be coupled with a demand-driven, participative, responsive and flexible design process and management structure. To reach thorough results and make sure there are longer-term positive effects, projects should offer a holistic, integrated and tailored package of trainings, tools, and infrastructure to each of the beneficiary SMEs. When the project offered its support to SMEs in this manner, they were better off, or more export competitive, than when they only received some of the trainings. In other words, the outputs should link with one another.

192. When the project management team remains open to feedback and requests from all stakeholders, stakeholders have higher overall levels of satisfaction. This was a strength in the project. The PSC meetings were examples of how this was to unfold during implementation. They had an important positive added-value to the project, and the concept should be replicated in other projects. In fact, an additional PSC meeting was requested by respondents. This was a good example of activities that created buy-in and ownership for the project among the implementation partners and beneficiaries.

193. A flexible approach to setting up the national coordination structure was shown to have been useful and effective (not a one-size-fits-all approach). The majority of stakeholders (> 75%) felt the structures were well adapted to their national contexts. The project built on the strengths of the implementation partners and adapted the implementing structures to each context, including the availability of implementing partners.

Leveraging results from other projects

194. Building on results accomplished by other initiatives helped to multiply the results reached with the beneficiary processing SMEs from the project. This was the case in Zambia and the results in this country, at the outcome level, were found to be stronger and more sustainable. The results from a project implemented by another organization (SNV/EIF) were integrated into the change the ITC project wanted to bring.

Gender equality as a cross-cutting issue

195. Even if it is considered that the sectors selected normally have a high level of women participation, this did not necessarily lead to results in terms of gender issues and considerations. Gender, as a cross-cutting issue, should be an integral portion of the ToC, not an element amongst others that is implicitly dealt with.

Implementation

196. Accelerating the implementation of a project to make-up for lost time during the design phase was found to be an unproductive and ineffective approach. At the end, this led to less than expected results. To deploy in a logical, tailored and integrated manner the ToC, project management team need time. When time is limited, managers, partners, and beneficiaries cannot adequately adapt the activities to the needs identified. Some of the outputs were implemented in silos and were not related to one another.

6.2. Recommendations

Design phase

197. The evaluation demonstrated that there have been shortfalls in the design of the project. The main issue is linked to the fact that there were not enough consultations with the private sector representatives and the SMEs. As demonstrated in the findings and conclusions, this design issue has led to other challenges during the project's implementation (lack of initial buy-in from selected SMEs, changes in the selection of SMEs, and trade missions conducted before project support is provided). As a solution, **it is recommended to conduct a study with the SMEs to determine progress made to date (e.g., certification). The objective of this study would be to know what their needs are within their new contexts. It is important to specifically assess the differentiated needs of women and men (<u>Recommendation No. 1.1</u>).** Based on the results of the study and the data collected, **it is recommended that a mapping of technical support sources and funding available, could be outlined for SMEs to use in order to address their needs (<u>Recommendation 1.2</u>).**

198. The project integrated good elements in its design phase (an initial field mission, a planning event and baseline studies), however, these were not fully effective because of the timing of their realizations. The logical sequence should be project idea, in-depth needs assessment, preliminary results framework, planning event, baseline (to set realistic targets), and then Project Plan development and approval. The project idea needs to be distilled from high-level staff discussions (chief and/or directors). Based on the project idea, project managers need to conduct infield, in-depth and comprehensive needs assessments with not only implementation partners but also private sector representatives. The staff conducting the needs assessment need to spend time in the field to map the private sector beneficiaries and understand the status of the sectors' advancement. The needs of the private sector should be thoroughly analysed, understood and then specifically addressed in the Project Plan. Baseline studies can also help in reaching this objective. These documents should aim at mapping the context in which the project will be implemented. That is why they need to be conducted before the project starts. If this is not possible, the baseline studies should be the first activities at the beginning of the project. In the Project Plan, the targets would thus be determined after the baseline studies are finalized. This process is central and essential to the success of a project like this one. To develop

an integrated results framework and a logical ToC, it is important to retain information on the initial context and specifically understand what the beneficiaries need. The planning event organized during the project was a good practice and should be replicated. However, it needs to involve the private sector and needs to take place before the results framework and Project Plan are approved; otherwise, the event loses its relevance. If the project design is already finalized and approved, the planning event cannot have substantive effects on it. Coordination and synergies.

199.   As demonstrated through the project, leveraging the results from other projects was a successful approach and multiplied the effects of the ITC project (e.g. the Zambia portion of the project built on the results of an SNV/EIF project). The approach of strengthening of the logic between each element of the project within itself, however, also needs to be applied at the broader level, outside the project's results framework. In other words, the integration of the project in the context of international development needs to be systematized. Project theories of change need to integrate and take into consideration outside projects and/or other ITC initiatives. **It is recommended when ITC works with potential international partners that it shares contacts, results achieved and documentation to ensure that what has been accomplished in the present project can be built on by other projects and initiatives. For example, ITC could promote the use of the roadmaps developed during the project for other design phases conducted by partners (<u>Recommendation 2</u>).**

200.   The ToC of such projects need to take into consideration ITC's own strengths but in the light of other initiatives in the targeted regions and countries. For example, as the ITC's strength lies in the promotion of exports of selected sectors' products and work with the private sector, achieving targets linked to trade policy dialogue and capacity to influence them could be a result of projects implemented by other institutions. ITC could voice the private sector's needs and concerns. ITC projects such as this one could officially link its outputs with that of other initiatives to achieve higher level results. Regarding this project, Output 2.4 was linked to the TISIs' capacity to influence trade policies and could be dealt with through another project. This would imply organizing high-level staff and official and regular meetings with selected outside projects representatives—or ITC staff managing another project—as well as beneficiary and implementing partners staff. These meetings would provide opportunities to present and coordinate activities and results. In the light of the data collected, the national and regional implementing partners would be well positioned to support these meetings. Indeed, many times, these partners were involved in other projects implemented by other institutions. The ITC should position itself in helping these partners integrate the support they receive from different implementing agencies. Beyond meetings, the project managers should adapt the timeline of projects with that of other projects, according to the information partners and beneficiaries can provide. This will also help in terms if absorption capacities of the partners and beneficiaries. In addition, there is more potential for leveraging effects of all projects' results.

Gender issues

201.   The ITC has a strong policy on gender equality and women's empowerment, and UNEG guidelines on Gender Equality and Human Rights are adhered to in the evaluation criteria. The present project mentions gender issues in one of its outputs (Output 2.3 Formal and informal TISI networks, including women-owned and ICBT organizations enhanced) but it is not well integrated into the ToC. The ToC of such projects needs to address how the gender aspect can contribute to higher level results. Such is the case for other cross-cutting issues (i.e. environment and climate change and innovation). In this context, **It is recommended to verify that the Project Plan has developed strategies for those impact domains (SDGs) to which the project has a niche to make significant contribution, and has tailored them to the project, including an earmarked budget for specific work to reach a sufficient critical mass of results and to address impact domain issues (<u>Recommendation 3</u>).** In this regard, it is recommended to develop and implement strategies for cross-cutting issues mainly for gender-related themes. In addition, these results need to be logically linked with the others to ensure they contribute to the change the projects want to bring. It is not a question of knowing how many women participate

in the project; projects need to ensure that the integration of gender equality issues becomes an added-value to moving up the results framework. It is also recommended that such projects need to provide gender-sensitive support not only to women but also men, for example in efforts to sensitize male beneficiaries in the importance of the role of women in exports.

Implementation sequence and integration and tailoring of outputs

202.   A central element of the project to ensure the SMEs involved would become export competitive were the trade events the project facilitated. These events were important because they were practical and offered an opportunity to the SMEs to test their competitiveness on the regional and international markets. However, one of the main findings of the evaluation was that although the SMEs appreciated participating in the events, they felt they did not benefit from them because they were not able to meet the requirements of the buyers they met. Again, the project faced the challenge of activity sequencing. At the time of the first events to which the beneficiary SMEs were invited to participate, they had not yet received substantive support from the project. For future similar projects, **it is recommended to group beneficiary SMEs by sector, to foster cooperation among them. When possible, an "alumni" approach could be presented in which the SMEs that have advanced extensively during the project (e.g. invested in their production site and premises to become HACCP certified) would be matched with others, including potential SMEs outside the project, to provide minimal guidance on how to move forward based on their own experience (Recommendation No 4).** In other words, it is recommended to ensure that SMEs are sufficiently prepared to attend matchmaking events where they will meet serious buyers. Doing so will multiply the added-value of the events for the SMEs. In other words, the logic behind the ToC needs to be respected. Output 1.5, linked to market activation, needs to come after the roadmaps have been developed and after the SMEs are trained and certified. The TISIs also need to be able to provide the SMEs with pre-event guidance.

Management

203.   When deciding on an in-country implementation structure, many choices are available (a focal point TISI or sector association, depending on the proximity needs of the beneficiary SMEs, a national coordinator, or a group of institutions for example). In the three countries, the project rightly opted for a flexible approach, by setting up implementation structures adapted to the different national needs. However, in deciding on options, it then becomes important to specifically define who will do what. In future, similar projects, **it is recommended to follow-up with TISIs to confirm they are monitoring the results gained by the beneficiary SMEs. Follow-up with the TISIs could be completed through minimal contacts (either by telephone or during visits by other ITC staff for other purposes). ITC staff could organize discussions with TISIs to verify if they are: supporting the SMEs in their process toward certification, are working to foster contacts between the SMEs and potential buyers; to ensure TISIs are providing coordinated training and support on HACCP and Lean, among others (Recommendation 5.1).** In addition, i**t is recommended that ITC systematically compiles information on which SMEs are being certified through its support and creates an online registry to present and promote their profiles. Similar registries could be developed for TcCs and Lean methodology experts supported through the project. Case studies and success stories could be further elaborated on the basis of what is already being done (Recommendation 5.2).** Specifically in Tanzania, **it is recommended to follow-up on the use of the packaging centre and on the way the TISI is promoting its existence and availability for use by SMEs (Recommendation 5.3).**

Monitoring

204. Monitoring is central to making sure the ToC logic is respected and that activities are coordinated to achieve targets of higher level results, i.e. outcomes. Overall, the project was implemented in an efficient manner, with good practice seen in conducting baseline studies, performing a midterm review, and producing progress reports on a biannual basis. However, factors which negatively affected the efficiency of the project were the fast pace of implementation and weaknesses in reporting. Reporting was, in certain circumstances, inaccurate and baseline information was not used systematically. Monitoring and evaluation are central to project implementation, as it is one of the important channels of communication through which results achieved are presented and solutions to challenges are found. Presenting clear data and information aligned with reality is essential to ensure transparency but also to inform timely and relevant decision making. For future similar value chain projects **it is recommended to make available the information and data generated in this project to future similar projects, to inform future baseline studies of monitoring frameworks designed for the projects. This would allow setting realistic targets (<u>Recommendation No.6</u>).**

205. Bearing in mind the short project period for the present project (two and a half years), and knowing that reaching impact level results involves contributions from many actors, which can take time, **it is recommended that ITC continues working with the majority of the partners and SMEs that have been selected be in the present project so as to ensure further impact (<u>Recommendation No 7</u>).** Working with the same actors, project after project, building on the previous results, over an extended period of time, can eventually support change in mind-sets and practices.

Annex 1: Evaluation Matrix

Questions	Sub-questions	Type of questions	Measure or indicator	Baseline (availability)	Target or standard	Data Source	Design	Sample/Census	Data collection instrument	Data Analysis	Comments
Relevance											
Are the project objectives and design in-line with ITC's corporate objectives, strategies, and strengths?		Descriptive[87]	- Correlation between the project's design (results and activities) with ITC's corporate objectives - Correlation between the project's objectives and design (results and activities) with ITC's strategies - Correlation between the project's objectives and design (results and activities) with ITC's strengths	N/A	N/A	- Project document - ITC's objectives and strategies - Key informants from ITC - Key informants from implementation partners -Donors	Non-exp.[88]	Sample	Doc Review Interview	Interpretation Triangulation	
Are the project objectives and design relevant to the development needs of the each country and consistent with priorities of the Governments of Kenya, Tanzania and Zambia and the primary	Was a needs assessment conducted at the design stage, and did it sufficiently consider the needs and priorities of the beneficiaries in each country? To what extent have the	Descriptive/ normative[89]	-Existence and quality of needs assessment - Alignment of the project's design with the needs and priorities - Alignment of the project's design with the three countries policies and	N/A	N/A	- Needs assessment - Relevant policies and programmes - Key informants from ITC - Key informants from	Non-exp.	Sample	Doc Review Interview FGDs	Interpretation Triangulation	

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[87] Descriptive questions seek to determine what is. They may describe aspects of a process, a condition, a set of views, or a set of organizational relationships or networks. Patton (2002) refers to descriptive questions as the foundation of evaluations. World Bank et. al. 2009, p. 224

[88] Nonexperimental, or descriptive, designs do not compare one group with another. Instead, they provide an extensive description of the relationship between an intervention and its effects. With a nonexperimental study, an evaluator chooses, for example, when to sample, whom to sample, and where to sample. No eff ort is made to create two or more equivalent or similar samples. World Bank et. al., 2009. pgs. 250 - 251

[89] Normative questions compare what is with what should be. They compare the current situation with a specified target, goal, or benchmark. These questions are similar in compliance orientation to those often asked in performance auditing. World Bank et. al., 2009. P. 225.

stakeholders in the country? And at the regional level (e.g. EAC) To what extent was the project focused on the regional market? And on the global market? Was the regional market a priority for all stakeholders?	roadmaps been used to adapt the trainings to the value chains' actors' needs?		programmes[90]- Level of satisfaction of the stakeholders with the alignment of activities with their needs and priorities - Level of satisfaction of the stakeholders with their involvement in the project's design - Perception of project managers			implementation partners - Beneficiary SMEs[91] and TISIs[92] - Consultants - Donors - Regional representatives (to the extent possible)				
	How coherent was the project in terms of how it fits within the policies and programmes undertaken by the Governments of Kenya, Tanzania, and Zambia, as well as other development partners within the region?									
	Are the project objectives and design, including the logical framework and the logical frameworks for each country, relevant to the needs and priorities of the targeted beneficiaries? (To what extent have the selected agri-food sectors remained									

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[90] Government of Kenya, 2013. *Second Medium Term Plan, 2013 – 2017. Transforming Kenya: Pathway to devolution, socio-economic development, equity and national unity. p.* 194.

Government of Tanzania, 2012. *The Tanzania Five Year Development Plan 2011/ 2012 – 2015/ 2016.* p. 191.

Government of Zambia, January 2011. *Sixth National Development Plan 2011 – 2015 – Sustained Economic Growth and Poverty Reduction.*

[91] To simplify, the matrix refers to SMEs = producers, processors and traders.

[92] To simplify, the matrix refers to TSIs = TPOs, TSIs, and service providers in general.

	priorities for the beneficiaries?)										
Was the project designed in order to support other relevant bilateral and multilateral programmes and initiatives?	What kinds of internal and/or external partnerships exist? Are coordination mechanisms in place to support the partnerships? How well do they work and support the achievement of objectives?	Descriptive	- Number and quality of coordination mechanisms designed - Number of envisaged ITC technical divisions in the project management - Number of projects with which the project was planned to work - Perception of project managers and stakeholders	N/A	N/A	- Project document - Key informants from ITC - Other projects' managers - Consultants - Donors	Non-exp.	Sample	Doc Review Interview	Calculations Interpretation Triangulation	
Did the project benefit from available knowledge (e.g. recent evaluations, lessons from similar interventions) during its design and implementation?	Were any major modifications made in the objectives and design, including the logical frameworks, during implementation? If so, what is/are the modification(s) and provide the reasons.	Descriptive	- Number of reference to previous relevant documentation in the design and monitoring documents -Evidence of changes in the strategic approach to implementation Evidence of use of monitoring information (lessons learned or good practices) to guide decision making - Perception of project managers - Level of satisfaction of evaluators	N/A	N/A	- Project document - Progress reports - Evaluations conducted by other institutions as well as ITC Midterm Review - Key informants from ITC - Evaluation consultants - Consultants	Non-exp.	Census	Doc Review Interview	Calculations Interpretation Triangulation	
Was human rights and gender equality integrated into	N/A	Descriptive	- Existence of crosscutting strategies to address gender issues	N/A	N/A	- Project document	Non-exp.	Sample	Doc Review Interview FGDs	Interpretation Triangulation	

the project design and implementation arrangements? If so, how well does the design and implementation of the project align with national policies and strategies on human rights and gender equality?			- Alignment with relevant national policies and strategies - Evidence of specific activities and results targeting gender equality - Perception of project managers and stakeholders - Level of satisfaction of women beneficiaries with their involvement in the project			- Key informants from ITC - Key informants from implementation partners - Beneficiary SMEs and TISIs - Consultants			
Effectiveness									
To what extent have the planned results of the project been attained both in quantitative and qualitative terms? Have all identified target groups access to project's results available thus far? Are there any factors which prevent targeted beneficiaries accessing the results/services?	From the primary stakeholders' perspective, is the project likely to achieve the expected outcomes? Why? How do SMEs compare to others in the region in terms of exports (increased competitiveness)?	Normative	Outcome 1 Increased export competitiveness of SMEs in selected agri-food value chains in Kenya, Tanzania and Zambia						
			- Number of enterprises (including women-owned) having met potential buyers and, as a result, having transacted business. - % increase in export value of selected agri- food products supported by ITC	✓	Target: 40-100 (per country) Target: to be determined at the inception phase	- Letters of intent and Buyer orders - Enterprise surveys - TISI reports - Progress reports - News letters - Midterm review - Key informants from implementation partners - Beneficiary SMEs and TISIs - Consultants	Quasi-experimental [93]	Sample	Doc Review Interview FGDs Direct observation	Calculations Interpretation Triangulation Disaggregation[94]
			Outcome 2 Enhanced performance for trade and business support service providers in selected agri-food value chains at national and regional levels						

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[93] A quasi-experimental design is similar to an experimental design, but it does not randomly assign individuals to groups. Such designs are often more feasible than experimental designs, because true experimental designs are often difficult to execute and quasi-experimental designs do not require randomization but rather the creation of comparison groups. World Bank, et. al., 2009. P. 250

[94] Disaggregation will mainly be operated by country but disaggregation by sex is also pertinent.

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			- Number of institutions reporting improvements in their services to SMEs - Number of new value addition services introduced by the TISIs or trade associations serving selected products - Number of SMEs reporting improved support/services from TISIs	✓	Target: 3-5 (per country) Target: 5-10 per country Target: to be determined at the inception phase	- TISI surveys - Enterprise surveys - Letters of intent and Buyer orders - Baseline reports - Baseline reports - Enterprise surveys - TISI reports - Progress reports - News letters - Consultants - Evaluation - Key informants from implementation partners - Beneficiary SMEs and TISIs	Quasi-experiment	Sample	Doc Review Interview FGDs Direct observation	Calculations Interpretation Triangulation Disaggregation
Did the project implementation in each country contribute to the overall project logical framework? Did this coherently address the participation of SMEs in selected agri-food sectors in regional and global value chains?	How effective have the management arrangements been in the delivery of the project so far?	Normative	- Level of satisfaction of beneficiaries/stakeholders with management and management style - Presence of an in-country coordinator/manager - Number of field visits by ITC project managers - Level of satisfaction of beneficiaries/stakeholders with the work of consultants	N/A	N/A	- Progress reports - News letters - Consultants - Evaluation - Key informants from implementation partners - Project managers - Beneficiary SMEs and TISIs	Non-exp.	Sample	Doc Review Interview Direct observation	Interpretation Triangulation Disaggregation
Were the nine project recommendation	N/A	Descriptive	- Evidence of implementation of	✓	Recommendations	- Progress reports - Consultants	Quasi-exp.	Sample	Doc Review Interview	Interpretation Triangulation Disaggregation

s set-out in the midterm review implemented? If so, did these recommendations have the desired effect? If not, why?			the recommendations - Perception of the project managers - Perception of project managers and stakeholders - Level of satisfaction of beneficiaries		implemented	- Evaluation - Key informants from implementation partners - Project managers - Beneficiary SMEs and TISIs			Direct observation		
To what extent have the various project stakeholders adapted or are able to adapt to changing external conditions in order to ensure benefits for the targeted beneficiaries (e.g. the upcoming free trade agreement in the region)?	N/A	Normative	- Level of stakeholders adaptability to external conditions - Perception of the stakeholders - Types of decisions taken by stakeholders after a recent external event - Quality of advocacy for changes in project structure/content in reaction to changing circumstances/new opportunities	N/A	N/A	- Key relevant informants	Non-exp.	Sample	Interview Direct observation	Interpretation Triangulation Disaggregation	This question will not be easy to answer because it is somewhat hypothetical
What factors in the project design and implementation arrangements account for the estimated results in terms of effectiveness? Is the logic behind the ToC accurate? Was it sufficient to improve the projects chances of enhancing the beneficiaries' well-being?	N/A	Descriptive	- Type and number of factors in project design that account for the estimated results - Type and number of factors in project implementation arrangements that account for the estimated results - Congruence of the management structure at the project and national levels with existing conditions	N/A	N/A	- Project document - Progress reports - Consultants - Evaluation - Key informants from implementation partners - Project managers - Beneficiary SMEs and TISIs	Non-exp.	Sample	Doc review Interview FGDs Direct observation	Interpretation Triangulation Disaggregation	

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What major changes in the overall context (e.g. policy framework, political situation, institutional set-up, environmental and/or economic shocks, civil unrest, etc.) have affected project implementation and overall results?	N/A	Descriptive	- Type and number of changes that have affected project implementation and overall results	N/A	N/A	- External literature - Progress reports - Consultants - Evaluation - Key informants from implementation partners - Project managers - Beneficiary SMEs and TISIs	Non-exp.	Sample	Doc review Interview FGDs Direct observation	Interpretation Triangulation Disaggregation	
To what extent have the projects been effective in ensuring that human rights and gender equality are considered in all interventions of the project?	N/A	Normative	- Existence and quality of gender equality strategy or plan - Percentage of full budget allocated to gender equality - Level of satisfaction of women involved in the project - Number of men and women involved in all activities - Evidence that measures were undertaken to increase participation of women in the Project's activities - Evidence that gender equality topics were integrated in activities implemented through the program	N/A	N/A	- Project document - Progress reports - Consultants - Evaluation - Key informants from implementation partners - Project managers - Beneficiary SMEs and TISIs	Non-exp.	Sample	Doc review Interview FGDs Direct observation	Interpretation Triangulation Disaggregation	

			- Perception of program managers and stakeholders							

Efficiency											
Were inputs delivered on time, and outputs achieved on time and on budget?	Was the decision-making process time-efficient?	Descriptive	- Timeliness of decisions and delivery of inputs - Adequacy of the achievements of outputs with the work plan - Adequacy of expenditures with budget plan - Level of satisfaction of donor with delivery of inputs and achievements of outputs - Perception of project managers and stakeholders - Level of satisfaction of beneficiaries.	N/A	N/A	- Financial reports - Progress reports - Evaluation - Consultants - Managers - Implementation partners - Beneficiaries	Non-exp.	Sample	Doc review Interview FGDs	Interpretation Triangulation Disaggregation	
Were all contractual procedures clearly understood by project stakeholders and did they facilitate the implementation of the project?	N/A	Normative	- Level of understanding of the stakeholders of the contractual procedures - Level of satisfaction of consultants and stakeholders with the recruitment and management procedures - Perception of project managers	N/A	N/A	- Contracts issued during implementation - Progress reports - Evaluation - Consultants - Managers - Implementation partners - Beneficiaries	Non-exp.	Sample	Doc review Interview Direct observation	Interpretation Triangulation Disaggregation	
What were the costs of the intervention to develop specific project outputs? The quality of work and/or supplies needs to	Is the cost ratio of outputs to inputs comparable to local, national or regional benchmarks? (The benchmarks could be the cost	Descriptive	- Correlation between costs and results/outputs (this project and a similar one, to the extent possible) - % of budget spent	To the extent possible, data from other similar projects in the region		- Project document - Financial reports - Progress reports - Evaluation - Consultants	Quasi-exp	Sample	Doc review Interview Direct observation	Interpretation Triangulation Disaggregation	The quality of work and/or supplies needs to be fully recognized for input/output comparisons.

be fully recognized for input/output comparisons.	of similar initiatives undertaken by or other agencies or partners.) Was the administrative cost comparable to that of other development partners?		- % and cost of personnel time allocated to programme management (this project and a similar one, to the extent possible) - Perception of project managers - Level of satisfaction of stakeholders and beneficiaries knowledgeable of financial data			- Managers - Implementation partners - Donors - Beneficiaries - Other project's representatives (to the extent possible)					This will have to be discussed
How much time did it take to set-up the management and coordination structure? Was the project implementation period revised in any way?	N/A	Descriptive	- Time estimated to set-up the management and coordination structure - Type and number of revisions on the project implementation structure - Perception of project managers - Level of satisfaction of stakeholders and beneficiaries	N/A	N/A	- Project document - Progress reports - Evaluation - Consultants - Managers - Implementation partners - Donors - Beneficiaries	Non-exp	Sample	Doc review Interview Direct observation	Calculations Interpretation Triangulation Disaggregation	
Were the indicators and means of verification for the project objective, impact, outcomes, and outputs appropriate? Were the indicators and means of verification	N/A	Normative	- Existence of a reporting/monitoring strategy - Adequacy of monitoring tools and indicators to measure results achieved - Evidence that reporting/monitoring was disaggregated by relevant criteria - Evidence of continuous use of	N/A	N/A	- Project document - Progress reports - Evaluation - Consultants - Managers - Implementation partners - Donors	Non-exp	Sample	Doc review Interview Direct observation	Calculations Interpretation Triangulation Disaggregation	

monitored and reported against?			the indicators throughout the implementation of the project - Level of satisfaction of staff using the monitoring tools - Level of satisfaction of staff receiving monitoring reports								
Were the recommendations for redesign and management arrangements set-out in the midterm review implemented? If so, did these recommendations have the desired effect? If not, why?	N/A	Descriptive/ Normative	- Evidence of implementation of the recommendations - Perception of the project managers - Perception of project managers and stakeholders - Level of satisfaction of beneficiaries	✓	Recommendations implemented	- Progress reports - Consultants - Evaluation - Key informants from implementation partners - Project managers - Beneficiary SMEs and TISIs	Quasi-exp.	Sample	Doc Review Interview Direct observation	Interpretation Triangulation Disaggregation	
What is the extent to which the allocation and use of resources to targeted groups takes into account the need to prioritize women and individuals/groups that are marginalized and/or discriminated against?	N/A	Descriptive	- % of budget allocated to specific needs of women and individuals/groups that are marginalized and/or discriminated against - % of budget spent aiming specifically the needs of women and individuals/groups that are marginalized and/or discriminated against - Level of satisfaction of women involved in the project	N/A	N/A	- Project document - Financial reports - Progress reports - Evaluation - Consultants - Managers - Implementation partners - Beneficiaries	Non-exp	Sample	Doc review Interview Direct observation	Interpretation Triangulation Disaggregation	

			- Number of men and women involved in all activities - Evidence that measures were undertaken to increase participation of women in the Project's activities - Perception of stakeholders and managers								
What other factors help account for project efficiency of performance?	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Standalone question
Potential Impact											
		Impact Contribute to inclusive and sustainable export-led growth in Kenya, Tanzania and Zambia									
Are all project activities fully completed? If the project activities are not yet fully completed, what is the likelihood that the outputs and outcomes will be accomplished over the remaining duration of the project? Was ownership of the project supported during project implementation? In what ways? Is there a critical mass of beneficiaries	What is the likelihood of the project contributing to the impact objective as set out in the logical framework, and can the indicators and means of verification be used to substantiate this contribution? To what extent has the project contributed to Millennium Development Goals (MDGs) 1, 3, and 7, as listed in the logical framework? Is there potential impact aligned to the UN	Normative	- Contribute to MDG 1 indicators - Contribute to MDG 3 indicators - Contribute to MDG 7 indicators - Level of satisfaction of beneficiaries - Perception of stakeholders and managers	✓ (not available in baseline documents or project document but in external literature)	Contribute to the MDGs Target: to be determined at the inception phase	- Official MDG documentation - Progress reports - News letters - Evaluation - Key informants from implementation partners - Beneficiary SMEs and TISIs - Consultants	Quasi-experiment	Sample	Doc Review Interview FGDs Direct observation	Calculations Interpretation Triangulation Disaggregation	

involved in the project which would ensure impact over time?	Sustainable Development Goals (SDGs)?										
	What is the potential impact generated in terms of human rights and gender equality? Has the project reduced any existing gender-based inequalities in access to the resources and benefits of development? Are there effective accountability mechanisms operating on human rights and gender equality?										
	What is the potential impact generated in relation to environmental sustainability?										
	Has the project contributed to the advancement of gender equality in social, economic, and political development, including participation in decision-making?										
What are the changes made by the project in terms of the	N/A	Descriptive	- Changes observed project in terms of the capacity of local organizations and	✓	Positive change	- Baseline reports - Progress report	Quasi-experimental (Memory recall)	Sample	- Doc Review - Interviews - Direct observation	Calculations Interpretation Triangulation Disaggregation	The question is somewhat vague. What do

capacity of local organizations and grassroots institutions?			grassroots institutions - Perception of stakeholders and managers - Level of satisfaction of beneficiaries			- Evaluation - Newsletters[95] - Managers - Implementation partners - Beneficiaries					we mean by capacity?
Are there any other positive or negative effects being observed as a consequence of the project's interventions? If so, what are the effects and why have they occurred?	N/A	Descriptive	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Standalone question
To what extent are relevant target groups in each country actively involved in decision-making concerning the project orientation and implementation?	N/A	Normative	Level of involvement of the relevant stakeholders in the implementation of the project - Level of interaction between national partners (national public and private institutions) during the implementation of the project -Perception of stakeholders and managers - Level of satisfaction of beneficiaries	N/A	N/A	- Progress report - Evaluation - Newsletters - Managers - Implementation partners - Beneficiaries	Non-exp	Sample	- Doc Review - FGDs - Interviews - Direct observation	Calculations Interpretation Triangulation Disaggregation	
Sustainability											
Was the implementation arrangement	To what extent is the project embedded in the	Descriptive/ normative	-Existence and quality of	N/A	N/A	- Needs/stakehol	Non-exp.	Sample	Doc Review Interview FGDs	Interpretation Triangulation	Similar to above relevance

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95 ITC, April 2015, May 2015, August 2015, October 2015, February 2015. *Promoting Intra-Regional Trade in Eastern Africa Project Newsletters.*

based on a stakeholder analysis?	national/local structure of each country?		stakeholder assessment - Alignment of the implementation arrangement with the stakeholders approach - Level of satisfaction of the stakeholders with the alignment of activities with their needs and priorities - Level of satisfaction of the stakeholders with their involvement in the project's implementation - Perception of project managers			ders' assessment - Key informants from ITC - Key informants from implementation partners - Beneficiary SMEs and TISIs - Consultants					question on needs analysis
To what extent have the targeted beneficiaries and other relevant stakeholders been involved in the planning and implementation process?		Normative	Level of involvement of the relevant stakeholders in the implementation of the project - Level of interaction between national partners (national public and private institutions) during the implementation of the project -Perception of stakeholders and managers - Level of satisfaction of beneficiaries	N/A	N/A	- Progress report - Evaluation - Newsletters - Managers - Implementation partners - Beneficiaries	Non-exp	Sample	- Doc Review - FGDs - Interviews - Direct observation	Calculations Interpretation Triangulation Disaggregation	Similar question to the last impact question
Was a specific exit strategy or approach prepared and agreed upon by key partners to	N/A	Descriptive	- Existence and quality of the exit strategy - Level of knowledge of the exit strategy	N/A	N/A	- Exit strategy - Evaluation - Managers - Implementation partners	Non-exp	Sample	- Doc Review - Interviews - Direct observation	Calculations Interpretation Triangulation Disaggregation	

ensure sustainability?			-Perception of stakeholders and managers - Level of satisfaction of beneficiaries			- Beneficiaries					
What is the likelihood that results/benefits will continue after the project ends? What are the factors in favour of or against maintaining benefits?	Is there a clear indication that Governments of Kenya, Tanzania and Zambia and/or other key partners have committed financial and human resources to maintain benefits and results? Are the project target groups and their organizations prepared to continue the project activities and benefits at their own cost? Is the business environment conducive to the maintenance of the project's results?	Descriptive	- # and quality of identified sources (human and financial) of future training support provided by non-donor actors - Level of stakeholders' institutional development through the project - Level of stakeholders' individual development the project facilitated - Level of engagement of beneficiaries in the project's activities and implementation - Evidence of planned follow-up activities with similar objectives not financed by outside donors - Perception of stakeholders and managers - Level of satisfaction of beneficiaries	N/A	N/A	- Baseline reports - National policies and development plans - Progress report - Newsletters - Exit strategy - Evaluation - Managers - Implementation partners - Beneficiaries	Non-exp	Sample	- Doc review - FGDs - Interviews - Direct observation		
Is the institutional change conducive to systematically addressing human rights and gender equality	N/A	Descriptive	- Level of satisfaction of women involved in the project - Number of men and women involved	N/A	N/A	- Project document - Financial reports - Progress reports	Non-exp	Sample	Doc review Interview Direct observation	Interpretation Triangulation Disaggregation	This question is not fully clear for the evaluator

concerns? Have accountability and oversight systems related to human rights and gender equality been established?			in beneficiary institutions - Evidence that measures were undertaken to increase participation of women in future similar activities - Perception of stakeholders and managers			- Evaluation - Consultants - Managers - Implementation partners - Beneficiaries					
What is the consideration on environmental sustainability?	N/A	Descriptive	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Standalone question

Annex 2: Interview Protocol

Today's interview is part of the evaluation of the "Promoting Intra-Regional Trade in Eastern Africa" project, implemented by the ITC. My name is Mr. Alexandre Daoust and I was selected to conduct the evaluation of the project on behalf of ITC. I do not represent the Management of ITC. Rather, I was hired as an independent evaluator to work for the ITC Independent Evaluation Unit to carry out the evaluation in a transparent and independent manner.

You have participated in the project's activities, such as: (MENTION IN WHICH ACTIVITIES THE RESPONDENT HAS PARTICIPATED/WORKED). This is why we are taking the time to talk today: the discussion gives you the opportunity to provide feedback on your involvement in the project.

The purpose of the evaluation is to assess the relevance, effectiveness, efficiency and sustainability of the project, as well as its potential impact, in order to build a body of knowledge which will permit to explore and evaluate its achievements. The evaluation should lead to relevant and useful recommendations for all stakeholders involved.

Our interview will last approximately 60 minutes. The information you provide will be used solely for assessment 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 project.

Questions	*ITC[96]*	*Implementation partners[97]*	*Beneficiaries*	*Donors*	*Other donors/implem enters[98]*	*Consultants*
Relevance						
How in line were the activities and outputs delivered with the priorities of the targeted countries? Is there a correlation link between the Project's design, activities and outputs and the priorities of the beneficiaries?						
Do you consider the project objectives and design are in line with ITC's corporate objectives, strategies, and strengths?	✓	✓[99]				
To what extent do you consider the project design (objective/expected results, activities etc.[100]) to have addressed the issues/needs/priorities/policies/programmes identified in your/the country, sector, organization? • Was a needs/stakeholder assessment conducted with relevant stakeholders at the beginning of the project? • Can you give examples of such needs? To what extent do you feel that the objective and the expected results remained relevant throughout the implementation of the Project? • To what extent do you consider that available knowledge, including the needs assessment but also recent evaluation and other information, were used to design the project?	✓	✓	✓	✓		✓
• Had the project planned to work in synergy/coordination with other relevant bilateral and multilateral projects or activities? Which ones? Could you provide examples of how these were planned?	✓			✓	✓	

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[96] Managers and other relevant stakeholders, including evaluators.

[97] Including relevant ministry representatives. TSIs and TPOs are somewhat considered as implementation partners as well as beneficiaries.

[98] Including other regional actors (e.g. COMESA, EAC and SADC)

[99] Mainly strengths

[100] The objectives, context, expected results and activities will be summarized during the interview if need be, for the respondent to have a better understanding of what is being evaluated.

• Were coordination mechanisms created to ensure alignment of projects?						
• To the extent of your knowledge, were any major modifications made in the objectives and design, including the logical frameworks, during implementation? • If so, what is/are the modification(s) and provide the reasons.	✓	✓	✓	✓		✓
• From your perspective, do you consider that human rights and gender equality were sufficiently integrated into the project design and implementation arrangements? • Do national policies or strategies on these themes exist in your/the country(ies)?	✓	✓	✓	✓		✓
Effectiveness						
Have the activities achieved or are they likely to achieve planned outcomes as enunciated in the project's logical framework and produced beneficial results?						
Outcome 1 Increased export competitiveness of SMEs in selected agri-food value chains in Kenya, Tanzania and Zambia:						
• Do you consider that beneficiary SMEs are now more competitive thanks in part to the project? How so? How has the project contributed to this turnout? • Have they met new potential buyers in the context of the project? If so, have they transacted business? • Have they increased their export value of their agri- food products? How much in your opinion?	✓	✓	✓	✓		✓
Outcome 2 Enhanced performance for trade and business support service providers in selected agri-food value chains at national and regional levels						
• Do you consider trade and business support service providers in selected agri-food value chains at national and regional levels (that you) have enhanced their performance and the quality of the services they offer, thanks to the project? How so? • What new services are they (you) providing?	✓	✓	✓	✓		✓
• In your words, how would you describe the project management structure/arrangements? Did it contribute to the progress towards results achieved to date? In what ways? • Was a project manager present in your (the) country(ies)? How do you perceive this situation?	✓	✓	✓	✓	✓	✓
• Have you read the midterm review conduct on the project? If so, do you consider that the review's recommendations have been implemented in a satisfactory manner? If not, why in your opinion?	✓	✓	✓	✓		✓
• Were/are the stakeholders (you) able to adapt to changing external conditions in order to ensure benefits for the targeted beneficiaries? • In your opinion, what were the major factors from the project that have contributed to the results achieved to date? • What major changes in the overall context have affected project implementation and overall results?	✓	✓	✓	✓	✓	✓
• Have human rights and gender equality themes been sufficiently addressed through the project? In what ways? Why not?	✓	✓	✓	✓	✓	✓
Efficiency						
• Do you consider the services and support provided by ITC were delivered in a timely and reliable manner? • To the extent of your knowledge, has the workplan and schedule been respected for the implementation of the project? • Were the project managers able to take decisions at the right moment to ensure the project ran smoothly?	✓	✓	✓	✓	✓	✓
• Did you clearly understand all contractual procedures/were they clearly understood by project stakeholders and did they facilitate the implementation of the project?	✓	✓	✓			✓

• Do you have an idea of the full budget of the project? The budget allocated to your country? • (If possible in comparison to other similar projects you have been involved with) If so, what is your opinion in terms of the balance between the needed inputs (financial and human resources) and the outputs? • Were administrative cost kept at a reasonable level in your views? • Were sufficient funds allocated to working specifically on women and individuals/groups that are marginalized and/or discriminated against issues?	✓	✓	✓	✓	✓	✓
• How much time did it take to set-up the management and coordination structure? • Was the project implementation period revised in any way? How many times? Were the revisions useful?	✓	✓	✓	✓	✓	✓
• Overall, are you satisfied with the monitoring and reporting strategy of the project? • Were the indicators and means of verification for the project objective, impact, outcomes, and outputs appropriate? Were they (sufficiently) used? • To the extent of your knowledge, were the recommendations for redesign and management arrangements set-out in the midterm review implemented? If so, did these recommendations have the desired effect? If not, why?	✓			✓	✓	
• What other factors help account for project efficiency of performance?	✓	✓	✓	✓	✓	✓
Potential Impact						
Are all project activities fully completed? If the project activities are not yet fully completed, what is the likelihood that the outputs and outcomes will be accomplished over the remaining duration of the project?	✓	✓	✓			✓
To the extent of your knowledge, do you consider the project will eventually contribute to (in your/the country(ies)): • An inclusive and sustainable export-led growth • Eradicating extreme poverty and hunger • Promoting gender equality and empowering women? • Promoting environmental sustainability	✓	✓	✓	✓	✓	✓
What are the changes made by the project in terms of the capacity of local organizations and grassroots institutions?	✓	✓	✓			✓
Are there any other positive or negative effects being observed as a consequence of the project's interventions? If so, what are the effects and why have they occurred?	✓	✓	✓	✓	✓	✓
To what extent were the stakeholders (you) actively involved in decision-making concerning the project orientation and implementation? In planning and implementation processes?	✓	✓	✓	✓	✓	✓
Sustainability						
• Do you consider the project was well embedded in the (your) country(ies) national/local structure? How so?	✓	✓	✓	✓	✓	✓
Are you aware of an exit strategy or approach that was prepared in the context of the project? If so, were you consulted in the context of its preparation? Are you satisfied with the strategy or approach?	✓	✓	✓	✓	✓	✓
• To what extent do you feel that the outputs delivered by initiative will be sustained by beneficiaries and other partners after its completion? • To the extent of your knowledge, will the results reached have effects outside the beneficiary organizations?		✓	✓			✓
• Are you aware of any mechanisms that has been set up to ensure there is a commitment of financial and human resources to maintain benefits and results? • To the extent of your knowledge, are there any upcoming events or activities that are susceptible of sustaining the results reached? Are you or colleagues from other organizations planning such activities?		✓	✓			✓

What is the consideration on environmental sustainability?	✓	✓	✓	✓	✓	✓

Annex 3: Focused Group Discussion Guides

Good day/afternoon! 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 discussion. By giving us feedback on the project were are evaluating, you will help all stakeholders involved to improve the development assistance that seeks to promote your sector's products in the regional market, support the export of local production in the regional markets, reduce poverty, as well as improve women's living conditions.

Here is how the discussion which will last between 45 minutes and 2 hours, will unfold:

I have been asked by the ITC to evaluate the "Promoting Intra-Regional Trade in Eastern Africa" project of which you are considered to be beneficiaries. The purpose of the evaluation is to supply the ITC with information on the relevance, effectiveness, impact, efficiency and sustainability 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. The questions are only 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. No one will judge the others. If nobody talks, the objectives of the focus groups will not be met. We would like to hear what you have to say!

Your views will remain strictly confidential. The information I will gather today will be summarised, analysed and assembled with other data related to the project. We will then use the sum of information to prepare an evaluation report for ITC, who has hired us to conduct the evaluation.

The focus group will last approximately two hours. I would ask you to speak in turn so I may hear each of you. 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 how you were involved in the project.

Let's begin:

Do you consider the technical assistance and training you received through the project was well adapted to your needs? Looking at how things were before the project, do you consider the technical assistance and training you received through the project was well adapted pre-existing level of knowledge?

Have you been involved in the design of the project that was implemented prior?

Do you feel that there were equal chances for women and men to participate in the project? Why do you feel this way?

Do you feel you (and your SME) have become more competitive on the regional market? In what way? If not, why not?

Have you met with new potential buyers thanks to the project? If so, have you done business with these new buyers? Have you increased the value of the production your export to the regional market (or have you started exporting) thanks to the project?

Who was the main person(s) you had contacts with from the project? What is your level of satisfaction concerning the approach to implementation by the project?

What are the major factors, in your opinion, that have affected the results achieved? Were there any external changes that have affected the project and its results?

Has the project brought up, at any time, gender and or human rights issues? If so, in what ways? If not, do you consider it would have been the right context to do so?

What percentage of your work time do you spend answering a demand that originated from the project (project implementation)? Do you consider this is sufficient, too much or just right?

Do you think the project arrived at a good time considering the general context of the economy in your country?

Do you know who financed the project? Can you name the country and institution?

Generally speaking, over time, do you think the project will have contributed to poverty reduction? Gender Equality? Environment sustainability? If so, in what ways?

What do you consider your role being in the project? Is it your project? Were you involved in some of the decisions taken during the project's implementation? Would you be able to make sure the results continue in the near future without the support of the project? Would you be able to maintain the management structures and links with other groups/countries?

Is there anything further you would like to add?

Annex 4: Detailed Methodology

This section of the evaluation report describes the evaluation process including the data gathering and analysis tools.

The project was structured around three initiatives in the three beneficiary countries. Strategically, the main objective was to stimulate regional trade. The approach taken was to adapt a general implementation structure to each of the countries. This context simplifies the evaluation strategy because it will be multi-levelled: the evaluation exercise will aim at measuring country level project performance and aggregate data for an overall assessment.

The evaluation approach is meant to be flexible since it takes into consideration each country's context during the period under review. The evaluation will mainly be based on a non-experimental (descriptive) design. When baseline data is available[101], then a quasi-experimental design is used. To define, comparing the data collected during the evaluation with that from the baseline.

Evaluation Process

The evaluation process aims to address the questions presented in the TOR in a timely manner. In adopting this process, ensured is an independent, participatory and professional approach. In addition to those described in the ITC's evaluation policy[102], the methodological principles below will guide the evaluation.

Triangulation of Observations and Findings: The evaluation will apply the data triangulation method to answer the evaluation questions. If possible, the consultant will oversee findings produced through each line of inquiry with one another. Hence, at least three sources of information will corroborate the findings of the evaluation or it will be clearly stated that the finding has not been triangulated.

Participative and Iterative Management: To guarantee the assignment runs efficiently and within the proposed timeline, the consultant will use a flexible approach to the evaluation management. Importantly, it will take into consideration the viewpoints of stakeholders *directly* involved in the management of the evaluation (i.e. the Evaluation Unit and all others considered relevant). The consultant will work in close cooperation with ITC's Evaluation Unit. As well, it will work with the project managers. The draft evaluation report is sent to the relevant stakeholders for questions and feedback. During the planning phase, this practice ensured that tools produced for the mandate's different lines of inquiry were agreed upon. After the field mission, the evaluator presented the preliminary findings distilled from the data collection phase. This early debrief allowed to gather initial reactions and potential factual corrections from ITC representatives. During the mandate's reporting phase, this participative strategy permits the project managers to present new perspectives regarding the findings, conclusions, and recommendations. Finally, once all comments on the draft evaluation report have been collected, the evaluator will document and comment the integration process.

Application of knowledge: Throughout the mandate, the consultant employed the theoretical and practical knowledge in the areas of:

- Evaluation
- Export-led development, export promotion
- Aid for trade, SME and national institution trade-related technical assistance and capacity building
- Agricultural commerce and finance, international food quality standards and packaging and transport norms and costs
- Qualitative and quantitative data collection methodologies

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[101] Mainly for the effectiveness criterion

[102] i.e. independence, accountability, learning, partnership and capacity building. ITC, 2015. *ITC Evaluation Policy.* P. 5 - 6

- Interview processes and FGDs animation

- Results-Based Management (RBM)

- ITC as an institution, regional in-field experience in Eastern Africa, including knowledge on the implementation partners and specific understanding of the sector value chains

- English report writing and communication skills

- All other domains considered relevant

Consolidated Evaluation Matrix

The methodology adopted for this assessment was designed to meet the TOR requirements and expectations. Several steps in the data collection, analysis, and reporting methodology for the assessment exists.

In general, the present assessment combined elements from the Goal-Free (exploring expected and unexpected results), Theory Based (based on the pre-defined logical framework) and Collaborative (fostering large participation) approaches[103]. Together, these approaches safeguarded the assessment process with respect to the United Nations Evaluation Group (UNEG) ethical principles, guidelines, standards and norms. Plus, the ITC's Evaluation Policy and guidelines have been followed. This paved the way to produce evidence-based and useful findings for ITC.

To facilitate a rigorous and independent evaluation approach, and in accordance with the ToR, the consultant used an evaluation matrix. The latter is an overarching tool, built on the basis of:

- The main evaluation questions presented in the TOR as well as sub-questions. Their type is also presented (descriptive or normative[104]);

- The outcomes and their accompanying indicators in complement to additional performance indicators;

- Availability of baseline and targets;

- Information sources and accompanying information gathering methods;

- Methodological design to answer the evaluations questions[105] and whether the design is based on a sample or a data census

- The data analyses technique (interpretation, triangulation, calculations, etc.)

Having revised the evaluation questions from the TOR, the consultant proposed some minor changes which are presented above in section 1. Based on this approach, a full evaluation matrix is presented in Annex 1. The evaluation matrix condenses the full methodology on which the evaluation process was based. To describe the main steps surrounding the methodology adopted, below are the structuring elements of the data collection and analysis processes.

Data Collection and Analysis Methods

1) Inception phase

Step 1: Start-up Meetings and Preliminary Document and Literature Review

The evaluator held start-up meetings including one official Skype discussion to kick-off the evaluation process. Other meetings were held to address additional issues for mission planning. These start-up

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[103] KAHAN, Barbara. 2008. *Excerpts from Review of Evaluation Frameworks*, Saskatchewan, Ministry of Education, 67 pages.

[104] World Bank, Linda G. Morra Imas and Ray C. Rist, 2009. *The Road to World to Results: Designing and Conducting Effective Development Evaluations.* P. 224 – 225.

[105] World Bank et. at. 2009. p. 249 - 251

meetings helped the evaluator better understand the evaluation object, scope, deliverables, and the ITC Evaluation Unit plus project management roles.

The purpose of the document review phase is to familiarize the consultant with the project, the main stakeholders and partners, the beneficiaries, and the results achieved to date. Files, reports and other documents provided by Evaluation Unit have been reviewed by the consultant from 5 September to 13 October to inform the present IR and the detailed evaluation matrix. Data from the document review is being systematically classified by evaluation questions and relevant indicators (see step three below).

Step 2: IR and Development of Data Collection Tools

The IR provides a detailed presentation of the approach the consultant will use to assess project management and the extent to which the results have been reached. The IR guides the evaluation and outlines the methodology in detail, including document review, evaluability assessment (including quality of data available), and the ToC. The IR confirms that the approach is endorsed by key stakeholders, validates indicators at outcome level, and outlines the use of the evaluation matrix. All this helps synthesize the assessment activities so that required staff, time and resources can be identified beforehand.

Based on the evaluation matrix, data gathering tools are developed: i) a document review data collection matrix (internal document used by the consultant); ii) customized interview protocols, iii) FGDs guides that will be used with respondents and beneficiaries, as well as iv) a direct observation grid. All tools focus on the essential issues pertaining to the evaluation exercise and allow the respondents to define, inform and/or validate them.

The pre-defined tools will also be used to standardize the interview and FGDs processes. The interview protocols and FGDs guides can be sent in advance to potential respondents and beneficiaries. However, the content of the protocols and guides will only be indicative, as depending on the respondents, ad-hoc questions and downstream discussions can arise during interview/FGDs sessions. The interview protocol presented in Annex 2 and FGDs guides in Annex 3 will be adapted on a case-by-case basis; the consultant will analyse the profile of the respondents and will adapt the questions to the person's/group's role, the country, the activities, etc.

The IR is submitted for validation of its content, and more specifically the evaluation matrix and data gathering tools, by ITC Evaluation Unit and subsequently the project management team. This approach intends to facilitate the participation of relevant stakeholders in the evaluation process. This will represent an opportunity to collectively question the logic and the viability of the process.

The ITC comments on the draft IR will allow for the consultant to finalize, fine-tune and polish the evaluation matrix and data collection tools leading to the final version of the document. This final IR will contain, in Annex, an audit trail of stakeholder comments and the consultant's responses on how they will have been addressed and integrated.

Once approved, the IR will become the roadmap for the rest of the evaluation and the working document from which decisions will be taken.

2) Data Collection Phase

Step 3: In-depth Desk Review

The in-depth desk review will allow for data to be collected prior to interviews conducted by Skype/phone and during the field mission. It will allow the interviews to potentially support data collected and/or provide alternative views, a process that forms the core of the information triangulation process. This data will be systematically classified in the document review data collection matrix by the relevant indicator.

As mentioned in the ToR, both desk review steps (1 and 3) will use documentation such as[106]: the project document, baseline reports; (bi)annual/bi-weekly progress reports, workshops and meetings reports; midterm and other relevant reports (Evaluation of the Finish Aid for Trade 2012 – 2015[107] and the End-term Evaluation of the Trade and Investment Project for Enhanced Competitiveness of the Zambia Apiculture Sector[108]), roadmaps, etc.

Examples of how the in-depth desk review could be used for the evaluation are the roadmaps which will help better understand the details and particularities of each selected sector in each country. The baseline and progress reports will serve to inform key indicators in the evaluation matrix in Annex 1. Through a meta-synthesis, the consultant will use the content of the previously conducted evaluations to first, get a sense of how other evaluators and ITC teams have assessed the projects and second, to be able to determine to what extent specific recommendations for the project have been implemented since they were addressed to the project management team.

Step 4: Interviews and FGDs with Key Stakeholders and Beneficiaries

As already mentioned, the evaluation will extensively rely on the support of the ITC, mainly the project management team, to support in reaching out to selected respondents. To select the sample of respondents, the main criterion was the maximization of the presence of the evaluator in the field; in other words, the consultant will go where there is a concentration of beneficiaries. For mission planning purposes, the list of beneficiaries for each country was used to determine where their company was situated. It is to be noted that there is no such detailed information on the consultants that worked for the project. This will have to be determined in the final IR. In addition, discussions have been held with the ITC team, which will change the below information. For example, the dates of the mission might be modified. For now, the details presented here are only to give a preliminary impression to the reader in terms of what is expected for the field missions. Generally speaking, the information will remain valid with some changes in terms of dates and details.

The in-person interviews will be semi-structured in nature and last anywhere from 30 to 60 minutes, depending on the category of the interviewee and nature of involvement with the project. During these interviews, the questions and indicators presented in the evaluation matrix will be addressed—each with the relevant respondents. For the interviews—as well as the FGDs—the evaluator intends on relying extensively on the "memory recall" approach presented in the draft ITC evaluation guidelines. This approach aims at stimulating the respondents to "reconstruct their situation before the project[109]." This approach helps palliate some issues linked to gaps in baseline information and is useful in the present context as the project's implementation was relatively short (three years).

In addition to the interviews, here are the different ways the evaluator will collect data for the evaluation while in the field:

Direct observation: The consultant will visit the selected sites (e.g. SME production, packaging, processing centres) to validate the project's results. This will be done using direct observation. The evaluator will use the indicators developed in the evaluation matrix. For instance, interactions between the new labelling of the products (e.g. comparing before and after); the existence of market intelligence produced by service providers and related documents present at the SMEs' headquarters (i.e. are they using the market intelligence?); proof of HACCP accreditation (i.e. certificate); observing beneficiaries while they work will inform the evaluator on security issues; etc.

Focus group discussions (FGD): Whenever possible, during site visits, the evaluator will gather a number of beneficiaries—and potentially stakeholders—to conduct FGDs. FGDs are usually conducted without the presence of project representatives. Focus groups sessions typically last about 45 minutes each and can last up to two hours. Qualitative information collected through FGDs will be classified by evaluation matrix indicator. It is hard at this point to determine how many beneficiaries the evaluator will

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[106] Please see bibliography.

[107] FCG, February 2016. *Evaluation of the Finish Aid for Trade 2012 – 2015.* P. 272.

[108] SNV, December 2015. *End-term Evaluation of the Trade and Investment Project for Enhanced Competitiveness of the Zambia Apiculture Sector.* 51 p.

[109] ITC, September 2016. *Draft: Evaluation Guidelines.* p. 27

be able to meet as many details—most which are logistical—should be sorted out in the near future. It would be important, if possible, to meet with beneficiaries along the value chain and in all three countries. The best way to organize the focus groups would be to combine them with site visits, interviews, and direct observation. The evaluation consultant could bring together a certain number of beneficiaries working on the sites and conduct the FGDs with them.

Reporting Phase

Step 5: Data Analysis

Once data is collected through document review, interviews, FGDs and direct observation, it will be analysed using the triangulation method.

Content analysis of various data will bring together responses from multiple sources to the same evaluation questions leading to triangulation and drafting of evidence-based findings, conclusions, lessons learned and recommendations.

An analytic grid based on the evaluation matrix will be used to capture information, data and the source for each evaluation question, and performance indicator or measure. The below table represents how the data will be processed during the triangulation process:

As mentioned in the ToR: "Cross-sectoral issues including gender equality, human rights, and environment, are included within each of the evaluation criteria." In this context, an integrated approach which reviews the issues of gender equality, human rights, and the environment is needed. The intersection of these issues and how they work together to achieve results for the beneficiaries is important for this evaluation.

In the three countries, there has been strong planning to include gender aspect in the overall projects. The evaluation will study the effect of these activities.

Environment – The environment feeds into important discussions on agriculture oriented SMEs that want to export and how they can be supported through climate resilient approaches. Has the project worked toward disaster preparedness for producers? Were disaster rehabilitation, and recovery (e.g.: insurance) consideration integrated into the project design? The evaluation will assess the extent to which environmental sustainability was taken into consideration in the project's implantation.

Gender Equality (GE)/Human rights (HR) - In the context of the selected value chains in the three countries, it is important to highlight that access to decent employment opportunities and conditions of work, resources, and services, and simply put, export markets, are not negatively influenced by being male or female.

Successful gender mainstreaming through the project means that measures to address the specific needs and priorities of women and men, either separately or together, are adopted as part of the activities. This will be considered by the evaluation.

Step 6: Draft and Final Report

On the basis of the analysis described above, a draft assessment report will be developed through which the consultant will share the initial findings—backed by evidence—conclusions, recommendations, and lessons learned with ITC relevant representatives for feedback. As the assessment questions and matrix are structured around the evaluation criteria, this logical and simple sequence, i.e. relevance, effectiveness, efficiency and sustainability, will also form the basic structure of the report itself: under each main section, which will be aligned with the evaluation criteria, the findings will first be clearly stated, followed by the evidence and explanations leading to conclusions and finally to recommendations and lessons learned.

In addition to the findings, each criterion will be rated on a four-point scale in addition to the composite rating for the overall project. As for the findings, the ratings will be backed by evidence and explanation based on the evaluator's observations and analysis.

The qualitative data that will be collected as supporting evidence to the findings will be presented using a simple, straightforward and efficient benchmark:

- All respondents said…;

- A majority of respondents said… (~ more than 75%);

- Many respondents said… (~ more than 50%),

- Some respondents said… (~between 25 and 50%),

- A few said… (~ less than 25%); and

- One respondent said… (Although this will most probably not be used because if only one person mentioned the information, it cannot be considered as evidence unless it is fully triangulated with other sources of data.)

Based on the full evaluation of the project, recommendations will be outlined by evaluation criteria. After the draft report will have been submitted, the ITC Evaluation Unit will conduct a quality review, the draft will subsequently be circulated to stakeholders who will provide feedback, comments, and questions. The consultant will then integrate relevant feedback and submit the final evaluation report including an audit trail and an executive summary.

Annex 5: List of people met

ALL

SMEs	TISIs	SME representatives	TISI representatives	Consultants	ITC Staff	CBEs	TOTAL
22	14	47	40	6	30	2	125

KENYA

- SMEs: Stawi; Kilifi ABeC; Malindi Natural Juice processors; Sweet and Dried: 4 SMEs and 16 persons

- 2 training consultants and national coordinator: 3 consultants

- 2 CBEs

- TISIs: Horticulture Crops Directory (HCD); Export Promotion Council (EPC); Kenya Institute of Supplies Management (KISM): 3 TISIs and 6 persons.

TANZANIA

- SMEs: Delicosy Enterprise; ADAR; Clifajo; Anepa enterprise; GFP Organics; Med food; Kindoroko women group, Wito; Adili; Benzwinery; Veki enterprises; Ave Marta: 12 SMEs and 14 persons

- 3 training Consultants

- TISIs and sector association: Spice Association, Tanzania Honey Council, Amagro; SIDO; Women's association; TanTrade: 7 TISIs and 16 persons

ZAMBIA

- SMEs: Comaco, Ubuchi, Mesherles, Luano, Mpongwe Beekeeping Enterprises, Bee Sweet: 6 SMEs and 20 persons

- TISIs/Honey Association: ZHC, ABF, ZDA, Ministry of Commerce, Trade and Industry: 4 TISIs and 25 persons

Annex 6: Bibliography

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Annex 7: Audit Trail

Identifier	Question/Comment	Responses/actions taken
General	Overall the report provides excellent insights and lessons learned from the project, such as the importance of the planning phase and the need to involve the private sectors more closely from the outset, the need to focus on correct sequencing of activities, the need to have an explicit strategy to promote gender-equality, and the importance of allowing sufficient time for project implementation. It also notes some of the good practices such as the PSC meetings, flexibility to adjusting to country-needs as well as innovations e.g. related to use of WhatsApp. One of the issues that is touched upon in the report, but could have analysed more thoroughly is the role of communications. In a project that includes such a large number of stakeholders in different countries, this is key issue to ensure success.	Addressed
General	Please remember to include ABF (Agri-Business Forum) among your list of participating organizations.	Addressed
General	Regarding Output 1.2: The evaluation is well drafted except in the Kenyan chapter, the relation and contribution between the SMEs and the CBE in the project was not captured well.	This is hard to address as little information was collected during the field missions.
General	More analysis would be useful on the usefulness of the new concepts tested in the project, such as the CBE component	
General	Despite of the big weaknesses of the project design, I want to highlight the amazing work done by the manager Kevin Musa with the implementation of the project. He managed to get results out of a project design that didn't build over the sectors/country needs and ITC support skills. He kept the main body of the project outcomes/activities with little changes (since it was approved like this), and adjust to the given budgets, and manage to get positive results out of that.	Well noted. However, this is already addressed to a certain extent in the report and as no names are mentioned in the report, it is difficult to specifically point to the hard work of one person.
Para 1	In the third sentence, insert the word "and" after the comma and before "the International…"	Addressed
Para 3	In the fourth sentence, change the word "States" to "Countries" and remove the words "are involved" at the end of the last sentence.	Addressed
Para 11	In the first sentence, if possible, indicate the date(s) of the request(s) from the three countries for technical assistance?	This information is not available to the evaluator.
Para 11	In the fourth sentence, change tense from "… growth is considered…" to "…growth was considered…". In the fifth sentence, change tense from "…is their inability…" to "…was their inability…". In the last sentence, change "…through a Results-Based Management (RBM) approach" to "…through a Theory of Change (ToC) approach".	Addressed
Para 13	Sequencing problem starting at the third sentence. Change to "Figure 1 below presents the project using the standard ITC results framework structure, which is followed by the detailed ToC,	Addressed

Identifier	Question/Comment	Responses/actions taken
	with a focus on how the evaluation understands the project. Figure 2 visually explains the ToC as understood by the evaluation."	
Para 14	In line 6, the sentence starting with "The project was designed to ………. and tools." needs to be a separate a paragraph.	Addressed
Footnote 14	The footnote under 14 to have a capital "M" for the word "Millennium".	Addressed
Para 15	Provide examples of some of the other influencing actors/factors.	Addressed
Para 17	Para states that it was realized only retrospectively that stakeholder's commitment was a key assumption. However, the para also states that project management team was responsible for creating the context wherein stakeholders took part, which is at odds with the first statement. Was the project managements responsibility explicit from the start of the project – or did it come about during the project once it was realized that stakeholder commitment needed to be strengthened?	Addressed
Para 18	In the second sentence, change tense from "There is an underlying…" to "There was an underlying…"	Addressed
Para 19	Regarding the project logic, one bottleneck is also the availability of quality raw materials. So investing in improving quality also serves to generate interest towards export opportunities.	Addressed
Para 24	In line 6, remove the comma before the word "produce" and add "and" in between the words efficiently and better. The comma can thus be removed as well once "and" is added.	Addressed
Para 25	Include after "…competitiveness pillars" (capacity to compete, capacity to connect, and capacity to change), and in footnote 16 make reference to page 103 of the SMECO document.	Addressed
Para 26	Where is the quotation in the third sentence taken from? Include a reference for the quotation.	Addressed
Para 27	Insert capitals for the first letters for the nouns of "Apiculture Sector Development Strategy" and "Value Chain Analysis".	Addressed
Para 27	Was it only in Zambia where a prior roadmap for a value chain existed at the start of the project? I would assume that at least some analysis of the value chains included in the project in all the countries existed prior to the project.	Addressed (footnote)
Para 28	I would rephrase saying the even though the activities were chosen in a draft workplan before the finalization of the roadmaps. The confirmation of the need of the activities came with the validation of the roadmap and its action plan by the sector beneficiaries, i.e. private and public; showing a clear match between the draft workplan and the needs highlighted in the sector's action plan.	Addressed
Para 34	Under line 1, replace a comma with an "s" on the word "toward"	Addressed
Para 38	ITC staff delivered part of the trainings directly, e.g. Juan Hoyos (ECS/DBIS) in Supply Chain Management for CBEs and SMEs, Yaya Ouattara (TFPB/DBIS) in access to finance for CBEs, Shitaye Lemma (TIS/DMD) in trade information for EPC and HDC. Coaches assigned to the CBEs	Addressed

Identifier	Question/Comment	Responses/actions taken
	and SMEs (e.g. in HACCP, business plan development) were local consultants supported by ITC staff from headquarters, these local consultants delivered part of the trainings.	
Para 45	Insert a comma after the word "Zambia" in the first line. Please note that the Annual Regional Business Directory by ITC as an anticipated output. We therefore need to state this or refine the output before the reporting is done in the Evaluation.	Addressed
Para 51	As a note, in most cases the TISIs receive support from multiple donors. It is important that priorities of the different donor projects do not clash + that ITC project receives a sufficiently high status in the TISI's list of priorities.	Addressed
Para 56	Remove a comma before the word "assessment".	Addressed
Para 61	"As the wording clearly states, the output was to focus on gender issues" --> false conclusion. The wording implies that the gender issues are included, but the main focus of the output is on enhancing TISI networks	Addressed
Para 71	In line three, the "Lean training" could read as "Lean Training" with capital "T" at the beginning of the word "Training".	Addressed
Para 71	The trainings were not a result of the partnership, but the partnership with Bosch was built around the Lean trainings (delivered also in other projects than this one)	Addressed
Para 72	The project coordinator in Kenya did not oversee but WAS RESPONSIBLE for periodic (=monthly) reporting to project management team	Addressed
Para 72	There could be a new paragraph starting from line 7 at the sentence beginning, "The Project……..performance."	Addressed
Para 74	To be clear, rephrase "direct and indirect inputs" --> delivered trainings themselves and through international consultants (or similar phrasing)	Addressed
Para 74	Provide examples of the direct and indirect technical inputs in order to make a distinction between the two.	Addressed, see above.
Sub Section 4.2	This is an over flow and can be moved to the next page.	The editing changes because of the additions from the comments so there is no longer an overflow.
Para 81	Include a full stop after the word "observation' in line 1 and the other part of the sentence reconstructed to put it into context for the sentence.	Addressed
Para 87	The word "Trade intelligence" under line 4 should have capital "I" for the word "intelligence".	Addressed
Para 89	The section under 89 be moved to the next page.	The editing changes because of the additions from the comments

Identifier	Question/Comment	Responses/actions taken
Para 89	The design phase lasted from end-2012 to end-2013, a little more than 12 months, and project implementation started early 2014. The design phase lasted from end of 2012 to end of 2013, a little more than a year. As demonstrated below, this extensively affected the implementation of the project. --> tautology	Addressed
Para 89	In line number 5, the sentence ending with "early 2014 to have "thus little more than a year" added and the rest of the sentence be cancelled.	Addressed
Paras 89 and 126	"this extensively affected the implementation of the project" --> please clarify what is meant by "extensively". All activities and support were delivered that were originally planned, and it was agreed with the PSC meeting that the workplan designed for the final year was feasible. There was no need identified to have more time for implementation at that time. The project also facilitated implementation beyond the foreseen end date; consider e.g. the finalization of the pack house in Tanzania.	Addressed.
Para 89.	After a project idea (skeleton- just Outputs and Outcomes) was formulated by 2 project officers, 2 Country Managers took over the design process in mid- 2013 (to develop specific activities) and conducted a needs assessment mission to the 3 countries.	Addressed
Para 90	This is indeed an area that could have been stronger in the project. Also the initial mapping could have been more comprehensive. E.g. although projects were not overlapping, Finland supported thru bilateral channels many of the TISIs participating in the project. This could have been taken into account better in the project, as it caused some confusion among stakeholders. Could also be a communications issue.	Well noted. During the field visits however, this confusion has not been reported. As it has not been triangulated, this information cannot be added in the report at this time.
Para 91	The SNV/EIF project came to an end a year after the ITC project commenced. Thereafter, SNV launched in 2015 another AfDB funded project for Quality and ITC availed the TcCs that were being trained in order to enhance synergies. Some of the TcCs were engaged by SNV.	Well noted. Partly addressed. However, the AfDB project was never mentioned during the data collection phase. Neither by ITC staff nor by any other stakeholder interviewed. There is one sentence in the project's final report. See footnote.
Para 91	There has been systematic exchange of inputs between ITC project management and SNV in order SNV to build on the results of this project.	This has been integrated. However, the word "systematic" has not been included because it is not aligned with the information and data provided to the evaluator.
Para 93	ITC in-house synergies on the other hand were well coordinated. For example, the competitiveness intelligence training in Tanzania was implemented through an ITC project funded by the Swiss State Secretariat for Economic Affairs (SECO).	This does not seem to be a comment, since it is a copy past from what is in the report. No action required.
Para 95	At the PSC meetings it was also beneficial to have same value chains from different countries (e.g. honey in Zambia and Tanzania) as this facilitated sharing of experience and learning.	Addressed

Identifier	Question/Comment	Responses/actions taken
Para 98	"..it took more time than it should have" --> Please specify how much time it took and how much it should have taken and on what basis. Stakeholder engagement is important, so this step is essential for sustainable results.	Addressed to the extent possible
Para 99	The enterprises were not replaced. It was a conscious choice that the EOI for each Dubai event were separate, and participation in one does not affect the other. Participating in a trade fair trip is a business decision for the SME and implies costs for the SME (flight ticket) as the costs are not fully covered, so it is only natural that the same list of enterprises did not participate in each trip. The target audience for these trips was specifically export ready enterprises - especially for the first Dubai event - or nearly export ready enterprises. For the second event project team encouraged those project participant SMEs who were on their way acquiring new export capacities (e.g. in HACCP, Lean, SCM) to participate, and were happy to see some of those SMEs also on the trip (e.g. Sweet n Dried from Kenya).	Addressed although it does not change the content of the message. The point being that to reach higher level results, it is important to provide beneficiaries with a more holistic support, meaning, having them engaged from the very beginning, providing them with a coherent and logic set of services and then bringing them to all the project's events, so they can learn from their previous experience and improve how they operate in an event.
Para 99	Under Section 99 on page 20 is an overflow and it can be m oved to the next page.	The editing changes because of the additions from the comments
Para 100	In line number 7, "Kenya mango sector" to have a capital for "m" and "s".	Addressed
Para 103	In line number 9, the sentence beginning with "The donor ……………………….. enhancing initiative." to be a separate paragraph.	Addressed
Para 107	Please erase at the end of the paragraph the foundation 20/20DC, this is the name of the international consultant that carried out the roadmap. It should be read Parodi foundation.	Addressed
Table 5, Row 1 Column 2 and Table 7, Row 1 Column 2	Correction- Regarding "Tanzania: 2 institutional assessment studies (strategic plans and constitution updates)" and "Zambia: 1 institutional assessment study (strategic plans and constitution updates)"; all institutional assessments were conducted under Output 2.1. Possible additional information in corrected location: Kenya: 1 institutional assessment study	According to the Draft Final Report, September 2016, it is reported for Tanzania indicator 1 for output 1.1 "Minimum 1 institutional assessment and benchmarking study completed and endorsed by product TSI": 2 in 2015, for a total of 2 (target reached 100%). In Tanzania, output 2.1 and 2.2 were merged. For Zambia, the 3 institutional assessments were added to table 6
Table 5	In Kenya, 2 Value Chain studies and 2 Roadmaps In Tanzania, 3 Value Chain Studies and 3 Roadmaps (Mango, Honey and spices)	After verification, there are only two documents for Kenya. The final draft report should also be corrected or better explained. For Tanzania, ok, addressed.

Identifier	Question/Comment	Responses/actions taken
Table 5	Tanzania events: See Table under comment on paragraph 147 below.	See response to comment below.
Table 5	Networking organized for Zambia with Parodi of Argentina is also missing. This had concrete results in terms of capacity building and sales.	Already reported in output 1.4 (as showed in the final report)
Table 5	Networking with all the TISIs with Finnish organizations missing. Finland Honey Association, FinnPartnership, Study tour in Finnish Supermarket Chain (to learn about Procurement, branding and packaging) etc.	This was not reported during the data collection and is not presented in the project's September 2016 Draft Final Report.
Table 5	Missing deliverables: Tanzania: New labels were designed for 6 producers. Mock-ups were printed in the new packaging centre to ensure the transfer of skills for the future activities of the centre. Zambia: New branding approach and labelling for 9 honey producers done.	Addressed (not in final report)
Para 110	Even if the SMEs are not certified, the HACCP component has had a concrete effect of improving hygiene procedures and sensitization of the enterprises.	Addressed
Para 111	This para touches upon some of the communications issues related to the project. Our observation at the start of the project was that communications was an issue at various levels – and there were perhaps different expectations at the country level and Geneva. However, this was an area that at least to some degree was addressed (e.g. website). Based on the material/finding from the evaluation, is it possible to expand on the communications aspect of the project.	Addressed
Para 111	"it was not clear if the project was to pay for the certification" --> the project clearly was not supposed to pay for the HACCP certification. Kenya is not an LDC, so it was agreed that, in order to increase commitment of the participating enterprises, they are supposed to cover the cost of the certification themselves. This was also implied in the EOI. This was communicated throughout the project, also during the sustainability workshop held in Nairobi in June 2016. KEBS representative participated in the sustainability workshop, and after this workshop was held KEBS kindly offered the certification for the SMEs for free (a few months after the workshop). Extract from the EOI form submitted to the evaluator: "The selected enterprises will benefit from the direct assistance of the project as follows: 1. Two local food safety experts will be conducting training workshops and assigned to the participating enterprises in order to assist them with the implementation of HACCP. 2. Regular visits will be undertaken to the company approximately every month during the project duration. These visits will include visit on the implementation of the closures of the GAPs and the finalization of the relevant documents as well as an internal audit. 3. Conceptual and hand on training, including on-the job training, on international food safety requirements, basic food hygiene and HACCP implementation 4. A GAP analysis of the enterprise and the development of a road map for HACCP implementation	Discussion enhanced in the report. Please see comment above. Please also note that even this was "implied", the confusion was real and this comes from many, many interviews conducted with many respondents and as mentioned in the text, including with ITC staff.

Identifier	Question/Comment	Responses/actions taken
	5. Support and guidance related to the development of action plans and the preparation of all documentation required to obtaining HACCP certification 6. Support to conducting a hazard analysis and the determination of critical control points in the enterprise. 7. Conduct of an internal HACCP verification of assistance to close non-conformities. 8. Showcasing of results through testimonials, success stories and articles."	
Para 114	"similar situation emerged in Kenya.." --> Error. There was no packaging, labelling and branding component in the project in Kenya. In general, as the project aims at increasing regional trade, it is can be seen as important that SMEs are sensitized/aware of consumer packaging aspects when considering different markets and for taking informed decisions, thus, more information is required on why this support is considered irrelevant by the evaluator.	The issue with Kenya has been addressed. However, the rest of the comment does not justify more explanations. The paragraph clearly depicts the issue and explain why the respondents considered the trainings less relevant.
Para 114	The Botswana in store promotions and B2B meetings were organized to promote exports of packaged/branded Zambian honey exports to Botswana.	Addressed
Para 115	"In Kenya, this support was mainly for the dozen of County Based Entrepreneurs (CBEs) as the SMEs involved were more advanced and did not find them useful." --> consider revising, incorrect information. The same support package was not offered to SMEs and CBEs. The reason was not that the SMEs were more advanced and did not find it useful (specify what is meant). In Kenya, the project offered support for SMEs that consisted of e.g. Lean management, food safety & HACCP, and market linkages (the SMEs either participated in all the tracks offered of just those ones that they found useful, a list has been provided to the evaluator that summarizes SME participants). For CBEs a support package was offered that consisted of business model development, supply chain management, sector-specific aspects such as product quality, access to finance, contracts management and negotiations. To bring the two target groups together and create tighter value chain linkages, at the end of the project a joint 1-day workshop with both CBEs and SMEs was organized in June 2016 by ITC's Juan Hoyos (ECS/DBIS) where the SME and CBE representatives exercised negotiations in practice through a scenario exercise.	This comment does not specifically provide an alternative explanation why the CBE support package was not delivered to the SMEs in Kenya (it was delivered to the SMEs in the other countries). Some elements of the comments have been integrated in the report.
Para 116	Different rounds of training (SCM and Packaging, Women Exporters) since the beginning of the project were conducted in different cities. SIDO trainers and other trainers from other TSIs were also trained throughout the duration of the project so that they could replicate these training events including SIDO Credit Officers on Access to Finance. Some have already been replicated by SIDO without project involvement (e.g. Training replicated by SIDO with UNWOMEN or on Branding with trained National Consultant). SIDO has its own training programmes in the 21 regions of Tanzania where its trainers replicate related training based on training, modules and manuals provided by ITC and other organizations.	Addressed

Identifier	Question/Comment	Responses/actions taken
Para 116	All the target number of beneficiaries' i.e. 600 was reached through different interventions. For example the training in export-Arusha mentioned a number of 27 beneficiaries from 13 regions of Tanzania mainland benefited from the workshop. It was not possible for all the beneficiaries to participate in all the trainings, otherwise the we could end up reaching very few people. We expect the beneficiaries acquired the knowledge will disseminate it throughout the regions of Tanzania mainland. ITC supported all the beneficiaries to attend the trainings regardless of the distance as they were given transport and DSAs.	The number 600 is not mentioned in the progress reports, but it is found in the logical framework for Tanzania as a means of verification for output 1.2. As the comment mentions, the beneficiaries were not able to participate in all trainings. The idea of the beneficiaries disseminating the information through the regions was not triangulated with the information and data collected during the evaluation process. Moreover, if a representative from an SME does not participate in a training, it is not possible for other SME representatives to be provided with the content. The fact that ITC provided transport and DSA is reported in the evaluation.
Para 117	In line number 2, the word "methodology" to have capital "M" at the beginning.	Addressed
Para 118	In line 1, the word "methodology" to have capital "M" at the beginning.	Addressed
Table 6	Missing deliverables: Tanzania: Marketing and branding guidelines delivered to SIDO as part of the new packaging centre. Zambia: Branding Kit delivered to ZDA to guide them in the future when providing services to honey processors and other sectors.	Addressed
Para 122	The section is an overflow and can be moved to the next page.	Editing changes with revision.
Para 123	If possible, it would be good to check with SIDO if the packaging centre is in use by now.	Data collection phase passed. We have to stop at one point.
Para 123	It is important to mention here that the equipment had to be procured as per UN rules and procedures.	Addressed
Para 124	Regarding line 3: Correction- The project did not produce a strategic plan for the Spices Association. A strategic plan was not part of the project's planned support. Planned and delivered support included: - Feasibility study to define the trade support service gap to be filled by the association, its possible membership and promotion for establishment. The project support included the process of consultations and meeting of legal requirements. Possible content for their	Addressed

Identifier	Question/Comment	Responses/actions taken
	portfolio of services was provided within the feasibility study report, and; a constitution was developed, which they used for their registration through the legislative process. We are happy to provide any required clarifications.	
Para 124	The initiative for registration process for the spice association was taken up by 19 people and they chose a team of 5 to take up the matter further led by Mr. Ngassa as chairperson (whom the evaluator met). The spice sector itself is far larger than the association which just championed the initiative. Right now the team is trying to call the first Annual General Meeting which for sure will be better represented.	These details are appreciated, and some of the additional information has been included into the paragraph. However, this does not contradict the content of the report.
Para 125	The comma should be removed after the word "levels" in line number 4.	Addressed
Para 126 and 134	It is true the donor did communicate its concern after the field visit about the slow pace of implementation at that time, but it did not request for the shortening of the project from 3 years to 2½ years.	Addressed (in the text + footnote).
Para 126	The decision to accelerate the project was not taken when the new OA Chief joined but in 2015. The workplans were revised and shared with the stakeholders before and during the January 2015 PSC meeting where they were approved. Before the PSC meeting the workplans had been drafted together with the local counterparts who said achievement was feasible.	The January 2015 PSC minutes or PPT presentation do not corroborate this information.
Para 130	The section under 130 to be moved to the next page.	Editing will change this.
Para 131	The strategy to address gender as a cross-cutting issue was based on the selection of the sectors which were pro-women and pro-poor.	Addressed
Para 134	"ITC Management" wanted to re-assure … not "Project Management". This was a management decision.	Addressed
Para 134	"…as the project managers wanted to reassure the donors." --> it was not the project managers who came up with the idea of accelerating the implementation, it was an ITC management decision to look for possibilities to accelerate implementation. Project management and PSC meeting agreed in early 2016 that it is feasible and doable without jeopardizing the project outcomes, as implementation had been running smoothly since the beginning of 2015.	Addressed
Para 135	In line 8, the term "Lean training" to read as "Lean training" with capital "T" replacing "t".	Addressed
Para 136	"Back-to-back trainings became taxing on some beneficiaries. For example, in one case in Kenya, TISI representatives negotiated a reduction in a specific training timeline as they would not have been able to attend otherwise." --> please clarify which training this was. Trainings were always coordinated on ITC headquarter level within the project. Also tight coordination with other ITC project was maintained, and all training dates were coordinated. Some changes occur due to availability of trainers or TISI representatives, delays in organization of events (e.g. in Kenya due to the heavy process and difficulty to make necessary funds available through AFEs with the UNDP office in Nairobi)	The idea here is not to say which trainings were at the source of the problem. The evaluation is reporting how respondents have voiced a challenge they faced. As mentioned in the report, some SMEs decided they would select which training they would go to because they could not go to all.

Identifier	Question/Comment	Responses/actions taken
		I can give here examples such as the managerial and operational trainings, service portfolio trainings; coaching on developing electronic business opportunities newsletter; Advisory services to complete the implementation of HACCP system in participating SMEs; advisory on brand development
Para 137	"There were also delays (about six months) in trainings and certification timelines (e.g. Lean trainings)." --> The second round of the Lean trainings was delayed from second half of 2015 to first half of 2016 due to health problems and hospitalization of the Bosch representative.	This was not known to the evaluator. A footnote has been added in the report.
Para 137	In terms of logistics, the Project Team used a mixture of (1) transferring funds required to main partners in Tanzania (SIDO) and Zambia (ZDA) (2) transferring funds to local UNDP offices so that they pay for logistics or (3) direct purchase orders. All the options have pros and cons as the Project Management team tries to manage risk versus efficiency. For the proposed 2016 Grant MoU, ITC did not receive the confirmation from ZDA to sign as ZDA faced internal challenges in doing so at the time. This would have ensured that they would have had a big proportion locally of financial resources that would have been required for logistics.	Addressed
Para 137	It is important to mention here that "some of"…… the procured packaging materials….. had not had been delivered, as there were indeed some already.	Addressed
Para 139	"Some respondents (between 25% and 50%) did mention they felt there were some unnecessary travels by ITC staff." --> To be able to act on this in the future, please clarify why the travels were unnecessary, and which travels are in question. Refer to the notes for the files. It would be good to understand what kind of travels were deemed unnecessary and which type of travels not.	Addressed
Para 140	"As already mentioned, as the HACCP certifications had not yet been conducted, the SMEs did affirm that should they not be certified the investment in their factory premises would be lost since it did not lead to certification, as that was the justification for the investment." --> The certification was not part of the offering of the project, due to reasons mentioned above. Considering the HACCP certification being so crucial for the SMEs, it was deemed that they should commit the resources for the certification themselves, whereas the project covers the cost of the advisory towards being ready to be certified. "…the SMEs did affirm that should they not be certified the investment in their factory premises would be lost since it did not lead to certification, as that was the justification for the investment." --> clarify how the investment in the premises would be lost. Compliance to better food safety and worker safety (hand washing facilities, closed windows, covered floors, work clothing, separate areas for different processes to reduce cross contamination, separate lavatories, record keeping on processes etc.) contributes to safer food	For first portion of the comment, see above for linked comment. The second portion of the comment: addressed

Identifier	Question/Comment	Responses/actions taken
	sold in-country and increases the chances of the enterprise to produce sufficient quality for international markets.	
Para 141	"All the national consultants met were under the impression that the fees offered by the ITC to conduct their work were relatively low compared to other potential clients." --> The idea of the train the trainer approach is that the trainers can, once they have been trained, offer their services to whomever clients they want to. ITC is not restricting them doing their business and acquiring new better paying clients, on the contrary.	Addressed
Para 142	The discussion about finding the right balance between controlling the project from Geneva, versus giving a stronger role to the TISIs in decision making was also an issue that came across strongly during the donor's field visit. Partly it is probably a communication issue, but it also highlights the challenge that ITC faces as it based in Geneva and does not have field offices.	Well noted.
Para 142	In line number 5, remove [….] if it is not qualified as it is hanging.	This is an ellipsis indicating that there is an intentional omission of part of the sentence.
Para 142 and Table 7	Re: "This opinion is also coupled with the idea forwarded during a PSC meeting that too much of the budget went to international consultants (e.g. for the development of some of the roadmaps or for the competitiveness intelligence and ITC staff)." Please give more clarity on the budget break down for the Competitive Intelligence component of the project to be able to reconcile the amount (975,459 USD) with the actual Cost per Output	First, doing so would create an imbalance as for other specific activities, the same level of detail would not be presented. Second, with the data made available, this is not possible.
Para 145	Contract templates were developed for Kenya, and pilot tour of trainings were held by HCD in June 2016 in many counties (see final report). There were some delays in organizing the trainings as HCD first considered them not necessary, but then the training concept was altered together with HCD.	Point noted, however, this does not point to any discrepancies in the paragraph.
Para 145	Regarding indicators for Kenya on Output 1.3, during the Midterm Review in July 2015 stage, the project had been informed by the responsible local counterparts (HCD) that there the interventions on the Legal Aspects and Contracts had been sufficient and this was communicated at the PSC Meeting in Lusaka in August 2015. Subsequently, in March 2016 during another ITC mission, different representatives of the same counterpart (HCD) informed Programme Management (in the presence of donor representatives) that activities under the Legal component were still necessary. From that time further activities were organized with HCD in the form of pilot training events on "Legal Aspects and Contacts" in different locations in Kenya with a total of 152 farmers trained. This is what could be done before June 2017, given the months lost between July 2015 and March 2017, as a result of the mixed signals received.	Point noted, however, the paragraph is discussing the issue of reporting, and what is being raised here is communication, activities.

Identifier	Question/Comment	Responses/actions taken
Para 146	In Tanzania, during project implementation, realistic targets for the different components were agreed with the main implementing partner, SIDO concerning numbers and geographical locations of targeted SMEs. Numbers to be targeted by different workshops were decided in close collaboration with SIDO. For HACCP/Quality target of 15 to be coached plus additional enterprises that participated in the workshops plus HACCP sensitization in the end. Other components of the project such as Supply Chain Management, Packaging, Branding, Legal Aspects, Women Entrepreneurs, etc. contributed to the total number of enterprises trained coming to at least 293 enterprises.The strategy for Tanzania was a mix of coaching a few companies (HACCP, and outreach to big numbers given the geographical spread and 3 sectors.	Well noted, however, this does not contradict what is in the evaluation report.
Para 146	The baseline data in the project was very useful for the different technical experts as additional input to inform the introduction of their interventions. The purpose of the bi-annual progress reports was to inform stakeholders on how the project is progressing towards its targets. The primary purpose of the baseline data was to inform the final evaluation. Given the nature of the Project Output indicators, if a column for baseline was created - most of the figure would have been zero. However, the baseline reports give a qualitative nature of the ex-ante situation of the project, which is supposed to help the evaluator assess the outcomes of the project	That is what it does, but as mentioned in the evaluation report, the baseline studies should have been used to set targets.
Para 146	The sentence "Looking at the baseline study, finalized in August 2014, nine months after the Project Plan was approved, it becomes clear that such a target would not be reachable." is ambiguous. Is it that the baselines study was looked at 9 months after or that it was conducted 9 months after? Also, looking at the baseline study when? At what stage does it become clear that the target would not be reachable? This should be clarified.	Indicating Addressed

Identifier	Question/Comment	Responses/actions taken
Para 147	It was not the intention of Project Management to provide "misleading" information but it had been decided to track the indicator 15 as was provided. Please see table below with a holistic view of progress against the indicator related to Output 1.5 Tanzania: | Event versus enterprises reached	Spices	Mango	Honey	Notes
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Inward Trade Mission from Botswana/SA 2015	7	-	-	*Consultant report available on request*
Dubai- Gulf-food 2016	7	-	7	*Participant lists available on request*
Api-Expo Harare	-	-	5	*Evaluations available on request*
Apimondia South Korea 2016	-	-	8	*Evaluations available on request*
Apimondia Arusha 2015	-	-	-	*Participant lists available on request*
Mali 2014	-	3	-	*Participant lists available on request*
Dubai- Gulf-food 2015	-	4	-	*Participant lists available on request*
Total	14	7	20	Grand Total: 41 | If we apply the Evaluators logic, on an aggregate basis 41 was achieved against a total of 45.	Thanks for the information. It is understood that the intention was not to be misleading. However, the fact that the September 2016 Draft Final Report states that the target has been surpassed (140% of the target) is misleading to the reader as this was not the cas4e at all. The information presented in the September 2016 Draft Final Report and the information to the left are not aligned with what has been found by the evaluation. The indicator states: "At least 15 enterprises per product represented at matchmaking events, in-market promotion and inward buying missions that lead to secured transactions)". The last part of the indicator is important. We are referring to beneficiaries who have "secured transactions during these events. There is no information aligned with either the 41 (to the left) or the 21 (in the September 2016 Draft Final Report).
Para 147	On the indicator for Output 2.3, "At least 7 women from each product area…." In the Final Progress Report, the indicator is to be interpreted and reported as follows according to Project Management Team: In each of the years, there were at least 7 women from each of the product areas trained. In the Evaluators interpretation of the indicator "at least 21 women in total" the figure 21 would have also been reported.	

Identifier	Question/Comment	Responses/actions taken
Table 8	Recommendation 2: It is worth pointing out here that soon after the Midterm Review, ITC changed to UMOJA (which was still being assimilated) and it was not immediately easy to compile the output-based expenditure information without delaying submission of the bi-annual reports.	Addressed
Table 8	Recommendation 3: An electronic Survey was indeed carried out but due to non-responsiveness, SIDO had to undertake a physical survey which it reported to ITC through their "Progress Reports" to ITC and was reflected in the bi-annual reports. Subsequently, 6 companies (2 from each sector) were selected for dedicated coaching on SCM by National Consultants evidence attached	The text has been adapted, however, this information is not found in SIDO's Project Progress Report 2014 – 2016.
Table 8	Recommendation 4: The few outcomes that could be plausibly reported during the short lifetime of the project were indicated in the summary page of the Bi-annual Reports under Key Achievements. The Evaluator did not highlight key outcomes stated in the Bi-annual reports e.g. huge sales deals achieved in Dubai by Kenyan mango and chilli SMEs and information provided by HCD in Annex 1 page 50 of Draft Final Report.	Many of these trade sales did not materialize. This information is reported in the evaluation.
Table 8	Recommendation 5: Templates were sent to the project partners- evidence attached	Addressed
Table 8	Recommendation 7: WIPO was also introduced to the sector in June 2016 because of their willingness to explore provision bee-keeping technology as a follow-up to the project. A field mission was conducted with ITC to visit beekeepers. The project strategy was also to introduce Parodi to the sector so that in the long-term they would invest in honey production in Zambia.	WIPO: added to the table 8. The Parodi efforts are reported in the evaluation. Parodi is not in itself an initiative but rather a company.
Table 8	Recommendation 8: It is clearly stated in the Draft Final Report on page 8 that "The project assisted SIDO Credit Officers from 21 regions of Tanzania in improving ways of processing and appraising loans…….. SMEs selected as part of the Quality component were assisted by SIDO Credit Officers to develop business plans and apply for funding: 6 successful, 5 pending and 2 declined. The value of access to credit for the SMEs was 281,000 USD with 19,000 USD already disbursed and 440,000 USD value of applications pending."	Addressed
Para 149	Efficiency: In addition to the above, it should be mentioned the fact that the project implemented a self- Midterm Review, saved significant costs as the evaluation was done by Project Management team with support of the Evaluation Unit. This was efficient even though it meant a significant increase in workload and overtime for Project Management.	Addressed
Para 150 to 156	"It is important to mention that no follow-up on the side of the impact indicators (contributions to MDG 1, 3, and 7) had been provided by the project." --> project's impact according to the Logframe (page 5): The project's impact: Contribute to inclusive and sustainable export-led growth in Kenya, Tanzania and Zambia --> Key question: was this impact target reached?	Conducting an impact evaluation is a much larger endeavour, costs a lot more, necessitates much more time, should be conducted at least two years after a project's end and even then, usually generates a mitigated response to this question. The present evaluation did not have the. Potential for impact>

Identifier	Question/Comment	Responses/actions taken
Para 150	It is important to state the potential impact of the various Roadmaps in attracting the attention of different initiatives to address the different value chain challenges that need to be addressed. Already the Roadmaps are being use, as a resource, in project development by ITC Country Managers e.g. EU- Mark-Up Project (which is also targeting spices in the EAC) and One-UN interventions in Tanzania and in future for EU programming for EAC and SADC. This will build on the work of this Finland-funded project and further consolidate its impact. They have also been shared with the World Bank in anticipation of the DTIS updates.	The effects of the roadmaps are already stated in the report (e.g. see para 108). In addition, much of the information contained in the comment cannot be triangulated and in many cases is not aligned with the information collected during the data collection phase.
Para 150	According to feedback from one SME located in rural Kenya, their 2017 target is to Create 30 jobs direct and over 1,200 jobs indirect in the farming value chain. In addition it aims to produce 3 tonnes of dried mangoes. Their performance for the past two years includes: • 75 farmers 2 years and today over 245 farmers • 2 tonnes quantity of Fresh mangoes 2 years ago and today 40-50 tonnes of fresh mangoes from the farmers. • 3 workers two years ago currently 16 workers • 100 Kgs of dried mango 2 years ago currently 2,000 kgs of dried mango. The SME estimates that these gains can be attributed to 80% of the support it has received from ITC in the form of trainings (HACCP, Lean Management) and event/meeting participation (Dubai Study Tours & B2B meeting, etc.). Moreover, the SME states that "HACCP and LEAN has helped us move from poor quality products to very good products and the facility is good." (See attached presentation) This information is important in relaying results from the project, particularly since it is being reported directly by the SME. It is requested that this information be integrated into the document.	This is one SME in one country. Impact is understood here in the sense of large-scale changes towards which a project works. What is presented in the comment is shows that the stated SME should be in a good position to reach good results soon. These are not large-scale changes but are targets for the up-coming year, again of one SME. The results *reached* have been reported; the *predictions* of good upcoming results, not impact or results per se.
Para 151	During the course of the project, the UN moved from MDGs to SDGs. Reporting on the related SDGs was done on the ITC Project Portal and conveyed to the consultant through the Evaluation Unit.	The information and data conveyed to the evaluator does not relate to SDGs and are not proof of impact. Reference to outcome reporting.
Para 151	Due the nature of ITC projects, impacts are better measurable 1, 3 or 5 year after the end of the project; due funding limitations, there is no possibility to spend money on monitoring and evaluation outside of the project time frame.	Fully agreed and addressed
Para 154	In line 4, please replace "m" with capital "M" and let it read "Lean Methodology"	Addressed
Para 158	The number of SMEs benefiting from the project (app 10) seems very low. What is this figure based on? E.g. para 110 states that 21 SMEs benefited from HACCP training.	HACCP training is output level results. Please refer to the logic framework for the outcome 1 level results indicator of achievement.

Identifier	Question/Comment	Responses/actions taken
Para 158	I assume this paragraph refers only to Zambia. If so, please specify the reference to Zambia in this paragraph. In addition, please note that there are more or less 10 viable honey SMEs in the Zambia honey sector that were in a position to work with the project.	The paragraph refers to the entire project. As this is the case, the second part of the comment does not affect the evaluation report.
Para 163	Re: "To ensure results are sustained and even multiplied..." For some reason, the impact of the training of consultants in SCM is missing. The project trained a group of consultants (10) in the MLS-SCM system in a ToT in Lusaka, Zambia (August 2014). Then, a selection of those consultants delivered a workshop in Supply Chain Management (January 2015) to the honey processors (20 SMEs), and finally a selection of 4 consultants, delivered customize advisory services to 4 selected honey processors (Luano, Ubuchi, Mpongwe and Miombo). As a result, the project built the capacity of local consultants to deliver training in SCM and to provide advisory services in the same topic.	Addressed
Para 163	"The TcCs of the project have the potential of replicating the same chain of results. If the SMEs they coached become HACCP certified, the TcCs will become official HACCP trainers, as planned." --> the trainers in Kenya were already official HACCP trainers, as there was no train-the-trainer component in this country. In Tanzania and Zambia exams were organized for the newly trained trainers, so the eventual certification of the SMEs is not affecting the trainers' certification.	Addressed. Information obtained during the data collection phase reports differently. It seems that the TcCs were under the impression that if their SMEs are certified and that they pass the exam, they will become certified trainers.
Para 164	The project did work with all relevant sector associations, where they existed except to the limited extent with Zambia Honey Council due to some Corporate Governance concerns there in order to mitigate project risk.	Addressed. What the paragraph was pointing to was the idea of working with the sector association as focal points. This is now clarified.

Identifier	Question/Comment	Responses/actions taken
Para 165	Another innovative approach taken by the project was to in a short time (first year) develop and agree at the beginning of the project with respective sector stakeholders of a long-term roadmap and to implement specific parts of that value chain, while capturing in the roadmap what has been done before by other project and what needs to be done by future projects. Other innovative approaches of the project included: The compendium of resources developed through the project, which were shared (as part of the Draft Final Project Report) with ITC Country Managers and Project Managers of other on-going projects in order to avoid future duplication and maximize synergies as well as build up ITC's work in the region: • A variety studies done including Roadmaps • Publications • Lists of trained trainers • List of consultants engaged The project also leveraged the private sector: Bosch and Parodi. The project also collaborated with/brought other organizations to the countries' sectors: • World Intellectual Property Organization (Joint workshop in Zambia- June 2016) • Save Food Initiative in Kenya • Collaboration with SNV project funded by AfDB in Zambia The project practiced synergies and collaboration with other ITC projects: • With NTFIII for Market Intelligence training in Kenya • With NTFIII for TSI training on Service Portfolio Management and exchange of best practices. NTFIII sponsored TSI participants from Kenya to a workshop organized by the Finland project in Zambia. • The ITC AIM project incorporated the newly formed Tanzania Spices Association (TASPA-formed through this Finland-funded project) in its regional training event that took place in Q3 2016.	Parts of the comment addressed. However, these elements, as interesting as they are, are not all "innovative". Even the roadmaps, which I integrated in the evaluation, are not necessarily "innovations". They were developed in the context of other ITC projects previously and are basically market studies.
Para 166	The fast-tracking of the project was done after consultation with the main implementing partners and was reflected in the workplans that were presented and endorsed at the PSC meeting.	Well noted. This is reflected above. It does not contradict what is in the paragraph.
Para 166	The project had exit strategies developed together with all project stakeholders in Sustainability Workshops held in each country in June 2016. Please see attached for she agenda and slides of the event in Nairobi in June 2016. "During July-August 2016, the idea from the project management team was to finish the activities, not consolidate the results reached." --> error.	Addressed. However, with only the PPT to rely on, there is no way of knowing who participated, or if they took place in the other two countries.

Identifier	Question/Comment	Responses/actions taken
	Project management facilitated themselves the sustainability workshops where results achieved were consolidated. See attachment.	
Para 167	Sustainability (& Experience-Sharing) workshops were organized in Kenya and Zambia where the TSIs were asked to make presentations on how they would sustain project interventions. For Tanzania, a HACCP Experience-Sharing Workshop was organized, at the official launch of the Packaging Centre in Tanzania, local implementing partners/sector associations were sensitized on sustainability issues and the resources that had been put at their disposal, which include Trained Trainers for HACCP, Supply Chain Management, Marketing & Branding, honey value addition, and the networks established with other TSIs under the project, as well with buyers in the different countries where study tours and B2B meetings were organized, etc.	Addressed. See comment above.
Para 169	Insert a sentence under section 169 as follows: "However, it could have been easier to link honey producers/processors in Zambia with those in Tanzania".	This is interesting but it is unclear where it is coming from. Why would it have been easier between Zambia and Tanzania than between Tanzania and Kenya? One can think of reasons but these reasons and explanations have not been triangulated with data collected through the evaluation.
Para 170	One of the issues raised by the donor regarding follow-up, was to what degree it would be possible to integrate results of this project into other ITC programmes/projects active in the region. Are there findings based on the evaluation that could provide insights into how to achieve this?	Addressed although this comment is somewhat understood as new evaluation question. However, there is already a recommendation linked to the better integration of such projects in the larger contexts of international development. The comment has been integrated there.
Page 43-Conclusions	Based on the above additional clarifications and information, the overall rating should be better than the one given.	Not in agreement.
Para 171	Re: "As demonstrated… ...materialize. This is why impact evaluations are conducted a few years after projects' end: having the stakeholders bring change at broader levels take time…". What would be the ITC's strategy to implement this evaluation?	Please refer to the ITC Evaluation Policy and the IEU annual workplan.
Para 171	Remove the last sentence. This has been addressed in section 5.4 of the document.	Not in agreement. The evaluation has not addressed the impact, only the potential for impact.

Identifier	Question/Comment	Responses/actions taken
Para 172	The use of "…still now" in the third sentence makes the sentence ambiguous. This should be clarified. Does it mean at the time of writing or that the SMEs and TISIs continue to have influence on the progress towards achieving the outcome targets?	Addressed
Para 172	The sentence "The present project did endeavour towards creating some buy-in amongst the stakeholders." is misleading. It was not an objective (i.e. endeavour) of the project to get "some" buy-in; the project was trying to create buy-in among stakeholders. Either remove the word "some", or remove "endeavour towards creating" and insert "create".	Addressed (word "some" deleted).
Para 173	Before the planning event held in December 2013, local stakeholders had already been consulted in the 3 countries. The purpose of the Dec 2013 was that of initial work-planning i.e. 2014 Work plan and to confirm all the activities and outputs. Indeed after as a result of this workshop, the document changed in some respects-	This has been addressed earlier in the report.
Para 175	Regarding the last sentence, remove the "…for example the SCM training," the use of "for example" is redundant and the example is unnecessary. The title of the training is regardless, it is the fact that participating in only one training had a negative effect on the SMEs.	Addressed
Para 177	Regarding the first sentence, put an "s" at the end of the word outputs. Taking into account that the project has ended, change the tense of the sentence by replacing "…need to be more integrated" to "…should have been more integrated" if that is indeed the conclusion.	Addressed
Para 177	Bearing in mind the conclusion of a lack of integration of the outputs, what affect did this have on the project's theory of change?	Addressed
Para 178	The fifth sentence should be put into past tense. Remove the sixth sentence since this has already been stated in fourth sentence and is repetitious.	Addressed
Para 179	"This is exemplified by the demand by many respondents to have a last PSC meeting. The fact that the latter was not held generated dissatisfaction and left the stakeholders with the impression the project was not finished. They felt they did not have a say in the important decision of brining the project to an end." --> Error. The final year workplans and budgets were agreed in the PSC meeting in Nairobi in Feb 2016, so the PSC had a say on this. Another PSC meeting was not budgeted nor foreseen in the workplans, as it was not regarded useful as no commitment for continuation of the project (e.g. in the form of phase II) was received from donors despite major efforts (with Finland mostly). Holding a PSC meeting would have eaten a lot of resources with not much actionable outcomes as project was coming to an end. Nonetheless, Sustainability Workshops were programmed in each country in order to ensure the sustainability of project results beyond project duration and in order to continue on the development path set out in the project.	The documents linked to the final workplans and budgets agreed to during the PSC meeting in Nairobi were not provided. In addition, the information contained in the paragraph is based on feedback provided by respondents during the data collection phase of the evaluation. Many respondents addressed this issue. The sustainability workshop information has been provided and has been integrated in the report.
Para 179 and 180	What affect did the acceleration of project implementation have on the project's theory of change?	Addressed

Identifier	Question/Comment	Responses/actions taken
Para 193	Many of the concepts in the paragraph are recommendations themselves. For example: • conduct infield, in-depth and comprehensive needs assessments with not only implementation partners but also private sector representatives. • map the private sector beneficiaries and understand the status of the sectors' advancement and include a private sector analysis in the Project Plan • Baseline studies need to be conducted before the project starts. If this is not possible, the baseline studies should be the first activities at the beginning of the project. • develop an integrated results framework and a logical ToC, Elaborate on these in the summary table of findings at the beginning of the evaluation in the executive summary.	Addressed
Para 193	In line 7, the sentence beginning with: "The project…….realizations". should start as a paragraph and other paragraphs be brought in accordingly as section is overcrowded.	Addressed
Paras 193 to 202	Who should be responsible for the implementation of each recommendation? This should be included here as well as the summary table of findings at the beginning of the evaluation in the executive summary.	Addressed in the Executive Summary
Para 195	Agree that it is important to improve coordination with other projects and initiatives in the countries. This is of course more challenging for institutions such as ITC who do not have a field presence and therefore requires additional effort. Also agree it is key for ITC to focus on its strengths, but not sure if they are described adequately in the para. E.g. ITC is our view is well placed to contribute towards trade policy dialogue, particularly when it comes to raising private sector concerns.	Addressed
Para 196	In the first recommendation, delete "in the present case". As the project is ended it is not possible to now develop and implement strategies for cross-cutting issues.	Addressed
Para 198	This section should be moved on the next page.	Editing
Para 202	This section should be moved on the next page.	Editing

Annex 8: Logical Framework

Kenya

Objectives	Indicators	Activities	ITC Staff	Means of verification	Risks/Assumptions
Impact **Contribute to inclusive and sustainable export-led growth in Kenya**	● Contribute to MDG 1 indicators ● Contribute to MDG 3 indicators ● Contribute to MDG 7 indicators			● National reports and statistics ● End of project evaluation	A: Continued commitment to trade by beneficiary countries and to inter-regional cooperation A: Political climate in each country remains stable through the course of the project
Outcome 1: Increased export competitiveness of SMEs in selected agri-food value chains in Kenya	● Number of enterprises (including women-owned) having met potential buyers and, as a result, having transacted business. Baseline: 0 Target: 40-100 (per country) ● % increase in export value of selected agri-food products supported by ITC Target: to be determined a t the inception phase			● Letters of intent and Buyer orders ● Enterprise surveys ● TSI reports	A: Producers and growers continue to prioritize agri-food products supported by the project R: Deterioration of market conditions for products in selected VC (demand, price volatility etc.)
Outputs	**ITC Technical Sections**	**Activities**	**ITC Staff**	**Performance indicators**	**Means of verification**
Output 1.1 Roadmaps for selected agri-food value chains developed	DMD/SC	K-1.1.1: Conduct Value Chain analysis for chilli and validate for mango; K-1.1.2: Conduct county Level Value Chain consultation to align project to existing on-going activities; K-1.1.3: Conduct national level Value Chain consultation to align project to existing on-going activities	Frederine Derlot Ian Sayers	(*) At least 10 represented of policymaking institutions participate horticulture works hops on sector analysis and policy design (*) 2 VC studies completed/updated on sector and market development options for mangoes and chillies	Mission/TSI Reports Copies of studies produced or updated

Output 1.2 Managerial and trade capacities of selected agri-food producers, processors and traders improved	DBIS/EC	K-1.2.1: Develop a curriculum on managerial & Export Capacity building for Village-based Entrepreneur (VBE); K-1.2.2: Market opportunity assessment; K-1.2.3: Producer group profiling/mapping; K-1.2.4: Consolidating and sensitizing existing groups; K-1.2.5: Conduct Producer Cluster trainings; K-1.2.6: Village based Entrepreneur (VBE) Capacity Building; K-1.2.7: Market Resource Centre (MRC) development; K-1.2.8: Provide improved product processing technologies; K-1.2.9: Validate & upgrade current Mango publication (as done in Senegal); K-1.2.10: Facilitate compliance to buyer requirements and specifications; K-1.2.11: Benchmarking best processing techniques	Ludovica Ghizzoni Khemraj Ramful Juan Hoyos Julia Oyiolo Hong Siew Lim	(*) At least 2 sets of support materials/manuals on export management produced or updated (*) At least 20 enterprises and 5 VBEs per product advised on export management for enterprise competitiveness	TSI & Enterprise Satisfaction Surveys TSI Reports
Output 1.3 Ca pa cities of selected service providers along the value chains strengthened.	DBIS/TFPB	K-1.3.1: Provide access to finance and financial management training; K-1.3.2: Provide training on commercial contracts	Ezequiel Guicovsky Yaya Ouattara	(*) 4 technic l backstopping and advisory services provided on financial management completed; (*) At least 500 enterprises or VBEs trained on obligations of commercial contract and negotiation; (*) 2 TSIs advised on commercial contract negotiation and drafting	TSI & Enterprise Satisfaction Surveys TSI Reports Copies of sample/template contracts drafted
Output 1.4 Regional business contacts and networks strengthened/established in the s elected agri-food value chains	n/a	K-1.4.1 Strengthen Trade Support Institutions' business contacts by organizing regional study tours and business meetings to exchange lessons, good practices and appropriate technologies		n/a	n/a
Output 1.5 Market opportunities activated	DBIS/TS	K-1.5.1 Organize/facilitate buyer-seller meetings and trade fair participation for SMEs	Miyoba Lubemba Sebastien Leonel Rodas Ben Mohamed Imamo	(*) At least 2 matchmaking events, in-market promotion and inward buying missions completed per product (*) At least 50% participants represented at matchmaking events, in-market promotion and inward buying missions are women-led SMEs	Mission/TSI Reports Enterprise Surveys

Outcome 2: Enhanced performance for trade and business support service providers in selected agri-food value chains at national and regional levels	● Number of institutions reporting improvements in their services to SMEs. Baseline: 0 Target: 3-5 (per country) ● Number of new value addition services introduced by the TSIs or trade associations serving selected products. Target 5-10 per country ● Number of SMEs reporting improved support/services from TSIs. Target: to be determined a t the inception phase			● Enterprise surveys	A: supported sectors/VC remain high development priorities for the countries R: lack of interest by partner TSI's to co-operate regionally
Outputs	**ITC Technical Sections**	**Activities**	**ITC Staff**	**Performance indicators**	**Means of verification**
Output 2.1 Managerial and operational capacities of TPOs and selected sectoral TSIs strengthened	DBIS/TS	K-2.1.1: Conduct Institutional Mapping to improve the network & systems; K-2.1.2: Based on recommendations of Institutional mapping/assessment organise 1 Consultative Workshop for all TSI on key areas of improvement; K-2.1.3: Provide business Advisory to strengthen operational & managerial capacities of TSI; K-2.1.4: Training on Results Based Management	Miyoba Lubemba Sebastien Leonel Rodas Ben Mohamed Imamo	(*) Minimum 1 institution assisted to undertake operational assessment and benchmarking results adopted by its management (*) At least 70% positive appraisals from participants to workshops on trade development and promotion services for mangoes and chillies	Institutional Assessments Report document TSI Survey, Workshop evaluation questionnaire
Output 2.2 TSI service portfolio and technical capacities enhanced	DMD/TIS	K-2.2.1: Improve national trade information systems; K-2.2.2: Improve institutional competitive intelligence	Shitaye Lemma	(*) 1 set of information-s haring tools and online platform created or facilitated by ITC to support horticulture trade intelligence (*) 4 TSI assisted in trade information on service development and networked to support trade in mangoes and chillies	Physical inspection of Guides & directories produced, as well as tools and platforms Market Reports produced by the TSIs Mission Reports and Works hop evaluation questionnaires
Output 2.3 Formal and informal TSI networks, including women-owned and ICBT organizations enhanced	n/a	Dropped for Kenya - sufficiently addressed through technical assistance under; Output 2.2 and also under Output 1.4		n/a	n/a
Output 2.4National apex trade promotion bodies and business associations enabled to advocate business interest and to influence business and trade policies affecting regional trade	n/a	Dropped for Kenya - sufficiently addressed through technical assistance under; Output 2.2 and also under Output 1.4		n/a	n/a

Tanzania

Objectives	Indicators	Activities	ITC Staff	Means of verification	Risks/Assumptions
Impact Contribute to inclusive and sustainable export-led growth in Tanzania	● Contribute to MDG 1 indicators ● Contribute to MDG 3 indicators ● Contribute to MDG 7 indicators			● National reports and statistics ● End of project evaluation	A: Continued commitment to trade by beneficiary countries and to inter-regional cooperation A: Political climate in each country remain stable through the course of the project
Outcome 1: Increased export competitiveness of SMEs in selected agri-food value chains in Tanzania	● Number of enterprises (including women-owned) ha vi ng met potent al buyers and, as a result, having transacted business. Baseline: 0 Target: 40-100 (per country) ● % increase in export value of selected agri-food products supported by ITC Target: to be determined at the inception phase			● Letters of intent and Buyer orders ● Enterprise surveys ● TSI reports	A: Producers and growers continue to prioritize agri-food products supported by the project R: Deterioration of market conditions for products in selected VC (demand, price volatility etc.)
Outputs	**ITC Technical Sections**	**Activities**	**ITC Staff**	**Performance indicators**	**Means of verification**
Output 1.1 Roadmaps for selected agri-food value chains developed	DBIS/TS DMD/SC	T-1.1.1 Conduct value-chain analysis for each of the 3 products (honey, spices and mango) and identify gaps to be addressed by the project (Review of the existing VC studies which already shows the GAPS, and jointly with local TSIs we will design the response strategy for HONEY and MANGO in particular); T-1.1.2 Conduct comprehensive market development research; T.1.1.3 Design the response strategies for developing of local, regional and international markets for 3 products (honey, mango, spices) - (including intermediary buyers).	Audrey Gavard-Lonchey Ian Sayers	(*) Minimum 1 institutional assessment and benchmarking study completed and endorsed by product TSI (*) At least 3 VC analysis and previous market studies updated per each product (mango, honey); (*) 3 export strategy documents delivered and published in response to VC updates	VC analysis/market studies Stakeholders validated mango/honey res pons e strategies

Output 1.2Managerial and trade capacities of selected agri-food producers, processors and traders improved	DBIS/EC	T-1.2.1 Conduct training for SMEs on Supply Chain Management (SCM), packaging, quality and buyer requirements for honey, mango, spices and related products; T-1.2.2 Conduct training and provide advisory services on processing, compliance with standards and SPS, and product development (including branding, packaging, labelling, quality, and trade intelligence); T-1.2.3 For honey: provide technical assistance for product differentiation and diversification into beeswax, royal jelly, propolis, and secondary products (cosmetics, candles, pharmaceutical) (part of the training to be provided at the regional level); T-1.2.4 Establish trade-readiness of SMEs and ability to transact business with major international companies (in spices, honey); T.1.2.5 Conduct exposure training missions for market development and value addition for mango, bee-products and spices (e.g. AMAGRO - to Fruit Logistica Berlin; or ANUGA)	Ludovica Ghizzoni Khemraj Ramful Juan Hoyos Krister Johan Ahlberg James Howe Frédéric Couty	(*) 600 enterprises (SMEs) per product a rea trained on export readiness and management (*) At least 300 women participants from each product area are trained on export management (*) Minimum 9 technical backstopping and advisory services provided to enterprises on export management for enterprise competitiveness (*) 3 business networking and business development events for trained or advised enterprises completed	Training evaluation reports
Output 1.3 Capacities of selected service providers along the value chains strengthened.	DBIS/TFPB	T-1.3.1 Provide trade information and technical assistance addressing financial, legal, contractual, trade facilitation and insurance challenges for exporters and other actors along the selected agri-food VCs; T-1.3.2 Provide direct advisory services for producers and exporters towards securing loans for working capital	Ezequiel Guicovsky Yaya Ouattara	(*) 3 works hops on financial management (including financial, legal, contractual, trade facilitation and insurance challenges for exporters and other actors along selected VCs) completed; (*) Minimum 500 women traders trained on financial management; (*) 3 technical backstopping and advisory services provided on financial management (towards securing loans for working capital) (at least 2 advisory works hops per year); (*) 4 TSI s advised on financial management (towards securing loans for working capital)	Training evaluation reports

Output 1.4Regional business contacts and networks strengthened/established in the selected agri-food value chains	DBIS/TS	T-1.4.1 Organize regional study tours and business meeting to exchange lessons, good practices and appropriate technologies; T-1.4.2 Connect honey, spices and mango producers/processors to EABC/EAWiBP platforms in order to improve the exchange of market information and supply chain linkages; T-1.4.3 Establish linkages with buyers in the region to facilitate product specialization and VC linkages	Miyoba Lubemba Sebastian Leonel Rodas Ben Mohamed Imamo	(*) 4 regional advisory services delivered on trade-flows along the VCs and related supply chains;	Reports genera ted by partner TSI
Output 1.5 Market opportunities activated	DBIS/TS	T-1.5.1 Facilitate incoming and outgoing trade missions to increase sales of spices and honey; T-1.5.2 Organize/facilitate buyer-seller meetings and regional trade fair participation for SMEs in the selected sectors (honey mango spices)	Miyoba Lubemba Sebastian Leonel Rodas Ben Mohamed Imamo	(*) At least 30 enterprises per product represented at matchmaking events, in-market promotion and inward buying missions that lead to secured transactions); (*) 3 product TSI s represented at matchmaking events, in-market promotion and inward buying missions	Reports from partner TSIs and enterprises;

Outcome 2: Enhanced performance for trade and business support service providers in selected agri-food value chains at national and regional levels	● Number of institutions reporting improvements in their services to SMEs. Baseline: 0 Target: 3-5 (per country) ● Number of new value addition services introduced by the TSIs or trade associations serving selected products. Target 5-10 per country ● Number of SMEs reporting improved support/services from TSIs. Target: to be determined at the inception phase			● Enterprise surveys	A: supported sectors/VC remain high development priorities for the countries R: lack of Interest by partner TSI's to co-operate regionally
Outputs	**ITC Technical Sections**	**Activities**	**ITC Staff**	**Performance indicators**	**Means of verification**
Output 2.1 and 2.2 TSI service portfolio and technical capacities enhanced	DMD/TIS DBIS/EC	T-2.2.1 Develop competitive intelligence tools for the selected products; T-2.2.3 Train TSIs on Supply Chain Management (SCM), packaging, quality and buyer requirements; T-2.2.4 Support the development of new trade support services (including train-the-trainer programme for SIDO and other collaborative TSIs to enable them to offer capacity building and market development training to SMEs in the honey sector); T-2.2.5 Provide export marketing and branding support for private sector exporters of spices, honey and mango (Cancelled : T-2.2.6 Provide advisory services and guidance to HODECT on promoting participation of Tanzanian SMEs in EAC regional markets;) T-2.2.7 Set up SIDO Packaging Service Center (SPSC); T 2.2.8 Provide Competitive Intelligence to SIDO	Shitaye Lemma Ludovica Ghizzoni Khemraj Ramful Juan Hoyos Krister Johan Ahlberg James Howe Frédéric Couty	(*) 3 technical backstopping and advisory services provided to TSIs on improving their trade information services and in business support services for enterprises; (*) 5 TSIs assisted in trade information service development especially their competitive trade intelligence; (*) 60 women participate in workshops for building their capability to offer export business development services for enterprise competitiveness: SCM, packaging, quality, buyers requirements); (*) 1 Spices export market development strategy designed and endorsed by local stakeholders and published for the country	Reports genera ted by partner TSI

Output 2.3 Forma l and informal TSI networks, including women-owned and ICBT organizations enhanced	DBIS/TS DBIS/TFPB	T-2.3.1 Facilitate regional stakeholder meetings and other forms of exchanges in the honey sector via the Honey Council; T-2.3.2 Jointly with UNWCC, EACWBP and TWCC, conduct export-oriented business training for women via training programme coordinated by SIDO/WED/TFS (in honey/mango/spices	Miyoba Lubemba Ezequiel Guicovsky	(*) 3 Annual and regional group training works hops completed for women involved in ICBT; (*) At least 20 women from each product a rea participate at business advocacy group training in the country	Reports genera ted by partner TSI
Output 2.4 National apex trade promotion bodies and business associations enabled to advocate business interests and to influence business and trade policies affecting regional trade	DBIS/TFPB	T-2.4.1 Provide direct support to the EABC in deploying the EAC's programme for harmonizing trade rules in respect of the envisaged FTA, and in areas such as standards, mutual recognition of services and trade policy management; Reformulated: Conduct workshop to present BPA results, Advocacy training for Tanzanian TSIs and workshop on TFTA issues which are relevant to honey, mango and spice sectors T-2.4.2 Build capacity within AMAGRO, HODECT and Honey Council to advocate for market development and address issues such as non-tariff measures and trade facilitation in distribution channels for the selected agri- food products Reformulated: Advocacy training for Tanzanian TSIs and workshop on TFTA issues which are relevant to honey, mango and spice sectors	Ben Czapnik Giles Chappell	(*) 5 TSIs represented in works hops on business implications of trade policy; (*) Minimum 30 TSI representatives participate and provide positive appraisals on Trade Facilitation solutions advanced by regional trade policy workshops for their sectors	Reports genera ted by partner TSI

Zambia

Objectives	Indicators	Activities	ITC Staff	Means of verification	Risks/Assumptions
Impact Contribute to inclusive and sustainable export-led growth in Zambia	● Contribute to MDG 1 indicators ● Contribute to MDG 3 indicators ● Contribute to MDG 7 indicators			● National reports and statistics ● End of project evaluation	A: Continued commitment to trade by beneficiary countries and to inter-regional cooperation A: Political climate in each country remain stable through the course of the project
Outcome 1: Increased export competitiveness of SMEs in selected agri-food value chains in Zambia	● Number of enterprises (including women-owned) having met potential buyers and, as a result, having transacted business. Baseline: 0 Target: 40-100 (per country) ● % increase in export value of selected agri-food products supported by ITC. Target: to be determined at the inception phase			● Letters of intent and Buyer orders ● Enterprise surveys ● TSI reports	A: Producers and growers continue to prioritize agri-food products supported by the project R: Deterioration of market conditions for products in selected VC (demand, price volatility etc.)
Outputs	Technical Sections	Activities	ITC Staff	Performance indicators	Means of verification
Output 1.1 Roadmaps for selected agri-food value chains developed	DMD/SC	Z-1.1.1 Update the apiculture sector development strategy and the value chain analysis and technical assistance for the implementation of findings of the analysis	Frederine Derlot Ian Sayers	(*) 1 Honey export strategy and market development plan designed or facilitated by ITC	Updated strategy exists and is endorsed by the stakeholders

Output 1.2 Managerial and trade capacities of selected agri-food producers, processors and traders improved	DBIS/EC	Z-1.2.1 Build awareness among stakeholders on standards, including organic, and SPS measures for honey in targeted markets;	Ludovica Ghizzoni	(*) Minimum 5 HACCP certified and 10 enterprises compliant with food safety standards and advised on export management for enterprise competitiveness (*) At least 20 newly certified advisers or trainers	TSI & Enterprise Satisfaction Surveys TSI Reports
		Z-1.2.2 Build the capacities of companies to comply with quality and food safety requirements e.g. HACCP & ISO, including piloting a traceability system;	Khemraj Ramful		
		Z-1.2.3 Build a network of advisors on quality and food safety requirements;	Juan Hoyos		
		Z-1.2.4 Build the capacities of companies to comply with organic certification requirements;	Julia Oyiolo		
		Z-1.2.5 Market research in targeted markets to understand positioning of honey from Zambia;	Hong Siew Lim		
		Z-1.2.6 Creation of an umbrella (national) brand for Zambian honey;	Krister Johan Ahlberg		
		Z-1.2.7 Development of a toolkit to allow companies to create their own relative brands;	James Howe		
		Z-1.2.8 Launch marketing communication for the Zambian national honey brand domestically and in a test market;	Frédéric Couty		
		Z-1.2.9 Identifying TSI to develop a commercial/licensing model in supply chain management;	Leonardo Iebra Aizpurua		
		Z-1.2.10 Building capacity of TSI in supply chain management;			
		Z-1.2.11 Training the SMEs honey processors on supply chain knowledge and skills;			
		Z-1.2.12 Providing advisory services through ITC and TSI to SMEs in honey processing supply chain issues.			

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Output 1.3 Capacities of selected service providers along the value chains strengthened.	DBIS/EC	Z-1.3.1 Packaging needs assessment at the convention (supplier) level and at the packaging user level; Z-1.3.2 Packaging awareness building training provided to suppliers and processors; Z-1.3.3 Build the capacity of ZABS to be able to develop standards for food packaging in Zambia; Z-1.3.4 Strengthen the laboratory capacity of ZABS to test packaging; Z-1.3.5 Technical assistance to selected 5 SMEs to upgrade packaging	Ludovica Ghizzoni Khemraj Ramful Juan Hoyos Julia Oyiolo Hong Siew Lim Krister Johan Ahlberg James Howe Frédéric Couty Leonardo Iebra Aizpurua	(*) Above 60% in number of "satisfactory" or "very satisfactory" appraisals from participants in each workshop for building their capability to offer export business services for enterprise competitiveness	TSI & Enterprise Satisfaction Surveys
Output 1.4 Regional business contacts and networks strengthened/established in the selected agri-food value chains	DBIS/TS	Z-1.4.1 Organise regional trade missions, business meetings to exchange lessons, good practices and appropriate technologies; Z-1.4.2 Buyer seller meetings and trade fair participation for bee product exporters; Z-1.4.3 Develop an annual regional business directory	Miyoba Lubemba Sebastian Leonel Rodas Ben Mohamed Imamo	(*) More than 10 participants from honey sector attend national and regional networking events on honey trade each year (*) Minimum 1 matchmaking events, in-market promotion and inward buying missions delivered for the honey sector (*) At least 15 enterprises represented at matchmaking events, in-market promotion and inward buying missions per year	Mission/TSI Reports Enterprise Surveys
Output 1.5 Market opportunities activated	n/a			n\a	n\a

Outcome 2: Enhanced performance for trade and business support service providers in selected agri-food value chains at national and regional levels	● Number of institutions reporting improvements in their services to SMEs. Baseline: 0 Target: 3-5 (per country) ● Number of new value addition services introduced by the TSI s or trade associations serving selected products. Target 5-10 per country ● Number of SMEs reporting improved support/services from TSIs. Target: to be determined at the inception phase			● Enterprise surveys	A: supported sectors/VC remain high development priorities for the countries R: lack of Interest by partner TSI 's to co-operate regionally
Outputs	**ITC Technical Sections**	**Activities**	**ITC Staff**	**Performance indicators**	**Means of verification**
Output 2.1 Managerial and operational capacities of TPOs and selected sectoral TSIs strengthened	DBIS/TS	Z-2.1.1 Conduct an organisational assessment for the selected TSIs in the apiculture sector; Z-2.1.2 Based on recommendations of assessment, conduct trainings and/or advisory services for selected TSIs to strengthen their managerial and operational capacities.	Miyoba Lubemba Sebastian Leonel Rodas Ben Mohamed Imamo	(*) Minimum 4 TSIs assessed through institutional assessments and/or benchmarking studies by ITC (*) Minimum 6 technical backstopping and advisory services provided to developing and upgrading of TSIs service portfolio to meet clients' needs	Institutional Assessments Reports TSI Survey
Output 2.2 TSI service portfolio and technical capacities enhanced	DMD/TIS	Z-2.2.1 Review the institutional landscape including foreign trade and investment officers based in embassies, make recommendations; Z-2.2.2 Training on using and maintaining the monitoring cell on apiculture products; Z-2.2.3 Communication and promotion for the apicultural sector on the services of the monitoring cell established.	Shitaye Lemma	(*) At least 2 needs assessment completed within 3 yrs. about TSIs trade information services (*) At least 1 recurrent directory and bibliography on trade information services produced or updated per each key TSI (*) At least 2 sets of networked information resources, equipment and ICT facilities acquired and used by TSI s through ITC projects	Institutional Assessments Report TSI Survey
Output 2.3 Formal and informal TSI networks, including women-owned and ICBT organizations enhanced	n/a	Output 2.3 was not retained by the country team of Zambia		n\a	n\a
Output 2.4 National apex trade promotion bodies and business associations enabled to advocate business interests and to influence business and trade policies affecting regional trade	DCP/TFPB	Z-2.4.1 Facilitate a multi-stakeholder dialogue on policy issues impacting the apiculture sector; Z-2.4.2 Prepare studies on policy issues affecting apiculture sector	Ben Czapnik Giles Chappell	(*) Minimum 30 TSI representatives participate and provide positive appraisals on Trade Facilitation solutions advanced by regional trade policy workshops for their sectors	Evaluation survey of workshop results