FINAL EVALUATION OF THE NETHERLANDS TRUST FUND (NTF) PHASE IV-EXPORT SECTOR COMPETITIVENESS PROGRAMME

Evaluation Report (Annexes)

Prepared for

International Trade Centre

April 2022

LE GROUPE CONSEIL BAASTEL

Le Groupe-conseil baastel ltée

Rue de la Loi, 28 - 1000 Brussels, Belgium

92, rue Montcalm, Gatineau QC, Canada

P: +32 (0)2 893 0032

E: alexandre.daoust@baastel.com

W: www.baastel.com

TABLE
OF CONTENTS

Baastel

ANNEX 1: EVALUATION MATRIX

Key Evaluations Questions	Sub-Questions	Indicators	Data source	Data collection instrument
RELEVANCE				
1. To what extent do the NTF IV programme objectives and design respond to beneficiaries', global, country, and partner/institution needs, policies, and priorities?	1.1 To what extent do the programme results respond to the needs of all stakeholders (including women and youth, and the poor and disabled) as identified at the design stage?	- Correlation between the programme objectives and design with beneficiaries', global, country, and partner/institution needs, policies, and priorities - Correlation between the programme results with the needs of all stakeholders (including women and youth, and the poor and disabled) - Level of satisfaction of stakeholders	- Project Documents - Key informants from ITC, CBI, NTF IV programme management, projects' staff - Beneficiary SMEs, TISI	- Document review - Interview (KII) - FGDs - OS
	1.2 To what extent was the programme design and theory of change appropriately adapted to the contexts in each country?	- Alignment of the programme design to the contexts in each country - Alignment of the theory of change to the contexts in each country - Perception of project managers	- Project Documents - Key informants from ITC, CBI, NTF IV programme management, projects' staff	- Document review - Interview (KII) - OS
2. To what extent does the programme align with and support national development plans and priorities?[1]	2.1 To what extent does the programme align with and support the Sustainable Development Goal SDG 5.1 end poverty?	- Alignment of the programme to SDG 5.1 - Extent to which the programme supports SDG 5.1 - Number of references to SDG 5.1	- Project Documents - Key informants from ITC, CBI, NTF IV programme management, projects' staff	- Document review - Interview (KII)
	2.2 To what extent does the programme align with and support the Sustainable Development Goal SDG 5 gender equality?	- Alignment of the programme to SDG 5 - Extent to which the programme support SDG 5 - Number of references to SDG 5	- Project Documents - Key informants from ITC, CBI, NTF IV programme management, projects' staff	- Document review - Interview (KII)

[1]This key question that included SDG components have been broken down to address each SDG component separately

Baastel

Key Evaluations Questions	Sub-Questions	Indicators	Data source	Data collection instrument
	2.3 To what extent does the programme align with and support the Sustainable Development Goal 8 (promoting sustained, inclusive and sustainable economic growth including CSR);	- Alignment of the programme to SDG 8 - Extent to which the programme support SDG 8 - Number of references to SDG 8	- Project Documents - Key informants from ITC, CBI, NTF IV programme management, projects' staff	- Document review - Interview (KII)
	2.4 To what extent does the programme align with and support the Sustainable Development Goal target 8.5 (full and productive employment with decent salaries and working conditions);	- Alignment of the programme to SDG 8.5 - Extent to which the programme support SDG 8.5 - Number of references to SDG 8.5	- Project Documents - Key informants from ITC, CBI, NTF IV programme management, projects' staff	- Document review - Interview (KII)
	2.5 To what extent does the programme align with and support the Sustainable Development Goal 12 (responsible production and consumption)?	- Alignment of the programme to SDG target 12 - Extent to which the programme support SDG target 12 - Number of references to SDG target 12	- Project Documents - Key informants from ITC, CBI, NTF IV programme management, projects' staff	- Document review - Interview (KII)
3. To what extent were cross-cutting dimensions (human rights and gender equality; inclusion of youth; green growth and social responsibility) reflected in the design of the programme?	3.1 To what extent has integrating these cross-cutting issues been relevant to achieving the goals and results of the programme?	- Evidence of specific activities integrating/targeting cross-cutting dimensions such as (human rights and gender equality; inclusion of youth; green growth, and social responsibility) - Perception of project managers and stakeholders	- Project Documents - Key informants from ITC, CBI, NTF IV programme management, projects staff - Beneficiary SMEs, TISI	- Document review - Interview (KII) - FGDs
COHERENCE				
4. Regarding internal coherence, what is the compatibility of the NTF IV Programme within ITC and with CBI?	4.1 To what extend did the programme establish synergies and interlinkages with other interventions carried out by ITC or CBI?	- Evidence that the programme established synergies and interlinkages with other interventions carried out by ITC or CBI - Perception of project managers and stakeholders	- Project Documents - Key informants from ITC, CBI, NTF IV programme management, project's staff	- Document review - Interview (KII) - FGDs
5. Regarding external coherence, was the programme compatible and consistent with the interventions of other actors'	5.1 How well did the programme complement other trade-related interventions in each country?	- Evidence that the programme complemented other trade-related interventions in each country - Number of references to other trade related interventions	- Project Documents - Key informants from ITC, CBI, NTF IV programme management, projects staff -Beneficiary SMEs, TISI	- Document review - Interview (KII) - FGDs - OS

Key Evaluations Questions	Sub-Questions	Indicators	Data source	Data collection instrument
interventions in the same countries and sectors?		-Perception of project managers and stakeholders		
	5.2 Has there been complementarity, harmonization and coordination with other entities? If so, to what extent did the programme add value while avoiding duplication of effort?	- Evidence of complementarity, harmonization and coordination with other entities - Perception of project managers and stakeholders	- Project Documents - Key informants from ITC, CBI, NTF IV programme management, projects staff - Beneficiary SMEs, TISI	- Document review - Interview (KII) - FGDs
EFFECTIVENESS				
6. To what extent did the NTF IV programme achieve, or is expected to achieve, its objectives, and its attributable results along the causal pathway, including any differential results across groups?	6.1 To what extent are the results distributed across different groups?	- Evidence of the results distributed across different groups **Impact (see "impact section as well)** - Percentage increase in the income of beneficiary farmers /cooperatives/ SMEs/ individual service providers - Percentage increase in income of women beneficiaries from- SMEs /cooperatives/ farmers and individual service providers - Percentage of youth benefitting from increased income - Number of jobs (formal and informal) supported - Number of additional jobs created (midterm numbers) **Outcome** - Number of sector strategies, roadmaps and action plans implemented - Number of SMEs (disaggregated by gender and youth-led enterprises) reporting measurable improved international competitiveness as a result of NTF IV's support	- Project Documents - Progress reports - Key informants from ITC, CBI, NTF IV programme management, projects staff - Beneficiary SMEs, TISI	- Document review - Interview (KII) - FGDs

Key Evaluations Questions	Sub-Questions	Indicators	Data source	Data collection instrument
	6.2 To what extent do the results surpass the intended objectives of the programme?	- Extent to which the results surpass the intended objectives of the programme Intermediate Outcome 1 - Number of plans endorsed to reinforce mandate & financial sustainability of TISIs and specialized agencies; and to improve the regulatory framework and adopt good regulatory practices (quality, logistics, finance, etc.). Impact - Number of additional jobs created (midterm numbers) - Perception project managers and stakeholders	- Project Documents - Progress reports - Key informants from ITC, CBI, NTF IV programme management, projects staff - Beneficiary SMEs, TISI	- Document review - Interview (KII) - FGDs - OS
7. To what extent have the activities and outputs been delivered according to the quality requirements and the workplans?	7.1 Were baseline data established to measure progress?	- Evidence of baseline data - Perception of project managers and stakeholders, and beneficiaries	- Project Documents - Progress reports - Key informants from ITC, CBI, NTF IV programme management, projects' staff - Baseline reports - TISI surveys - Beneficiary SMEs, TISI	- Document review - Interview (KII) - FGDs
8. To what extent did stakeholders have a good understanding of the programme?	8.1 To what extent do all beneficiaries have access to the programme's deliverables (training, publications, etc.)?	- Evidence that all beneficiaries have access to the programme's deliverables (training, publications, etc.) **Intermediated Outcome 2** - Number of SMEs served by expert networks / associations through services in areas such as quality, supply chain management, packaging, or finance. - Number of TISIs with targets to bring women to market through SheTrades - Number of TISI clients, disaggregated by men and women owned, reporting improved services from selected TISIs including competitive intelligence. **Intermediate Outcome 1** - Number of plans endorsed to reinforce mandate & financial sustainability of TISIs	- Project Documents - Progress reports - Key informants from ITC, CBI, NTF IV programme management, projects' staff - Attendance lists, publications - Beneficiary SMEs, TISI	- Document review - Interview (KII) - FGDs - OS

Key Evaluations Questions	Sub-Questions	Indicators	Data source	Data collection instrument
		and specialized agencies; and to improve the regulatory framework and adopt good regulatory practices (quality, logistics, finance, etc.). - Number of sector plans or brands endorsed to include country branding/national identity and sector differentiation in their trade policies. -Number of action plans endorsed and incorporated into national policy including especially plans related to economic empowerment of women.		
	8.2 To what extent are the programme's deliverables (training, publications, etc.) being used by beneficiaries as intended?	- Evidence that the programme's deliverables (training, publications, etc.) are being used by beneficiaries as intended **Intermediate Outcome 3** - Number of SMEs reporting having made measurable changes in their business practices; and improving international competitiveness as a result of ITC support. - Number of entrepreneurs/ managers reporting new or revised business plans for entering international value chains - Number of SMEs certified in quality and/or sustainability standards. - Number of new product formulations launched in international markets. - US$ value invested by SMEs in R&D, new offerings (products/services). - US$ value of external financing attracted. **Intermediate outcome 2** - Number of TISIs reporting improved management and staff capacity **Intermediate Outcome 4** - Number market partners reporting they have established supplier development	- Project Documents - Progress reports - Key informants from ITC, CBI, NTF IV programme management, projects' staff - Attendance lists, publications -TISI survey -Beneficiary SMEs, TISI	- Document review - Interview (KII) - FGDs

Key Evaluations Questions	Sub-Questions	Indicators	Data source	Data collection instrument
		plans for SMEs in developing countries and LDCs. - Number of private sector partners reporting an intention to buy from / invest in exporting SMEs. - Number of private sector partners reporting an intention to buy from / invest in women-owned / led SMEs - Number of market linkages established. - Perception of beneficiaries		
	8.3 Are there any factors that prevent beneficiaries from accessing the results or services of the programme?	- Perception project managers and stakeholders, and beneficiaries	- Project Documents - Progress reports - Key informants from ITC, CBI, NTF IV programme management, projects staff - Beneficiary SMEs, TISI	- Document review - Interview (KII) - FGDs
9. Are there any results related to cross-cutting issues related to human rights and gender equality, youth, environment, and social responsibility?		- Evidence of results related to cross-cutting issues related to human rights and gender equality, youth, environment, and social responsibility **Outcome** - Number of Alliances for Action and SheTrades National Platforms in place - Number of SMEs that include climate resilient and sustainable business practices to improve their competitiveness (While climate resilient practices are related only to the Sierra Leone project, sustainable business practices will relate to all projects). - Perception project managers and stakeholders and beneficiaries	- Project Documents - Progress reports - Key informants from ITC, CBI, NTF IV programme management, projects staff - Beneficiary SMEs, TISI	- Document review - Interview (KII) - FGDs - OS
EFFICIENCY				
10. What is the extent to which the programme delivered results in an economic and timely way?	10.1 To what extent have inputs (funds, expertise, human resources, time, etc.) been converted into outputs, outcomes and impacts (relative to the entire results chain),	- Timeliness of delivery of results - Adequacy of the achievements of outputs, outcomes and impacts with workplan	-Project Documents -Progress reports - Financial reports	- Document review - Interview (KII) - FGDs - OS

Baastel

Key Evaluations Questions	Sub-Questions	Indicators	Data source	Data collection instrument
	in the most cost-effective way possible, within the intended timeframe?	- Adequacy of expenditures with budget plan - % of budget spent - % and cost of personnel	-Key informants from ITC, CBI, NTF IV programme management, projects' staff	
11. How does the NTF IV investment compare to the realized benefits in US dollar terms as compared to the baselines per programme (what is the ROI?)?[2]		- ROI - Comparison between the NTF IV investment and the realized benefits in US dollar terms	-Project Documents -Progress reports - Financial reports -Key informants from ITC, CBI, NTF IV programme management, projects' staff	- Document review - Interview (KII) - FGDs
12. How well was the programme managed in order to address operational efficiency, within ITC as well as the local project coordination teams?	12.1 How effective have the management arrangements been in the delivery of the programme?	- Level of understanding of the stakeholders of the management arrangements and any procedure - Time estimated to set-up the management and coordination structure - Level of satisfaction of programme management staff and the local project coordination teams	- Project Documents - Progress reports - Financial reports - Key informants from ITC, CBI, NTF IV programme management, projects' staff	- Document review - Interview (KII) - FGDs - OS
	12.2 To what extent was the Steering Committee effective in its role of supporting and guiding the programme management?	- Extent to which the Steering Committee support and guide the programme management - Type and number of revisions on the project implementation structure - Level of satisfaction of the programme management staff	- Project Documents - Progress reports - Financial reports - Key informants from ITC, CBI, NTF IV programme management, projects' staff	- Document review - Interview (KII) - FGDs
	12.3 To what extent was the administrative cost comparable to that of other development partners?	- Comparison between programme administrative cost to that of other development partners	- Project Documents - Progress reports - Financial reports - Key informants from ITC, CBI, NTF IV programme management, projects' staff	- Document review - Interview (KII) - FGDs
13. Was a monitoring system put in place that enabled effective	13.1 Was the monitoring system revised or changed during the course the programme's implementation?	- Evidence that reporting/monitoring was disaggregated by relevant criteria	- Project Documents - Progress reports - Financial reports	- Document review - Interview (KII) - FGDs

---

[2] To answer this question, the ET will heavily rely on data provided by the programme. If there are gaps in data concerning the benefits realized, the team will have difficulty providing informative analysis for the question.

Baastel

Key Evaluations Questions	Sub-Questions	Indicators	Data source	Data collection instrument
management, implementation and accountability?		- Existence and quality of a reporting/monitoring strategy - Adequacy of monitoring tools and indicators to measure results achieved - Level of satisfaction of staff using the monitoring tools - Level of satisfaction of staff receiving monitoring reports	- Key informants from ITC, CBI, NTF IV programme management, projects' staff	
IMPACT				
14. To what extent has the programme generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects?	14.1 To what extent can observed changes be linked to the programme's interventions?	- Evidence of changes observed linked to the programme's interventions - Perception of project managers and stakeholders - Level of satisfaction of beneficiaries **Outcome** - Number sector strategies, roadmaps and action plans implemented - Number of institutions reporting improved service delivery as well as improved operational and managerial performance as a result of NTF IV's support. **-** Number of SMEs (disaggregated by gender and youth-led enterprises) reporting measurable improved international competitiveness as a result of NTF IV's support - Number of SMEs (disaggregated by gender and youth-led enterprises) having transacted business as a result of NTF IV's support (judged as an improvement of at least one of the following criteria: increased export revenue, new markets developed, increased number of clients, increased inquiries from potential foreign clients)	- Project Documents - Progress reports - Key informants from ITC, CBI, NTF IV programme management, projects staff - Beneficiary SMEs, TISI	- Document review - Interview (KII) - FGDs - OS
15. To what extent has the programme generated inclusive	15.1 To what extent has the programme generated inclusive and sustainable	- Evidence of improved livelihood of communities / farmers / SMEs /	Project Documents -Progress reports	- Document review - Interview (KII)

Baastel

Key Evaluations Questions	Sub-Questions	Indicators	Data source	Data collection instrument
and sustainable development through improved livelihood of communities / farmers / SMEs / households (particularly for women and youth)	development through income generation and an increased share of the additional wealth created?	households (particularly for women and youth - Evidence of an increased share of the additional wealth created? **Impact** - Percentage increase in the income of beneficiary farmers /cooperatives/ SMEs/ individual service providers - Percentage increase in income of women beneficiaries from- SMEs /cooperatives/ farmers and individual service providers - Percentage of youth benefitting from increased income. - Number of jobs (formal and informal) supported - Number of additional jobs created (midterm numbers) - Perception of project managers and stakeholders - Level of satisfaction of beneficiaries	-Key informants from ITC, CBI, NTF IV programme management, projects staff -Beneficiary SMEs, TISI	- FGDs - OS
16. To what extent has the programme contributed to SDGs 5, 8 and target 8.5, and 12?		- Evidence of programme contribution to SDGs 5, 8 and target 8.5, and 12 - Perception of project managers and stakeholders - Level of satisfaction of beneficiaries	- Project Documents - Progress reports - Key informants from ITC, CBI, NTF IV programme management, projects staff -Beneficiary SMEs, TISI	- Document review - Interview (KII) - FGDs - OS
SUSTAINABILITY				
17. What is the extent to which the net benefits of the programme continue, or are likely to continue?		- Level of engagement of beneficiaries in the project's activities and implementation - Perception of project managers and stakeholders - Level of satisfaction of beneficiaries	- Project Documents - Progress reports - Key informants from ITC, CBI, NTF IV programme management, projects staff - Beneficiary SMEs, TISI	- Document review - Interview (KII) - FGDs
18. To what extent are the financial, economic, social, environmental, and institutional capacities of the systems needed to sustain	18.1 To what extent has engagement with stakeholders in the ecosystem	- Level of institutional capacity-development through the programme - Evidence of the implementation of economic, social, environmental and	- Project Documents - Progress reports	- Document review - Interview (KII) - FGDs - OS

Baastel

Key Evaluations Questions	Sub-Questions	Indicators	Data source	Data collection instrument
the net benefits over time in place?	(enabling environment) been strengthened under NTF IV? 18.2 If so, what are recommendations to improve this engagement further–especially for NTF V?	institutional capacities of the systems needed to sustain the net benefits over time - Perception of project managers and stakeholders and beneficiaries - Level of satisfaction of beneficiaries	- Key informants from ITC, CBI, NTF IV programme management, projects staff -Beneficiary SMEs, TISI	
19. How effective has the programme been in establishing national ownership in each country?		- Evidence that the programme established national ownership in each country - Perception of project managers and stakeholders	- Project Documents - Progress reports - Key informants from ITC, CBI, NTF IV programme management, projects staff - Beneficiary SMEs, TISI	- Document review - Interview (KII) - FGDs - OS
20. What are the factors that may influence the achievement or non-achievement of sustainability of the programme including cross-cutting issues?		- Evidence of factors that may influence the achievement or non-achievement of sustainability of the programme including cross-cutting issues - Perception of project managers and stakeholders	- Project Documents - Progress reports - Key informants from ITC, CBI, NTF IV programme management, projects staff - Beneficiary SMEs, TISI	- Document review - Interview (KII) - FGDs
21. To what extent was a specific exit strategy or approach prepared and agreed upon by key partners to ensure sustainability?		- Existence and quality of the exit strategy - Level of knowledge of the exit strategy - Perception of project managers and stakeholders - Level of satisfaction of beneficiaries	- Project Documents - Progress reports - Key informants from ITC, CBI, NTF IV programme management, projects staff - Beneficiary SMEs, TISI	- Document review - Interview (KII) - FGDs

Baastel

ANNEX 2: RISKS AND ASSUMPTIONS PER PROJECT

Table 1: Risks and assumptions Mano River

Impact and Outcomes	Risks and Assumptions
Development Impact: Inclusive and Sustainable Development: Improved livelihood of farmers through income generation	R: Unstable political situation in Guinea R: Climatic/sanitary hazard affecting production R: International cocoa price instability A: Producers and growers continue to prioritize cocoa products supported by the project A: Cocoa sectors/Value Chain (VC) remain high development priorities for the countries A: Stable political situation in Sierra Leone and in Liberia
Project Outcome: SMEs in the cocoa value chain will become more competitive through an improved value chain and through enhanced ability to meet market requirements and create value for increased trading in a sustainable manner	R: Unstable political situation in Guinea R: Climatic/sanitary hazard affecting production R: International cocoa price instability R: Low cocoa sales due to disruption from Global health crisis, Corona disease of 2019 (Covid-19) A: Producers and growers continue to prioritize cocoa products supported by the project A: Cocoa sectors/VC remain high development priorities for the countries A: Stable political situation in Sierra Leone and in Liberia
Intermediate outcome 1: Policy makers and regulators endorse relevant plans and agreements for market access and enhancing the business environment to reflect SME investment, and export objectives in the cocoa sector.	R: Political instability in Guinea causes major change in government structure A: Constructive dialogue between public and private stakeholders A: No important changes in institutional heads in Sierra Leone or in Liberia due to political instability
Intermediate outcome 2: TISIs and trade/business support providers extend and improve their services in the cocoa sector	R: TISIs in Guinea undergo important modifications R: Lack of stakeholder consensus and cooperation on common issues A: Coordination with other projects to avoid duplications A: TISIs are committed to perform their support function to their members. A: No important changes in institutional heads in Sierra Leone or in Liberia due to election and potential political instability A: Institutional resources do not diminish
Intermediate outcome 3: Female and male SME owners/managers and producer groups implement business decisions that raise their competitiveness in the cocoa value chain	R: Unstable political situation in Guinea R: Climatic/sanitary hazard affecting production and supply chain

Baastel

Impact and Outcomes	Risks and Assumptions
	R: Price drop on international market A: Collaboration of exporters and agents to upgrade the value chain A: Existing small businesses and producer groups are interested in developing their market competence
Intermediate outcome 4: SMEs linked to international companies for sourcing and sustainable product/service and market development	R: Climatic/sanitary hazard affecting exporters' supply R: International price drop A: Continued interest from international market partners to source from SMEs
Added risks during project implementation:	R: Unpredictable internet shutdowns: most SMEs rely on the internet to trade and cannot do it without internet access and cannot either access online support activities without a connection R: NTF IV B2B events getting cancelled due to future waves of COVID-19 and related measures

Table 2: Risks and assumptions for Myanmar

Impact and Outcomes	Risks and Assumptions
Development Impact: Inclusive and sustainable tourism development in Myanmar: Improved livelihood of local village stakeholders and providers of product and services, including through income generation and an increased share of the additional wealth generated	A: Relationships between Myanmar government and donor government remain stable throughout the project's implementation period
Project Outcome: Tourism and tourism-related SMEs and local products and service providers are more competitive through improved value chains and through enhanced ability to meet market requirements and create value in a sustainable manner.	R: Lack of trust between Government and local communities in the new state R: Weak commitment by local partner associations and limited absorption capacity A: Central and State Government provides political support to the project A: Local project partners are willing to cooperate in a proactive manner
Intermediate outcome 1: Ministry of Hotels and Tourism (MOHT) and Ministry of Commerce (MOC) endorse relevant plans and agreements for market access and enhance the business environment to reflect export objectives in the tourism sector	R: Ministries do not have staff (or high turnover of staff) to assure a proper follow-up on capacity building activities (e.g. Monitoring and Evaluation (M& E) or statistics)
Intermediate outcome 2: Tourism and tourism-related sector associations extend and improve their services to the focus sector	R: Weakness in government institutions at local level R: Lack of ownership of the project and project's tools by associations. Reliance on external assistance and lack of forward-thinking A: Existing tourism-related associations interested in participating in project activities and are interested in enhancing quality of their offer.
Intermediate outcome 3: Female and male SME owners and local tourism products and service providers implement business decisions that raise their competitiveness in the international tourism and tourism-related value chains.	R: Local companies and community producers are not willing or cannot allocate time for training

Baastel

Impact and Outcomes	Risks and Assumptions
	A: Local companies and community producers are interested in adapting product and services offer to international tourist demand
Intermediate outcome 4: Tourism and tourism-related SMEs linked to international markets	A: Enterprises are responsive and follow up on buyer solicitations A: Tourism industry favorable of buying local

Table 3: Risks and assumptions Senegal

Impact and outcomes	Risks and assumptions
Development Impact: Inclusive and Sustainable Development: Improved livelihood of SME owners (particularly women and youth) through income generation and an increased share of the additional wealth created	R: Lack of qualified young and female personnel in the IT/ITES sector/ High barriers for young and female personnel in the IT/ITES sector R: Need for human resources in the IT/ITES sector decreases due to rapid automation and creation of new technologies A: Increased business success creates jobs and this in turn leads to better income for the people engaged in the IT&ITES sector, particularly youth A: Increased competitiveness promotes business success and thus leads to higher revenue and re-investment possibilities
Project Outcome: Export competitiveness of the Senegalese IT&ITES sector is increased at firm and TISI level	R: Poor follow up by partner TISIs and beneficiary enterprises R: High attrition rate of assisted enterprises A: Internal political tensions between stakeholders make national ownership difficult
Intermediate Outcome 1: Policy makers coordinate the design of a Sector Export Strategy through an industry-wide coordination effort	R: Internal political tensions between stakeholders make national ownership difficult A: Political will is strong enough between public and private sector to own the plan nationally
Intermediate Outcome 2: TISIs, Organisation des Professionnels des Technologies de l'Information et de la Communication au Sénégal (OPTIC) and Agence Sénégalaise de Promotion des Exportations (ASEPEX) extend and improve their export-related services for IT & ITES businesses	R: Insufficient experience of staff members in working with SMEs and exports in the IT&ITES sector R: Insufficient number of companies willing to pay for paid services A: TISIs work as a sustainable multiplier of knowledge from which a significant number of enterprises take advantage A: TISIs are able to identify beneficiary enterprises with export potential
Intermediate outcome 3: SME and start-up company owners/ managers implement business decisions that raise their competitiveness in the selected international value chains.	R: Unavailable local trainers to ensure the sustainability of the training deployment R: Staff attrition, in particular among the qualified staff A: SMEs are interested in developing their market competence

Impact and outcomes	Risks and assumptions
Intermediate outcome 4: Beneficiary companies and supported private sector associations develop international linkages and build partnerships in view of funding and/or sales	R: Inconsistency in the supply of quality product of services R: Lack of follow-up by companies A: SMEs are professional in following up on buyer solicitations A: SMEs are responsive and follow up on buyers' solicitations A: Beneficiary enterprises of NTF IV interventions in the same sector in Senegal are willing to cooperate and share experiences and lessons learned

Table 4: Risks and assumptions for Uganda

Impact and outcomes	Risks and assumptions
Development Impact: Inclusive and Sustainable Development: Improved livelihood of SME owners, their households and employees (particularly for women and youth) through income generation and an increased share of the additional wealth created	R: Need for human resources in the Information Technology (IT) / Information Technology Enabled Services (ITES) sector decreases due to rapid automation and creation of new technologies. A: Increased competitiveness creates wealth in the medium/long term for the people engaged in the IT & ITES sector, particularly youth.
Project Outcome: Export competitiveness of the Ugandan IT & ITES sector is increased at firm and TISI level	R: High attrition rate of assisted enterprises A: Beneficiary enterprises and start-ups are equipped to take advantage of NTF IV B2B activities.
Intermediate Outcome 1: Policy makers and regulators monitor and coordinate the implementation of the endorsed Business Process Outsourcing (BPO) Strategy, integrating the Sector Export Plan and Country Marketing Plan	R: Lack of resources to invest into the Business Process Outsourcing (BPO) strategy update available A: The government is willing to invest into the update of the BPO strategy
Intermediate Outcome 2: TISIs are functional and extend and improve their export-related services for IT & ITES businesses.	R: TISIs remain under resourced and unable to gain credibility in export promotion A: A: Partner TISIs are eager to improve their performance and offer sustainable export promotion services
Intermediate Outcome 3: SME and start-up company owners/ managers implement business decisions that raise their competitiveness in the selected international value chains	R: Beneficiary SMEs do not implement the approved changes to improve their competitiveness A: SMEs are capable and committed to improve their managerial and operational processes
Intermediate Outcome 4: Beneficiary companies and supported private sector associations develop international linkages and build partnerships in view of funding and/or sales	R: Lack of resources to build sustainable export linkages A: Export-oriented SMEs and TISI join forces to creating sustainable business linkages

Baastel

ANNEX 3: DATA COLLECTION AND ANALYSIS METHODS

1) Inception phase

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

- The ET held one official online discussion to kick-off the evaluation process on July 8th, 2021. Other meetings to address additional issues during the inception phase were held. These start-up meetings helped the ET better understand the evaluation object and scope, deliverables, and the roles of the ITC IEU and the project management team.

- Early in the process, the ET requested from the ITC IEU the relevant ITC policies and strategies, all the documentation regarding the field-based projects and the management project under NTF VI, and all past NTF programme evaluations. Here is the specific list of documents requested:

  - Phase IV Agreement with CBI;
  - Progress and/or annual reports (i.e., to CBI);
  - Financial reports (annual);
  - Technical information (e.g., training content);
  - Past evaluations;
  - Meeting notes;
  - Any monitoring database/data repertoires; and
  - Any secondary or background information linked to NTF IV in one way or another.
- The files, reports and other documents provided by the IEU and programme management team have been reviewed by the ET to inform the IR and the detailed evaluation matrix.

Step 2: IR & Development of Data Collection Tools

- The evaluation team prepared a draft Inception Report (IR) that provided all the elements needed to pursue the evaluation process:

  - evaluability assessment and contextual analysis;
  - a revised methodology and workplan;
  - an analysis of risk and mitigation measures;
  - an evaluation matrix;
  - a sampling approach;
  - a list of participants for interviews/FGDs;
  - data collection tools (i.e., interview guides, observation forms, survey questionnaire);
  - a ToC; and
  - a strategy for dissemination.
- The IR provided a detailed presentation of the approach the ETI used to assess project management and the extent to which the results have been reached. The IR confirms that the approach is endorsed by key stakeholders, validates indicators at outcome level, and outlines the use of the evaluation matrix.

- Based on the evaluation matrix, data gathering tools were developed: i) a document review data collection matrix (internal document used by the ET); ii) customized interview protocols, iii) FGDs guides that were used with respondents and beneficiaries, as well as iv) a direct observation grid, v) survey questionnaire. All tools focus on the essential issues pertaining to the evaluation exercise and allow the respondents to define, inform and/or validate them. The tools were developed in English and the survey questionnaires were translated into French, Burmese.

- The IR was submitted for validation of its content by ITC IEU in order to facilitate the participation of relevant stakeholders in the evaluation process (the IEU decided with which stakeholder it would share the IR). A final IR that includes the consolidated comments received by the ITC IEU on the draft IR was resubmitted.

Once approved, the final inception report served as the roadmap for the rest of the evaluation and the working document from which decisions were taken.

🌐 Baastel

2) Data Collection Phase

Step 3: In-depth Desk Review

- The in-depth desk review allowed for data to be collected prior to interviews conducted by Skype/Zoom and during direct observations. It allowed the interviews to potentially support data collected and/or provide alternative views, a process that forms the core of the information triangulation process. Data from the document review was being systematically classified by evaluation questions and relevant indicators.

Step 4: Interviews & FGDs with Key Stakeholders and Beneficiaries/ Online survey

- A complete list of respondents for the interview and FGDs processes is available in annexes 4. The ET extensively relied on the support of the ITC, mainly the project management team, to support in reaching out to selected respondents.

- *Key Informants Interviews (KII)*: The ET used a semi-structured approach tailored to different categories of stakeholders, based on interview protocols designed during the inception phase. Semi-structured interview formats allowed the team to ask a variety of stakeholders some of the same questions in order to facilitate triangulation but also explore other topics that arise in the interview process or that are specific to a given interviewee. Some interviews were conducted in person by the national experts based in the different countries, while other interviews were conducted remotely by the international experts and national experts .

- *Focus Group Discussions (FGD):* These were organized, depending on availability and scheduling, with several stakeholder groups in the different countries. Context-specific and interactive discussion helped build an understanding of factors that facilitate or impede projects and programme results. Four (4) FGDs were organised and conducted in the MRC region by the national expert affiliated to this region. Each FGD included participants with certain shared characteristics (e.g., a group of senior managers, a group of women, a group of young people, etc.) to facilitate targeted discussion. This also helped minimize the impact of gender and other dynamics by creating spaces where stakeholders feel comfortable about sharing their views and experiences – which may be especially important in data gathering and reflection with women, youth, disabled people, or other potentially marginalized groups.

- *Online Survey (OS):* given the number, diversity, and geographic dispersion of programme stakeholders, an OS were undertaken, using the [Qualtrics](#) online platform.[3] Questionnaires suitable for smartphone users were used to gather perspectives from a larger number of target stakeholders than those that can be reached via interviews or focus group discussions. Three survey questionnaires were developed in English, French, Burmese and, potentially, other languages if considered relevant or necessary. It is to be noted that the OS questionnaires were developed separately as this required particular attention and were peer-reviewed internally at Baastel with consultants outside the NTF IV ET, commented by ITC representatives, uploaded on Qualtrics and tested for flow and skip logic mistakes.

- *Direct observations*: The national experts conducted two (2) direct observation (in Sierra Leone and Liberia) and interviews that include site visits to selected SMEs to validate project results. This allowed them to study the SMEs in their natural setting and gain a richer understanding of their nature, action patterns, problems, successes, and more than is possible through documentation and interviews alone. The ET used the indicators developed in the evaluation matrix and created observation record forms to standardize the observation process and ensure that most useful information is gathered.

Sampling Strategy
- The sampling approach was one of the key elements that ensured the success of this assignment. A **purposive sampling** ensured appropriate representation of a range of voices and circumstances, taking into account the six country-specific projects/programme. The sampling

---

[3] Baastel has a professional (paid) [Qualtrics](#) account allowing for the use multiple features useful for complex OS.

🌐 Baastel

strategy was developed, drawing on the desk review, stakeholder mapping, and consultations that take place during the inception phase.

- Given the broad scope of the NTF IV programme, the number of stakeholders and the diverse operating context, the evaluation covered as much ground as possible while taking into consideration time and budget constraints, as well as the Covid-19 restrictions of movements and contacts. Therefore, the evaluation considered all the field-based projects alignment with the NTF IV programme's ToC as well as the NTF IV Programme Management, the governance and project implementation structure created to support the four field-based projects. However, a **non-probability (purposive) strategy** was used to select a sample of NTF IV beneficiary SME's, start-ups and TISI for in-depth analysis of results (for KIIs and FGDs). The OS was sent to all stakeholders for whom an email address was available. The team remained flexible to any change in sampling choice. Sampling criteria included individual characteristics such as gender, [4] age, and disability, as well as variables such as geographic locations, organizational setup, and project focus and funding of the interventions. Other criteria such as population, and security, Covid 19 situation, type of stakeholders, location of key stakeholder institutions were also taken into consideration.

- Considering these constraints and the scope of the evaluation, the ET conducted more than the 80 Skype/Zoom interviews planned which included those conducted with the NTF IV management, staff and CBI and Dutch Ministry of Foreign Affairs representatives. This adds up to almost four interviews per day within the budget-planned ten days per countries of data collection through interviews. These estimates were theoretical, and it does not mean that four interviews per day was conducted day after day. Moreover, given the political in Myanmar and UN restricted relation with the government[5], interviews were conducted mainly with SMEs and individual service's providers. The ET remained flexible and adapted to potential respondents' schedules.

- In this context, the ET presented a sampling approach which aimed to respect the criteria presented above. Below is the result of the sampling process.

Interviews of Direct Beneficiaries and Other Stakeholders

- For each country, the ET considered the total number of SMEs and TISIs to determine a number of interviews. Overall, depending on that total number and considering the level of effort planned for the data collection, between 25% to 50% of the population would be interviewed. When it comes to other stakeholders, apart from SMEs and TISIs, normally, all of the representatives were interviewed, some in a grouped manner to ensure feasibility. In case there was more than one representative per entity, those to be interviewed were chosen based on their availability, their involvement in the NTF IV programme and in collaboration with the ITC.

Table 9: Sampling Process

Countries	Type of stakeholders			Total
	BSO	Beneficiary SMEs[6]	Other stakeholders[7]	
Uganda	9	8	10	**27**
Myanmar	2	3	4	**9**
Guinea, Liberia and Sierra Leone (Mano River Union)	4	16	8	**28**
Senegal	5	6	5	**16**
Total	**20**	**33**	**27**	**80**

---

[4] Gender balance in the sampling of respondents is not always possible given that gender parity in key roles may be lacking. Where this is the case, efforts will be made to ensure meaningful representation of women and youth, and evaluation reporting will reflect on this issue. If feasible, gender ratios among respondents will be compared to relevant overall gender ratios.
[5] UN guidelines in regard to the political situation in Myanmar prohibited UN staff to interact and communicate with Government representatives.
[6] In Myanmar, the beneficiaries SMEs include individual services providers. For Uganda as well as other countries, start-ups are also included
[7] Government counterparts, Donors, including Dutch embassies in the targeted countries, NGOs, Association, policy makers and regulators etc…

Interviews of NTF IV programme management and Staff and CBI

- All NTF IV programme management and project staff and CBI and the Dutch Ministry of Foreign Affairs representatives as well as any relevant stakeholders were interviewed.

- Most of the NTF IV programme management and staff and CBI were interviewed. BSOs, SMEs and other stakeholders such as government counterparts, NGOs, association were also consulted. So far, the total number of stakeholders consulted is 83 which is more than the 80 planned in the inception phase.

Table X: Data collection per type of stakeholders

Countries	Type of stakeholders				Total
	BSO	SMEs[8]	Other stakeholders[9]	Project team	
Uganda					24
Myanmar	3	6	4	4	17
Guinea, Liberia and Sierra Leone (Mano River Union)	11	11	5	3	30
Senegal		8	2	2	12
Total					83

- 77 KIIs, 4 Focus Group discussion, 3 sites visit were conducted. In addition, 62 stakeholders responded to the online survey.

Table X: Data collection per methods

Countries	Methods of data collection				Total
	KIIs	FGDs	Direct Observation	Online Survey	
Uganda	24			14	
Myanmar	17			11	
Guinea, Liberia and Sierra Leone (Mano River Union)	25	4	2	16	
Senegal	11		1	16	
Other				5	
Total	*77*	*4*	*3*	62	

- Regarding the online survey, 3 questionnaires were drafted: one for the BSO and SMEs, another one for the Project team, donors and partners and the last for the other stakeholders (NGO, Association…). The questionnaires were translated in French and Burmese. Initially set for 2 weeks, the survey deadline was extended twice. Moreover, the ET benefited from the project team support in each country to motivate the different stakeholders to complete the survey.

Table X: Data collection per methods

	BSO and SMEs	Project team and Partners	Other stakeholders	Total
Audience size	139	19	32	190
Responses	39	14	9	62
Response rate	28%	74%	28%	

---

[8] In Myanmar, the beneficiaries SMEs include individual services providers. For Uganda as well as other countries, start-ups are also included

[9] Government counterparts, Donors, including Dutch embassies in the targeted countries, NGOs, Association, policy makers and regulators etc…

Baastel

Reporting Phase

Step 5: Data Analysis

- Once data was collected through document review, interviews, FGDs, survey and direct observation, it was analysed using the triangulation method. Careful review and triangulation-based findings on valid, inclusive, and reliable evidence, with any identified data gaps addressed through follow-up data collection. The gender lens adopted for the evaluation as a whole provided a consistent angle on all findings and conclusions, and the team ensured cross-cutting youth engagement, green growth and environment, and social responsibility were also reflected throughout.

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

Table 10: Triangulation Matrix

Criteria, Questions/Sub-questions and Indicators	Data and Findings from Different Lines of Evidence				Findings
	Document Review	**Interviews**	**FGDs**	**Direct observation**	
1. Relevance					
Question 1-"n"					
Indicator 1-"n"					
Relevance Conclusions					
2. Sustainability					
Question 1-"n"					
...					

- At the end of the country data research process and a preliminary analysis, the ET organized a virtual validation and learning workshop for each country/region (e.g., Senegal, Uganda, Myanmar, Mano Region) with key stakeholders and ITC IEU. This included a joint presentation of the preliminary findings and breakout sessions to discuss evaluation findings and provide feedback to the evaluation team. This was discussed with the ITC; if it is better to have just one workshop, the evaluation team remain flexible.

Step 6: Draft and Final Report

- Following data collection and analysis, the ET developed the draft evaluation report, which presented the purpose, scope, and limitations of the evaluation; a description of the methodology used; and findings, conclusions, good practices, lessons learned and concrete recommendations that are thoughtful, practical and evidence-based. As the assessment questions and matrix were structured around the evaluation criteria, this logical and simple sequence, i.e., relevance, effectiveness, efficiency and sustainability, also formed the basic structure of the report itself: under each main section, which was aligned on the evaluation criteria, the findings was first clearly stated, followed by the evidence and explanations leading to conclusions and finally to recommendations and lessons learned.

- The findings for each criterion were rated on a six-point scale in addition to the composite rating for the overall project. As for the findings, the ratings were backed by evidence and explanation based on the evaluator's observations and analysis. The six-point scale included:
    - Highly Unsatisfactory
    - Unsatisfactory Moderately
    - Unsatisfactory
    - Moderately Satisfactory
    - Satisfactory Highly
    - Satisfactory
- The qualitative data that was collected as supporting evidence to the findings was 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.)
- The draft evaluation report was submitted for review to ITC IEU, who shared consolidated written comments with the evaluation team. Final evaluation report that included the consolidated comments received by ITC IEU on the draft evaluation report, audit trail, evaluation communication notes and infographic was drafted.

ANNEX 4: LIST OF DOCUMENTS CONSULTED

- ITC. Mano River: Value Chain Development for Cocoa (NTF IV) (B586). TRTA Project.
- ITC. Senegal: Export development of IT and IT-enabled services (NTF IV) (B390). TRTA Project
- ITC. Uganda: Export development of IT and IT-enabled services (NTF IV) (B387). TRTA Project
- ITC (2016). NTF IV programme. Programme Proposal for Consideration by the Dutch Ministry of Foreign Affairs. October 2016.
- ITC (2017). Netherlands (NTF IV). Trust Funds Account. Status of Funds at 31 December 2017.
- ITC (2017). NTF IV programme. Programme Proposal for Consideration by the Dutch Ministry of Foreign Affairs. August 2017.
- ITC (2017). Project: B586- Mano River STEP. 28 to 30 November 2017.
- ITC (2017). Project: B586- Mano River STEP. Sierra Leone. 30 October to 3 November 2017.
- ITC (2018). Global Entrepreneurship week-Dakar + Seedstars World. Note for file. Banjul. November 2018.
- ITC (2018). Guinee : Mission de pre-engagement de l'ITC. Note for the File. Conakry 11-13 December 2018
- ITC (2018). NFF Ambition Africa 2018. Note for the file. Dakar. October 2018.
- ITC (2018). NFF-NTF IV Senegal & Uganda-participation in DEMO Africa. Note for the file. October 2018.
- ITC (2018). NFF-NTF IV Uganda participation in Kampala innovation Week. Note for the file. August 2018
- ITC (2018). Netherlands (NTF IV). Trust Funds Account. Status of Funds at 30 June 2018.
- ITC (2018). Netherlands (NTF IV). Trust Funds Account. Status of Funds as at 31 December 2018.
- ITC (2018). Netherlands Trust Fund IV Annual Report. July 2017-June 2018.
- ITC (2018). NTF IV Newsletter I. April 2018
- ITC (2018). NTF IV Newsletter I. July 2018
- ITC (2018). NTF IV Newsletter I. October 2018
- ITC (2018). NTF IV Newsletter I. December 2018
- ITC (2018). Participation to ITB 2018 in Berlin. Note for file. March 2018.
- ITC (2018). Programming mission to Tanintharyi region. Note for the file. Myanmar. March 2018.
- ITC (2018). Sierra Leone: NTF IV Workplanning. Note for File. February 2018.
- ITC (2019). Internationale Tourismus-Börse (ITB) Berlin 2019. Note for File. March 2019.
- ITC (2019). Meeting with CBI. Note for the file. The Hague. Janvier 2019.
- ITC (2019). Mission to Myanmar for Steering Group visit and mid-term evaluation. Note for the File. Myanmar. September 2019
- ITC (2019). Mission to Shan and Kayah State. Note for the file. Myanmar. May 2019.
- ITC (2019). Netherlands (NTF IV). Trust Funds Account. Status of Funds at 30 June 2019.
- ITC (2019). Netherlands (NTF IV). Trust Funds Account. Status of Funds as at 31 December 2019.
- ITC (2019). Netherlands Trust Fund IV Annual Report. July 2018- September 2019.

Baastel

- ITC (2019). NFF-NTF IV Sénégal, Mission exploratoire à Bruxelles. Note for file. Février-Mars 2019.
- ITC (2019). NFF Training on « Comment gérer ma croissance ». Note for file. Dakar. February 2019
- ITC (2019). NTF IV Newsletter I. March 2019
- ITC (2019). NTF IV Newsletter I. June 2019
- ITC (2019). NTF IV Newsletter I. September 2019
- ITC (2019). NTF IV Newsletter I. December 2019
- ITC (2019). NTF IV Uganda and Senegal at Mobile World Congress. Note for the file. Barcelona. February 2019.
- ITC (2019). World Tourism Forum Lucerne. Note for the File. Lucerne. May 2019.
- ITC (2020). Netherlands Trust Fund IV Annual Report. Annual Report 2020.
- ITC (2020). Netherlands Trust Fund (NTF) IV. Export Sector Competitiveness Programme. Midterm Self-Evaluation. Final. May 2020
- ITC (2020). NTF IV Newsletter I. Q1 2020
- ITC (2020). NTF IV Newsletter I. Q2 2020
- ITC (2020). NTF IV Programme Newsletter. October 2020
- ITC (2020). NTF IV Programme Newsletter. December 2020
- ITC (2021). NTF IV Programme Newsletter. April 2021
- ITC (2021). NTF IV Programme Final Newsletter. July 2021

ANNEX 5: LIST OF PEOPLE INTERVIEWED

NAME	GENDER	ORGANIZATION	EMAIL	POSITION	CATEGORY OF STAKEHOLDER
SENEGAL					
El Hadj SEYE	Male	OPTIC	elhaseye@optic.sn	Secrétaire Permanent	PSC & BSO
Elise ANTOINE	Female	Dutch Embassy in Senegal	elise.antoine@minbuza.nl	Expert Economist	PSC
Diabel NDAW	Male	ITC	diabel.ndaw@gmail.com		ITC
Moustapha BARRO	Male	ITC	mbarro@intracen.org	Start up Relations & Engagement Associate NTF IV Sénégal	ITC
Momar DIOP	Male	ADN TECH	momar.diop@adncorp.com	CEO	Beneficiary
Mohamed A. Diallo	Male	BYFILLING	mohamed@byfilling.com	CEO	Beneficiary
Nafissatou SALL	Female	CALL ME	nafisall@groupechaka.com	Directeur Général	Beneficiary
Julie REPETTI	Female	SetTIC	julie.repetti@settic.sn	Co-fondatrice	Beneficiary
Coura FALL	Female	SAMRES SENEGAL SUARL	coura.fall@samres.se	Directeur general	Beneficiary
Mafal LO	Male	FIREFLY MEDIA	mlo@fireflymedia.tv	Directeur Général	Beneficiary
Mor Talla DIOP	Male	GAINDE 2000	mtdiop@gainde2000.sn	Directeur Général Adjoint	Beneficiary
Moustapha DIOP	Male	SOLID	mdiop@solid-afrique.com	Président Directeur Général	Beneficiary
UGANDA					
Jeroen Vlutters	Male	Embassy of the Netherlands, Kampala	jeroen.vlutters@minbuza.nl	First Secretary Economic Cooperation	Other stakeholders
Tim Mwandha	Male	3D Services	timothy@3dservices.co.ug	CEO	SME
Brenda Katarikakwe	Female	Uganda Export Promotion Board	bopus@ugandaexports.go.ug	Senior Export Marketing Executive Products & Services	BSO
Wilson Kutegeka	Male	Clinic Master International	wilson.kutegeka@clinicmaster.net	CEO and Founder	SME
Byamugisha Newman	Male	NITA-U			Other
Stella Ayikoru	Female	UEPB		Export Marketing Executive	SME
Sherifah Tusiime	Female	Zimba Women		Executive Director	BSO

Baastel

NAME	GENDER	ORGANIZATION	EMAIL	POSITION	CATEGORY OF STAKEHOLDER
Emmanuel Emodek	Male	Chap Chap Africa ltd		CEO	SME
Zianah Niramanza Muddu	Female	The Financial Technologies Service Providers Association (FITSPA)		Engagement Partner	BSO
Nakaye Kellen	Male	I3C		Business Development	SME
Elizabeth Ntege	Female	ICTAU		Chairperson ICTAU	BSO
Monica Kavuma	Female	Innovation village		Lead Operations business side	BSO
Richard Okuti	Male	ITC	okutie@gmail.com	National Project Coordinator	Project Team
John Ndabarasa	Male	ITC		ITC Start ups Representative	Project Team
Georgina Mugerwa	Female	Ministry of Trade	glsgin@yahoo.com	Principal Commercial Officer	Other stakeholders/ Government
Paul Katumba	Male	Minute 5		CEO	SME
Patricia Katanagi	Female	Preg-Tech Communications		Office Administrator	SME
Mercy Lakisa	Female	Vouch Digital Solution/GNUGRID		Customer Care	SME
Philemon Wenganga	Male	Zeenode		CEO	SME
Dickson Mushabe	Male	Holstalite		CEO	SME
MYANMAR					
Mr. Lwin Htet Aung	Male	Kayah Tourist Guide Associations (KTGA)	lwinhtooay.loikaw@gmail.com	Secretary	BSO
Mr. Bo Bo Nyan Win	Male	Dawei Tourist Guide Associations (DTGA)	nyanwin8059@gmail.com	Chairman	BSO
Mr. Than Htwe	Male	Kayah Travel Association - UMTA chapter	kothanhtwe@gmail.com	Technical expert (representing tour operators)	BSO
Ms. Clara	Female	Freelance	cla4you@gmail.com	Regional Guide Kayah	SME
Ms. Su Nandar Linn	Female	Freelance	nandarlin45635@gmail.com	Regional Guide Tanintharyi	SME
Ms. Stella Sandar Moe	Female	Freelance	stellamoe80@gmail.com	Regional Guide Kayah	SME

Baastel

NAME	GENDER	ORGANIZATION	EMAIL	POSITION	CATEGORY OF STAKEHOLDER
Ms. Sandar Myint	Female	Kainnari Travels	sandarnyo@gmail.com	Managing Director	SME
Mr. Maung Thar	Male	Pan Pet village CBT group		CBT Coordinator	SME
Mr. Aung Myint Htoo	Male	Ti Zit village CBT group		CBT Coordinator	SME
Ms. Jeanette F. Scherpenzeel, Project Manager Myanmar	Female	CBI	jscherpenzeel@cbi.eu	Project Manager Myanmar	Other
Mr. Huub Buise, former Deputy Ambassador	Male	Netherlands Embassy Myanmar	huub.buise@minbuza.nl	Deputy Ambassador (formerly)	Other
Ms. Thu Thu Hsu Latt Win	Female	Ministry of Hotel and Tourism (MoHT)	meehsu090@gmail.com	Junior Clerk (formerly)	Other
Mr. Aung Soe	Male	Ministry of Commerce (MoC)	aungsoe2005@gmail.com	Permanent Secretary (retired)	Other
Ms. Giulia Macola	Female	ITC	gmacola@intracen.org	Project Manager Myanmar	Project team
Ms. Win Nie	Female	ITC	wnie@intracen.org	Kayah Project Coordinator	Project team
Mr. Yee Htet	Male	ITC	cadawla.change@gmail.com	Tanintharyi Project Coordinator (formerly)	Project team
Ms. Su Thinzar Soe	Female	ITC	sthinzar@intracen.org	Tanintharyi Project Support	Project team
SIERRA LEONE					
Dr. James Vibbi	Male	Produce Monitoring Board	jvibbi@producemonitoringboard.sl	Executive Chairman	BSO
Mr Didan Sankoh	Male	Produce Monitoring Board	dsankoh@producemonitoringboard.sl	Director	BSO
Mr Bobson Margai	Male	Sierra Leone Investment and Export Promotion Agency (SLIEPA)	bmargai@sliepa.org	Acting Director of Export	BSO
Mr Amara Koroma	Male	Gbotima Cocoa Farmers Cooperative	gbotimafarmerscooperative2016@gmail.com	Chairman	SME
Mr Sulaiman Conteh	Male	Munafa Cocoa Farmers Cooperative	munafacocoafarmerscooperative@gmail.com	Chairman	SME

NAME	GENDER	ORGANIZATION	EMAIL	POSITION	CATEGORY OF STAKEHOLDER
Mrs. Massaquoi	Female	Munda Women farmers' cooperative	mundacoco2019@gmail.com	Chairperson	SME
Ibrahim Turay	Male	Sierra Leone Produce Marketing Company(SLPMC)	hsandi@slpmc.sl	Head of Operations	BSO
Ms. Umu Hawa Timba	Female	Village Hope Inc	umuhawatimbo4@gmail.com	Director	Other Stakeholder
Mr. Zachariah Mansaray	Male	Network for Rural Agricultural Development (NeRAD-SL)	mansarayzachariahb@gmail.com	Director	Other Stakeholder
Ibrahim Moseray	Male	Kpeya Cocoa Farmers Cooperative	ibrahimmoseray@hotmail.com	Manager	SME
Solomon Leigh	Male	Alibaz Trading Company	232 76 602 367	Manager	SME
Mohamed Barrie	Male	Tradin Sierra Leone Limited	232 79 559 967	Quality Manager	SME
Desmond Jimmy	Male	Kpa Mende Cocoa Farmers Cooperative	232 79 885 376	Chairman	SME
LIBERIA					
Michael D. Titoe	Male	Focal Point - Ministry of Agriculture	mdtitoe@gmail.com	Project Focal Point	Other stakeholder
Dr. John S. Flomo Jr.	Male	Liberia Agriculture Commodities Regulatory Authority (LACRA)	flomo001@umn.edu	Director	BSO

Baastel

NAME	GENDER	ORGANIZATION	EMAIL	POSITION	CATEGORY OF STAKEHOLDER
Mr Harris Be Wennie	Male	Cooperative Development Agency (CDA)	Harrisbwinnie@gmail.com	Coordination officer	BSO
Ms Josephine Francis	Female	CEO Arjay Farms	arjayfarm@gmail.com	CEO Arjay Farms	SME
Zoyeah Farmers' Cooperative Society	Male	Zoyeah Farmers' Cooperative Society	davidfeahsr1@gmail.com	Secretary	SME
Mr Peter Kollie	Male	Turkpan Cocoa Farmer Cooperative Society	Peterkollie55@gmail.com	Chairman	SME
Mr Isaac Yarkpawolo	Male	Panta farmers cooperative multipurpose		Chairman	SME
GUINEA					
Mr. Mohamed Kaloko	Male	AGUIPEX - Focal point at Ministry of Commerce	mohamedkalloko74@gmail.com	Interim Director	BSO
Ms. Nantenin Conde	Female	AGUIPEX	nantenin.conde@aguipex-guinee.com	Staff member	BSO
Mr. Jean-Claude Traore	Male	AGUIPEX	jeanclaude.traore@aguipex-guinee.com	Staff member	BSO
Mr. Kabala Mohamed kabala	Male	AGUIPEX	n/a	Staff member	BSO
Mr. Mamadou Conde	Male	AGUIPEX	n/a	Staff member	BSO
Mr. Mory Haba	Male	IRAG (Institut de Recherche Agronomique de Guinée)	habamory@gmail.com	Director/Agronomist	Other stakeholder
Ms. Djenab Diallo	Female	IRAG	diazebou3000@gmail.com	Staff member/ Agronomist	Other stakeholder
ITC PROJECT TEAM/ OTHER					
Kidest Teklu	Female	ITC	teklu@intracen.org	Project Manager	Project team
Ben Mohamed Imamo	Male	ITC	imamo@intracen.org	Project Officer Guinea	Project team
Wawhad Shaw	Male	ITC	Wawhad.lera@gmail.com	Project Coordinator Sierra Leone	Project team

Baastel

NAME	GENDER	ORGANIZATION	EMAIL	POSITION	CATEGORY OF STAKEHOLDER
Anne-Marie Roorda	Female	CBI	aroorda@cbi.eu	Project Manager NTF IV Mano River	Project Team
Lisanne van Beek	Female	CBI	lisanne.vanbeek@rvo.nl	Project Manager NTF IV Mano River	Project Team
Nydiane Razafindrahaingo	Female	ITC	nrazafindrahaingo@intracen.org	Project Manager SheTrades	Project Team
Margot Lobbezoo	Female	CBI	MLobbezoo@cbi.eu	CBI Manager	Project Team
Rikke van der Veen	Male	CBI	rveen@cbi.eu	Program manager	Project Team
Peter van Gilst	Male	CBI	pgilst@cbi.eu	CBI Manager	Donor
Martin Labbe	Male	ITC	labbe@intracen.org	Programme Coordinator	Project Team

Baastel

ANNEX 6: PROGRAMME NTF IV MONITORING & EVALUATION TABLE

Target Status: Colour Coding

Target met or exceeded
Current status is at least 50% of target
Current status is below target

Objectives/Results	Indicators	Base-line	Results as of June 2021	Project target	Target status:
Impact: Inclusive and Sustainable Development: Improved livelihood of communities/ farmers/ SMEs/ households (particularly for women and youth) through income generation and an increased share of the additional wealth created	Percentage increase in income of beneficiary-SMEs /farmers/ cooperatives/individual service providers (1)	0	**41**	18	
	Percentage increase in income of women beneficiaries from- SMEs /cooperatives/ farmers and individual service providers (1)	0	**110**	18	
	Percentage of youth benefitting from increased income (2)	0	**46**	20	
	Number of jobs (formal and informal) supported	0	**8591**	1967	
	Number of additional jobs created	0	**1186**	600	
Outcome: SMEs more competitive through improved value chains and through enhanced ability to meet market requirements and create value in a sustainable manner	**C3:** Number of enterprises having transacted international business as a result of ITC support	0	**205**	60	
	C4: Number of enterprises that are owned, operated and controlled by women having transacted international business as a result of ITC support	0	**116**	28	

Baastel

Number of Alliances for Action/SheTrades platforms launched (**SDG GOAL 17: Partnership for the goals**)	0	**3**	3	
Number of SMEs that include sustainable business practices (in particular CSR) to improve their competitiveness (**SDG GOAL 12: Responsible consumption and production**) (While climate resilient practices are only related to the Mano River project, sustainable business practices will relate to all projects)	0	**5**	5	
A1: Male and female clients reporting greater awareness of international trade and including inclusive trade-development approaches)	0	**38,910**	5030	

Intermediate outcome 1: Policy makers and regulators endorse relevant plans and agreements for market access and enhance the business environment to reflect SME investment and export objectives in the selected sector

Intermediate outcome 1: Policy makers and regulators endorse relevant plans and agreements for market access and enhance the business	Number of plans endorsed to improve the regulatory framework and adopt good regulatory practices (quality, logistics, finance, etc.)	0	**4**	4	
environment to reflect SME investment and export objectives in the selected sector	Number of sector plans or brands endorsed to include country branding/ national identity and sector differentiation in their trade policies	0	**5**	4	
	A2: Number of cases in which trade-related policies and/or strategies and/or regulations have been introduced or improved in favour of international competitiveness of SMEs with business sector input	0	**5**	2	

Intermediate outcome 2: TISIs and trade/ business support providers extend and improve their services to the focus sector

Intermediate outcome 2: TISIs and trade/business support providers extend and improve	**B1**: Number of institutions reporting improved operational and managerial performance as a result of ITC support	0	**17**	16	

their services to the focus sector	Number of TISIs reporting improved financial sustainability of its operations, including through enhanced membership renumeration, expanded services	0	**3**	3	
	Number of TISI clients reporting improved services from selected TISIs including competitive intelligence	0	**114**	66	
	Number of SMEs served by TISI/expert networks/ associations through services in areas such as quality, supply chain management, packaging or finance	0	**275**	120	

Intermediate outcome 3: Female and male SME owners/managers implement business decisions that raise their competitiveness in the selected international value chains

Intermediate outcome 3: Female and male SME owners/managers implement business decisions that raise their competitiveness in the	**C1**: Number of enterprises having made changes to their business operations for increased international competitiveness as a result of ITC support	0	**1601**	127	
selected international value chains	**C2**: Number of enterprises that are owned, operated and controlled by women having made changes to their business operations for increased international competitiveness as a result of ITC support	0	**779**	41	
	Number of entrepreneurs/ managers reporting new or revised business plans for entering international value chains	0	**45**	36	
	Number of SMEs certified in quality and/or sustainability standards	0	**6**	12	
	Number of new products/services launched in international markets	0	**15**	15	

Intermediate outcome 4: SMEs linked to international companies for sourcing and sustainable product/service and market development

Intermediate outcome 4: SMEs linked to international companies for sourcing and sustainable product/service and market development	Number of market partners reporting they have established supplier development plans for SMEs in developing countries and LDCs	0	**6**	5	
	Number of private sector partners reporting an intention to buy from/invest in exporting SMEs	0	**480**	117	
	Number of private sector partners reporting an intention to buy from/ invest in women-led/ owned SMEs	0	**111**	20	
	Number of new clients/investors for SMEs/start-ups secured	0	**79**	20	
	Number of market linkages established	0	**1230**	275	

ANNEX 7: ADDITIONAL RESULTS FROM THE ONLINE SURVEY

An e-survey was sent to all project partners and other stakeholders in the NTF IV project. This was done in three different groups (total number of respondents was 62):

1) BSOs and SMEs (n=39),

2) Other stakeholders (government, associations, NGOs) (n=9)

3) Project team, donors and other partners (n=14)

Based on the outcomes of the survey, the following conclusions can be drawn for each of the evaluation findings.

- Relevance

The survey confirms the finding about the relevance of the project, with 100% of respondents stating that there was either a high or moderate degree of alignment to the respondent's enterprise's needs and priorities. Among BSOs and SMEs, 62% indicated a high degree of alignment and 38% indicating a moderate degree of alignment. For other stakeholders this was 56% high vs. 44% moderate and for the project team, donors and other partners 79% high vs. 21% moderate. It is striking that none of the respondents indicated that there was minimal alignment or no alignment at all.

The same pattern emerges when respondents were asked to what extent the programme is aligned with the sector development needs and priorities in the state/region that NTF IV was targeting. 95% of BSOs/SMEs stated that there was a high or moderate degree of alignment to the sector development needs, while 5% stated there was minimal alignment. For other stakeholders as well as for project team, donors and other partners, 100% stated there was high or moderate alignment. The following strengths were mentioned most often:

- NTF IV was relevant to the national development plans (in all regions and all sectors)

- Training was very relevant to the needs of BSOs and SMEs

- The project prepared participants well for the export market and for the global startup ecosystem

There were also some weaknesses mentioned:

- Design of the program should have been done more in consultation from beneficiaries

- No direct financial support was provided for project partners

- The program supported businesses at different stages of maturity, so it was difficult to offer the best services and activities to each segment

Below, a number of quotes showing the strengths of the program in terms of relevance are provided, as well as some weaknesses (see the table below).

Sector	Strengths	Weaknesses
Cocoa	"The NTF IV project was the first in Guinea to really support the cocoa sector. Never before had there been such a project of diagnostic studies of the sector and training of actors in the sector." "The ITC trainings helped us benefit from a wide range of knowledge in cooperative formation, management and business. This is key to the socio-economic development of rural Sierra Leone where cocoa is predominantly grown by farmers."	"The initial project design considered the cocoa value chain in the three countries as being the same, but in reality, these are three countries with specific needs and priorities." "The project could have been designed better by taking the specific sector needs and conditions of each country."
IT and ITES	"NTF IV was quite relevant in that it equipped us with ground level knowledge required for any starting business in IT Industry. It provided opportunities for founders to be inspired by the world market, to prepare for export, to care for compliance and training of staff."	"The project had businesses at different stages of maturity, so it was difficult to offer the best services and activities to each segment." "I believe something that the project could have provided more support on was how to navigate online presence, online sales, online image, etc.

Baastel

Sector	Strengths	Weaknesses
	"The project has been designed in an inclusive manner and addresses the needs of the ICT sector, which are mainly export-oriented."	We did a workshop on this, but it wasn't enough."
Tourism	"The project supported in further developing existing tourism policies and strengthening tourism institutional environment. It is very much aligned with the needs of the tourism development in Myanmar." "NTF IV support to tourism development in Myanmar is very relevant and much needed as the country is still at an early stage in terms of foreign market promotion and accessibility."	"ITC should have more local based staff because the ITC office had only one local based staff with a very busy workload." "Continued support is needed, not only to recover from the devastating impact of the pandemic, but also to rebuild tourism once the security situation allows."

- Coherence

No questions were included in the survey on coherence, so no analysis was done on this criterion.

- Effectiveness

When asked about the programme's contribution to the overall objective to make SMEs more competitive, 97% all BSO/SME respondents stated they were very satisfied or satisfied. When asked the same question about the quality of the results of the program, 95% answered very satisfied or satisfied. The same goes for other stakeholders, who indicated 100% satisfaction on both issues. For the project team, donors and other partners, 100% stated they were very satisfied or satisfied, while 92% were very satisfied or satisfied about the quality of the results of the program.

The survey results are in line with the conclusion by the Evaluation Team that in general, effectiveness of the program was high. The following strengths were mentioned most often:

- Addressing the core issues affecting competitiveness of the sector, in particular the supply of good quality product

- Job/livelihood creation

- Creating market linkages from community to national and export markets

- Helping to assess the effectiveness of the company

- Capacity building/Training of trainers

- Providing opportunities to grow and scale and to develop a strong base of competitiveness, making the company investor ready

- Grassroot level involvement (community) including women, girls, and youth

- Providing women farmers with the opportunity to have a voice in the cooperative and participate in leadership

- Improving the livelihoods of farmers, in particular women and youth

- Support in obtaining certification

- Networking with fellow industry players

- Enabling BSOs/SMEs to respond to the Covid-19 crisis

- Creating enthusiasm and increased awareness/confidence among the players in the cocoa sector

There were also some weaknesses mentioned:

- Participants mainly consisted of older people, lack of participation of women and youth (for the cocoa sector)

- Room for improvement in relation to SME-connectivity to the international market

In the table below, several examples showing the strengths of the programme in terms of effectiveness are provided, as well as some weaknesses.

Sector	Strengths	Weaknesses
Cocoa	"Due to the Training of Trainers of 125 women, they were able to develop their own Cocoa Farms. The training gave them the opportunity to have a voice in the cooperative and participate in leadership of the cooperatives." "NTF IV helped us greatly improve on the quality of our cocoa and this added value to our cooperative, winning the national cocoa of excellence award. We now provide certification services to cocoa exporting companies and producer organisations."	"The project and its staff have been working hard to improve the livelihoods of our women and youths, for which we are grateful, but we need more training in order to sustain the project." "The project did not cover other people that should have been participants, particularly youth and women. This was probably due to long distances and short notices given."
IT and ITES	"Our company rebranded, carried out ISO9001 certification and got new customers." "The project was timely in building capacity of the beneficiaries that enabled them to respond to the covid-19 crisis in developing and deploying solutions for clients in Uganda."	"Not many women leaders where available to participate in the trainings." "The project had great and high impact with always some room for improvement here and there when it comes down to SME-connectivity (networking) to the international market."
Tourism	"The training made us to improve our marketing strategy and lead us to create quality product according to our target market needs." "Despite the Covid 19 Pandemic and political situation, the project reached most of its targeted objectives, especially job creation. Many training sessions and materials were provided, and the project ensured the local stakeholders to take ownership."	"Training sessions and provided materials are very helpful but the training sessions will be more effective if ITC had enough interpreters for the villagers." "Results in Myanmar have been washed away by the military coup."

- Efficiency

The survey results are in line with the conclusion by the Evaluation Team that in general, efficiency of the program was high. Almost all respondents indicated that they were very satisfied or satisfied about the human resources (such as project staff, trainers) available to achieve the expected results, the financial resources available to achieve the expected results and the material resources (such as manuals, videos) available to achieve expected results. The following strengths in terms of efficiency were mentioned most often:

- Very good availability and guidance of the ITC staff and management

- Use of workplans to guide the implementation, as well as monthly and quarterly reports

- Resources were well allocated especially with staffing, consultants and events

- Cost sharing during events to ensure commitment of participants

- Transport, feeding and accommodation were compensated in a reasonable way

There were also some weaknesses mentioned:

- High share of administration fees compared to the project expenses

- Training workshops were sometimes too short to get a good understanding

- Securing loans and prefinancing is still a huge challenge

- More staff could have been employed for some strategic positions (e.g. government liaison, staff for national/union level to facilitate and advocate better)

- COVID 19 affected the last parts of the program

- Implementation of activities for Myanmar was followed according to plan, but adjustments had to be made because of the military coup

Baastel

- In the MRC project, staff changes have led to delays and gaps in communication, so not all project results could be achieved

In the table below, a number of examples are provided showing the strengths of the program in terms of efficiency, as well as some weaknesses.

Sector	Strengths	Weaknesses
Cocoa	"The project staff and trainers were professionals and well knowledgeable in presenting the training materials." "We are so happy that ITC is available in our country to help us maintain our cooperative and as well our farmers."	"In general allocation of staff was good with perhaps the exception of the MRU project where staff changes have led to delays and below par communication." "Guinea started the project late compared to other countries that benefited from the project from the beginning. This did not allow for the full implementation of the project."
IT and ITES	"Resources were used to get the best speakers and events." "The cost sharing aspect during events was a brilliant idea, as it required companies to really commit themselves to the event."	"I know funds will never be enough for everything; however, I feel interest-free credit schemes would have added a little more speed to the overall growth of our company." "The trainings were conducted with excellent trainers, but I think most of the funds seem to be used for administration fees. When compared the costs and the result, it looks like less of a success."
Tourism	"I think the project achieved the activities with available resources in an economical way." "Training programs developed by the project were highly relevant and greatly appreciated by stakeholders."	"Tanintharyi ITC office should have more interpreters and volunteer staffs should have ability to communicate in English." "There has been a lot of focus on training within the communities, but it felt that the marketing aspect of the project were neglected as materials and briefing of hotels in the region came relatively late."

- Impact

The survey results are in line with the general conclusion by the Evaluation Team that impact of the program was considered good but could have been higher. Most BMOs and SMEs that took part in the survey stated that the project contributed somewhat to generating additional income and improved livelihoods of beneficiaries, while only a small number of respondents stated that the project contributed to a great extent. Even fewer respondents stated that the project contributed very little. The following strengths in terms of efficiency were mentioned most often:

- The project helped to create job opportunities and improved livelihoods of women and youths.

- The project created gender and environment awareness

- Cocoa production increased bringing additional income to farmers and farmer organisations

- The project contributed significantly to the income of artisans and created new jobs

There were also some weaknesses mentioned:

- It is difficult to trace the activities of training to outcomes and impact, especially after such a short time

- Improving livelihood is too ambitious a target to meaningfully contribute to within the project scope and timeline

- The project has had high impact, but the political situation in Myanmar has completely changed the whole picture

In the table below, several examples are provided showing the strengths of the program in terms of impact, as well as some weaknesses.

Baastel

Sector	Strengths	Weaknesses
Cocoa	"A main impact has been that women now have their own right in the organization and youth has been employed in farming activities especially in the cocoa sector. " "The trainings helped us to better understand our weaknesses and identify our strengths, which we used to create positive impact on member farmers."	"There was a good momentum but the project in this phase did not allow the actors to form a cooperative and support themselves." "The development of the cocoa sector in Guinea is still in its infancy. Not all the impacts are visible yet."
IT and ITES	"Many companies have set up abroad thanks to the project." "The support has enabled many SMEs to grow rapidly by improving the customer reach and business operations. For instance at ChapChap, due to the project we have been able to develop a digital marketing strategy that led to more than 2,000 new customers."	"Our company runs ITES services where we have employed about 20 youth. However, this included only a few women."
Tourism	"As the project provides job opportunities, some migrants returned to their villages." "The project contributed significantly to the income of artisans and created jobs that allowed many families to make a better living and enabled them to pay for education, healthcare and other essential needs."	"Improved livelihoods is too ambitious a target to meaningfully contribute to within the project scope and timeline." "High impact, but the political situation has completely changed the whole picture...unfortunately."

- Sustainability

In response to the question how likely is it that the programme's positive effects will continue after the end of its intervention, 67% of BMOs and SMEs stated that this is very likely, 25% somewhat likely and 8% unlikely or highly unlikely. This is in line with the general findings of this evaluation, which showed that sustainability was not always ensured. Also, in response to the question to what extent local or national stakeholders have the financial, economic, social, environmental, and institutional capacities in place to sustain the benefits over time, 31% replied "very little" or "not at all", against 42% replying "somewhat" and only 28% "to a great extent". It was noted by one respondent that the differences between the countries involved in NTF IV are large. There is more potential for sustainability in Uganda and Senegal than in Liberia and Sierra Leone. The situation in Myanmar is difficult to predict right now, but in the short term, sustainability is disturbed by the recent events.

The following strengths in terms of sustainability were mentioned most often:

- The capacity building trainings received will enhance the sustainability of the intervention

- The knowledge was imbedded in institutions, service providers and cooperatives - who continue to use and replicate the knowlege

- The program has enabled businesses prepare itself for scale and investment for the long term

- Good administrative and financial management systems and voluntary certification programmes have been put in place to ensure sustainability

- The project has created a ripple effect, in which partners will pass on the acquired knowledge

There were also some weaknesses mentioned:

- Continuing the training with farmers requires external financing

- A single phase cannot enable actors and business support institutions to face the many challenges if there is no follow-up to the project

- The NTF IV programmatic approach is based on the direct implementation, which means that there are no formal partnerships with local NGO/CSOs or local implementing partners/sub-grantees

Below, a number of quotes showing the strengths of the program in terms of sustainability are provided, as well as some weaknesses (see the table below).

Baastel

Sector	Strengths	Weaknesses
Cocoa	"NTF IV allowed us focus way beyond our boundaries. We are now pushing for certifications, compliances and for service export. The initiatives have long lasting effects."	"We are continuing the training with our farmers, and we are using training manuals given to us. However, the continuation of these training activities requires financing." "The results will unlikely be sustainable because a single phase cannot allow actors and BSOs to face the many challenges if there is no follow-up to the project."
IT and ITES	"The lessons provided will last. As an entrepreneur, I intend to use the lessons I got from this project to build my business portfolios." "It is the best project I ever was in. Because it lasts and it is diverse in its offering." "The involvement of different organizations in the export ecosystem has created capacities that should remain available after the end of the intervention."	"Limitation of financial resources may impede sustainability."
Tourism	"The tourist guides who worked in the project can continue and use the project to give service for tourists. The benefits will last as long as the tourists are coming to the villages." "Myanmar people will pick things up again as soon as things get back to normal. They are very committed to sustainability and continue with tourism in the way they were educated during this project."	"Given the change of government, it is not clear what the future policies relating to tourism will be and how supportive the regional government is to rebuild and rebalance tourism in Kayah State." "Unfortunately, the activities cannot continue due to the covid and military coup since mid of 2020. If the crisis is over, the local community will reactivate the project."

- Cross-cutting issues

With regards to cross-cutting issues, the survey showed that the majority of respondents think that there has been a high or moderate degree of integration of human rights, gender equality, youth, environment and social responsibility. The highest responses were provided on gender equality and youth. Below, a number of quotes showing the strengths of the program in terms of cross-cutting issues are provided, as well as some weaknesses (see the three figures below).

Sector	Strengths	Weaknesses
Cocoa, IT and ITES, and Tourism	"High involvement of youth and women with a strong focus also on sustainability in tourism." "ITC provided extensive information on these cross-cutting aspects, together with CBI." "It is manifestly true to say that most enterprises now largely recognize their corporate social responsibility and youth empowerment is very key. A gender empowerment bill is almost in the offing." "Project activities included all cross-cutting issues. We were trained on inclusiveness, non-discrimination and collective bargaining for the members of the cooperative."	"I believe the project attempted to address cross-cutting issues, however, for some of these the results will not be as immediate for instance human rights especially in relation to ICT." "The integration was attempted many times through workshops and meetings but never took off so much."

- Lesson learned and recommendations

During the survey, respondents were also asked what intervention areas of the NTF IV Programme should be adjusted for improvement and how this should be done. The following general ideas were mentioned:

- A more in depth analysis of CSR related issues should be carried out in the start up phase, and they should aim for impact on these issues.

- Need for more relevant and realistic project design.

Baastel

- Similar to other ITC projects, export strategy design activities need to be embedded in the inception phase. The ITC strategy team can help to facilitate sector consultations, bilateral meetings and detailed sector analysis.

- Employ more staff for strategic positions (government liaison, advocacy).

- Reduce external consultants, and instead enter a formal partnership with a local NGO for sustainability; employ more national staff and hire locally available trainers/experts (for skill transfer and to promote localization).

- Provide flexible grants to promote innovation, trust building at local/country level.

- The BSO interventions seem to remain a bit "old school", need for more innovative approaches.

- Need for more flexibility on financial support if requested by stakeholders.

- Need for stronger connectivity of local SMEs and international business partners.

Specifically for tourism, the following issues were mentioned:

- Need for training workshops with more practical example, more hands on trainings and meetups.

- Need to include more networking activities with European tour operators.

- ITC should hire enough office staff for translation and interpretation.

For the IT sector, the following issues were mentioned:

- Need to prepare startups for funding and engaging with investors. Local linkages between startups and the international business ecosystem.

- As economies recover from COVID the program should structure its intervention around financial support especially for businesses that have been hardest hit and need refinancing and support in recovering their operations.

- Need for more supervision and check on companies for progress.

- Need for mentorship and masterclass programmes for startups and SMEs, and focus on Agri-tech startups in the ecosystem.

For the cocoa sector, the following issues were mentioned:

- Need for structuring of farmer groups into professional cooperatives and capacity building of the actors, and equip them with inputs.

- National Coaches should also be industry practitioners, or real entrepreneurs who can share first-hand experience and information.

- More financial aid is required to help trained members go around to replicate the training to other farmers in their communities.

- Need for support to participation in trade fairs.

- The development of the cocoa sector through the integration of several ministerial departments (Trade, Industry and Agriculture) should be extended to the Ministry of the Environment in order to take into account the implementation of processes for the certification/labelling of products (cocoa beans) and farming practices (agro-forestry).

Next, respondents were asked what good practices the NTF IV Program should maintain in a subsequent programme phase, and which recommendations could be made for such a follow-up programme. The following issues were most often mentioned:

- Participation and inclusiveness of beneficiaries and other stakeholders in the identification of activities

- Employ more national staff and depend on local experts to promote local leadership and ownership - Covid-19 was a good lesson on the need to use local experts

- Make sure to offer activities and service to companies in the same maturity level

- Continue to apply the tiered support approach to MSME, by selecting interested companies to better assess the capacities of the companies and develop a first value chain map of the sector

- The business enabling environment activities should move towards a systems approach instead of supporting 1 or more individual BSOs

- Continued capacity building and customized training for BSOs and producers

- Support the development of export marketing plans and sustainable practices for SMEs

- More emphasis should be placed on quality and good management practices

- Business Coaching for farmer cooperatives

- Support B2B events, study tours and networking

- Support the matching of companies with buyers

- A more coordinated and well-thought process to increase/improve SME-connectivity by making use of professional facilitators

- More attention for gender related issues

- More focus on access to finance, including interest free financing for startup activities

- Include a programme on team building to guide entrepreneurs on building, motivating and retaining people

- Expansion of the programmes to more locations in the same sectors/countries, to increase the impact of the programme

- More flexibility and reduced micromanagement by ITC national staff

- Support for the creation of cocoa seed fields; community cocoa nurseries to extend orchards; certification and/or labelling of cocoa and good cocoa farming practices

- The next phase should take into account the findings and recommendations of this evaluation, for instance during an inception phase

A final remark that was given by one respondent adequately summarizes many of the respondents' enthusiasm for the NTF IV project: *Keep rocking!*

ANNEX 8: DATA COLLECTION INSTRUMENTS

Interview Protocol

Evaluation of the Netherlands Trust Fund (NTF) Phase IV (NTF IV) - Export Sector Competitiveness Programme by ITC/CBI	
Interview notes by:	---
Organization interviewed:	---
Name and function:	---
Location:	---
Date:	

Introduction:

- The purpose of this evaluation is to assess the performance of the "Netherlands Trust Fund (NTF) Phase IV (NTF IV) - Export Sector Competitiveness Programme", implemented by ITC in collaboration with CBI.

- My name is … and I am part of a team to conduct the evaluation of the programme 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, coherence, effectiveness, efficiency, impact, value for money, and sustainability of the programme, 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. The main users of this evaluation will be ITC, CBI, and the Netherlands Ministry of Foreign Affairs, implementing partners and identified key stakeholders.

- 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. Please rest assured that the report will not attribute any names to individual statements or findings.

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

Evaluation questions	ITC and CBI staff	Government counterparts	Implementing partners	TISIs/SMEs
Respondent				
Background of interviewee				
Could you please briefly describe your area of work and your relationship to the programme?		✓		✓
What was the nature of your involvement with ITC/CBI and the NTF IV programme? How long for? How intensive? What was the nature of your interactions with the programme? How frequent were your interactions (or were they ongoing)?		✓	✓	✓
Relevance				
1. To what extent do you consider the NTF IV programme objectives and design to have addressed beneficiaries', global, country, and partner/institution needs, policies, and priorities? - **Was a needs/ stakeholder assessment conducted with relevant stakeholders at the beginning 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?**	✓	✓	✓	✓
1.1 In your opinion, did the programme results respond to the needs of all stakeholders (including women and youth, and the poor and disabled) as identified at the design stage? - **Can you give examples of such needs?** - **Could you provide examples of how these needs differ for the different types of stakeholders involved in the programme?**	✓	✓	✓	✓

Baastel

Evaluation questions Respondent	ITC and CBI staff	Government counterparts	Implementing partners	TISIs/SMEs
1.2 In your opinion, was the programme design and theory of change appropriately adapted to the contexts in each country? - To what extent do you feel that the objectives <u>remained</u> relevant throughout the implementation of the programme within evolving and changing contexts? - How did the programme adapt itself to the latter?	✓	✓	✓	✓
2. To what extent does the programme align with and support national development plans and priorities?	✓	✓		
2.1 Is the programme aligned with and support SDG 1 end poverty?	✓	✓		
2.2 Is the programme aligned with and support the SDG 5 gender equality?	✓	✓		
2.3 Is the programme aligned with and support SDG 8 (promoting sustained, inclusive and sustainable economic growth including CSR);	✓	✓		
2.4 Is the programme aligned with and support SDG target 8.5 (full and productive employment with decent salaries and working conditions);	✓	✓		
2.5 Is the programme aligned with and support SDG 12 (responsible production and consumption)?	✓	✓		
3. In your opinion, were cross-cutting dimensions sufficiently reflected in the design of the programme? In what ways? Please reflect on the following dimensions: - human rights and gender equality; - inclusion of youth; - green growth;	✓	✓	✓	✓

Baastel

Evaluation questions Respondent	ITC and CBI staff	Government counterparts	Implementing partners	TISIs/SMEs
- social responsibility				
3.1 To what extent has integrating these cross-cutting issues been relevant to achieving the goals and results of the programme?	✓	✓	✓	✓
Coherence				
4. Regarding internal coherence, was the NTF IV Programme compatible within ITC and with CBI?	✓			
4.1 In your opinion, did the programme establish synergies and interlinkages with other interventions carried out by ITC or CBI? **4.2 To what extent was the programme carried out in a more holistic way compared to NTF III, and how this was realized**	✓			
5. Regarding external coherence, was the programme compatible and consistent with the interventions of other actors' interventions in the same countries and sectors?	✓	✓	✓	✓
5.1 Did the programme complement other trade-related interventions in each country? If so, in what way?	✓	✓	✓	✓
5.2 Has there been complementarity, harmonization and coordination with other entities at the national or regional level? If so, to what extent did the programme add value while avoiding duplication of effort? **- Has the programme faced challenges at the country or regional levels that affected/hindered the counterpart's commitment to the programme?**	✓	✓	✓	✓

Baastel

Evaluation questions Respondent	ITC and CBI staff	Government counterparts	Implementing partners	TISIs/SMEs
Effectiveness[10]				
6. In your opinion, did the NTF IV programme achieve its objectives, and its attributable results along the causal pathway? **- What does it do well?** **- What are its main achievements so far?** **- What do you see as the main challenges for the programme?** **- Could you describe some of the lessons learned from the programme so far?**	✓	✓	✓	✓
6.1 Are the results distributed across different groups?	✓	✓	✓	✓
6.2 In your opinion, do the results surpass the intended objectives of the programme? **6.3 In your opinion, what were the major factors from the project that have contributed to the results achieved to date?**	✓			
7. Have the activities and outputs been delivered according to the quality requirements and the workplans? **- Please give examples of successful activities and outputs.**	✓			
7.1 Were baseline data established to measure progress?	✓			
8. Did stakeholders have a good understanding of the programme?	✓	✓	✓	✓
8.1 In your opinion, do all beneficiaries have access to the programme's deliverables (trainings, publications, etc.)?	✓	✓	✓	✓

---

[10] All effectiveness questions will be adapted to each type of interviewee, depending on the region and sectors involved.

Baastel

Evaluation questions Respondent	ITC and CBI staff	Government counterparts	Implementing partners	TISIs/SMEs
8.2 In your opinion, are the programme's deliverables (trainings, publications, etc.) being used by beneficiaries as intended?	✓	✓	✓	✓
8.3 Are there any factors that prevent beneficiaries from accessing the results or services of the programme? - **How could the programme be improved? What would your main suggestions be?**	✓	✓	✓	✓
9. Are there any results related to cross-cutting issues (human rights and gender equality, youth, environment, and social responsibility)? In what ways? Why or why not?	✓	✓	✓	✓
Efficiency				
10. Do you consider that the results were delivered in an economic and timely way?	✓	✓	✓	✓
10.1 In your opinion, have inputs (funds, expertise, human resources, time, etc.) been converted into outputs, outcomes and impacts (relative to the entire results chain), in the most cost-effective way possible? Has this been done within the intended timeframe? **10.2 Do you have an idea of the budget allocated to your country?** **10.3 If so, what is your opinion in terms of the balance between the needed inputs (financial and human resources) and the outputs?** **10.4 In your view, were administrative costs kept at a reasonable level?**	✓	✓	✓	✓

Baastel

Evaluation questions Respondent	ITC and CBI staff	Government counterparts	Implementing partners	TISIs/SMEs
11. How does the NTF IV investment compare to the realized benefits in US dollar terms as compared to the baselines per programme (what is the ROI)?[11]	✓			
12. In your opinion, how well was the programme managed in order to address operational efficiency, within ITC as well as the local project coordination teams? **- How was your experience with ITC/CBI/the programme?** **- How would you score the programme on a scale from 1 to 10 in terms of speed, adequacy of staffing and financial resources, and quality of management?**	✓	✓	✓	✓
12.1 Were the management arrangements effective in the delivery of the programme?	✓	✓	✓	✓
12.2 Do you consider that the Steering Committee was effective in its role of supporting and guiding the programme management? Why or why not?	✓			
12.3 In your opinion, was the administrative cost comparable to that of other development partners?	✓			
13. Was a monitoring system put in place that enabled effective management, implementation and accountability?	✓	✓	✓	✓
13.1 Was the monitoring system revised or changed during the course the programme's implementation?	✓	✓	✓	✓
Impact				
14. To what extent has the programme generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects?	✓	✓	✓	✓

---

[11] To answer this question, the ET will heavily rely on data provided by the programme. If there are gaps in data concerning the benefits realized, the team will have difficulty providing informative analysis for the question.

Baastel

Evaluation questions Respondent	ITC and CBI staff	Government counterparts	Implementing partners	TISIs/SMEs
- If so, what are the effects and why have they occurred?				
14.1 To what extent can observed changes be linked to the programme's interventions?- 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?** **- How would you compare the present situation with a hypothetical one in which there would not have been the programme's intervention?**	✓	✓	✓	✓
15. To your knowledge, has the programme generated inclusive and sustainable development through improved livelihood of communities / farmers / SMEs / households? **- Is this also the case for women and youth? Why or why not?**	✓	✓	✓	✓
15.1 To what extent has the programme generated inclusive and sustainable development through income generation and an increased share of the additional wealth created?	✓	✓	✓	✓
16. To what extent has the programme contributed to SDGs 5, 8 and target 8.5, and 12?	✓	✓	✓	✓
Sustainability				
17. In your view, will the net benefits of the programme continue, or are likely to continue? **- Is there evidence that programme partners have the needed capacity and are committed to continue working towards the programme objectives beyond its completion?**	✓	✓	✓	✓
18. Do you consider that the financial, economic, social, environmental, and institutional capacities of the systems	✓	✓	✓	✓

Baastel

| Evaluation questions | ITC and CBI staff | Government counterparts | Implementing partners | TISIs/SMEs |
Respondent				
needed to sustain the net benefits over time have been put in place?				
19. In your view, how effective has the programme been in establishing national ownership in each country?	✓	✓	✓	✓
20. What are the factors that may influence the achievement or non-achievement of sustainability of the programme including cross-cutting issues?	✓	✓	✓	✓
21. Was a specific exit strategy or approach prepared and agreed upon by key partners to ensure sustainability? - If so, what were the main strengths of this strategy?	✓	✓	✓	✓

Baastel

Focus Group Discussion Guide

Good day/afternoon! I would like to welcome you all to this focus group. Our names are (my name is) X, 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 we are evaluating, you will help all stakeholders involved to improve the development assistance that seeks to promote your sector's products/ services in the international market, support the export of local production, reduce poverty, as well as improve women and youth's living conditions.

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

1. I have been asked by the ITC to evaluate the "NTF IV" project of which you are considered to be beneficiaries. The purpose of the evaluation is to supply the ITC with information on the relevance, coherence, effectiveness, impact, efficiency and sustainability of the project.

2. The NTF IV project here in … seeked to… (*the ET will provide a quick explanation of the project without providing too many details to ensure the OH and MSC approaches can be applied through an open-ended discussion*)

3. 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, suggestions and recommendations for improvements. 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!

4. 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.

5. The focus group will a maximum of 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.

6. 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:

> What do you consider are the real changes that the project has allowed you to do? What are the results for you and your business? Can you tell us a story about what changed in your business in the past two to three years?

> 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 international market? And do you feel you have more connections with your value-chain (*the ET can explain in simpler words the concept of the value* chain) In what ways? 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/ services your export (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 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?

Generally speaking, overtime, 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?

Thank you very much for your time, attention and support. Your participation will make a difference!

Survey Questionnaires

FOR TISI REPRESENTATIVES and SME's

<div style="border:1px solid black; padding:10px;">

EMAIL INVITATION

Subject: Survey for the Final Evaluation of the ITC "Netherlands Trust Fund (NTF) Phase IV-Export Sector Competitiveness Programme"/ Enquête pour l'évaluation finale du CCI "Fonds fiduciaire néerlandais (NTF) Phase IV - Programme de compétitivité du secteur des exportations".

The International Trade Centre (ITC) is currently evaluating its "Netherlands Trust Fund (NTF) Phase IV-Export Sector Competitiveness Programme." The purpose of this evaluation is to assess the performance against the intended outcomes and intermediate outcomes of each project and to provide recommendations for subsequent phase.

Our records indicate that you participated in this programme, which is why we are requesting your participation to the attached survey. This survey has been prepared and is managed directly by ITC's Independent Evaluation Unit, conducting this evaluation. It will take approximately 10–15 minutes of your time to fill out the questionnaire. We invite you to provide additional qualitative information to explain or detail your responses when you believe it to be relevant in the available answer boxes.

All your contributions will be **strictly confidential** and will be highly valuable to help understand the effectiveness and the impacts of the ITC's services as well as to improve them in the future. Your responses will be transferred to a database accessible solely by the independent evaluator.

We thank you in advance for your help and your responses.

Le Centre du commerce international (CCI) évalue actuellement son "Fonds fiduciaire néerlandais (NTF) Phase IV - Programme de compétitivité du secteur de l'exportation". L'objectif de ce processus est d'évaluer la performance du programme par rapport aux résultats escomptés et aux résultats intermédiaires de chaque projet et de fournir des recommandations pour la phase suivante. **Nos données indiquent que vous avez participé à ce programme**, c'est pourquoi nous vous demandons de participer à notre enquête (voir lien ci-dessous). Cette enquête a été préparée et est gérée directement par l'Unité d'évaluation indépendante de l'ITC, qui réalise cette évaluation. Il vous faudra environ 10 à 15 minutes de votre temps pour remplir le questionnaire. Nous vous invitons à fournir des informations qualitatives supplémentaires pour expliquer ou détailler vos réponses lorsque vous le jugez pertinent dans les cases de réponses disponibles. Toutes vos contributions seront **strictement confidentielles** et seront très utiles pour comprendre l'efficacité et l'impact des services de l'ITC et pour les améliorer à l'avenir. Vos réponses seront transférées dans une base de données accessible uniquement par l'évaluateur indépendant. **Nous vous remercions d'avance pour votre aide et vos réponses.**

</div>

SURVEY INTRODUCTION

Dear Sir or Madam:

Welcome to the online survey for the evaluation of the ITC "Netherlands Trust Fund (NTF) Phase IV-Export Sector Competitiveness Programme"

The e-survey is designed to provide useful information that will help improve future project design and provide constructive recommendations in order to strengthen the ITC's work in this area. Your participation in this e-survey is important.

We kindly request you to respond to this survey by TBD. Your insights and responses are greatly appreciated and are valuable to the success of the Project. Your individual feedback will be kept confidential to the evaluator.

This survey has been designed and is managed by Mr. Alexandre Daoust. You may contact Mr. Daoust via alexandre.daoust@baastel.com if you have any questions on the survey.

We thank you in advance for your valuable contribution to this important evaluation exercise.

Section A: Identification

1. What country do you work in? (Please select from the list)
   - Uganda
   - Senegal
   - Myanmar
   - Sierra Leone
   - Liberia
   - Guinea
   - Switzerland
   - Netherlands
   - Other

2. In which category is the institution you work for? (Please select from the list):
   - TISI
   - SME
   - Individual service providers
   - Other

Please provide the name of your institution/enterprise

3. What is your current position?

4. Please specify which gender you identify with

Male ☐ Female ☐ Other (specify) ☐

5. Which type of events/activities organized under this programme have you participated in?

Section B: Relevance

6. What is your general level of satisfaction with the programme's design, programme activities, and deliverables? (Question to be displayed in a matrix table)
   - Very satisfied
   - Somewhat satisfied
   - Somewhat unsatisfied
   - Very unsatisfied

7. To what extent do you feel that the programme is aligned with your institution's needs and priorities
   - High degree of alignment
   - Medium degree of alignment
   - Minimal alignment
   - Not aligned at all

Please provide comments, details or explanations related to your answer:

8. To what extent do you feel that the programme is aligned with the development needs, policies, and priorities identified in your country?
   - High degree of alignment
   - Medium degree of alignment
   - Minimal alignment
   - Not aligned at all

Please provide comments, details or explanations related to your answer:

Section C: Effectiveness

9. What is your general level of satisfaction with the programme's contribution to the achievement of its objectives and with the quality of its results?
   - Very satisfied
   - Somewhat satisfied
   - Somewhat unsatisfied
   - Very unsatisfied

Please provide comments, details or explanations related to your answer:

10. What is your general level of satisfaction with the management of the programme?

- Very satisfied
- Somewhat satisfied
- Somewhat unsatisfied
- Very unsatisfied

Please provide comments, details or explanations related to your answer:

11. To what extent has the programme contributed to the capacity building of your institution?

- It has contributed a great deal
- It has contributed to some extent
- It has contributed a little
- It has not contributed at all

Please provide comments, details or explanations related to your answer:

12. To what extent have you given access to the programme's deliverables (training, publications, platforms, networks etc…?

- To a large extent
- To some extent
- To a little extent
- Not at all

Please provide comments, details or explanations related to your answer:

Section D: Efficiency

13. What is your general level of satisfaction with the human, financial, and material resources available to achieve the expected results?

- Very satisfied
- Somewhat satisfied
- Somewhat unsatisfied
- Very unsatisfied

Please provide comments, details or explanations related to your answer:

14. To the extent of your knowledge, has the work plan and schedule been respected for the implementation of the programme?

Yes ☐ No ☐

Please provide comments, details or explanations related to your answer:

Impact

15. To what extent has the programme generated additional income and increased share of the additional wealth created/ improved livelihood of communities / farmers / SMEs / households (particularly for women and youth)? (This question will be displayed in a matrix table)

- To a large extent
- To some extent
- To a little extent
- Not at all

Please provide comments, details or explanations related to your answer:

16. To what extent has the programme contributed to SDGs 5 (Gender equality), SDGs 5.1 (End poverty), SDG 8 (promoting sustained, inclusive and sustainable economic growth including CSR) and target 8.5 (full and productive employment with decent salaries and working conditions), and 12 (responsible production and consumption)? (Question displayed in a matrix table)

- To a large extent
- To some extent
- To a little extent
- Not at all

Please provide comments, details or explanations related to your answer:

Section E: Sustainability
17. In your opinion, how likely is it that the programme's positive effects will continue after the end of its intervention? If so, explain how in the comment section. If not, why not? • Very likely • Somewhat likely • Unlikely • Highly unlikely Please provide comments, details or explanations related to your answer:
18. To what extent are the financial, economic, social, environmental, and institutional capacities of the systems needed to sustain the net benefits over time in place? • To a large extent • To some extent • To a little extent • Not at all Please provide comments, details or explanations related to your answer:
Cross-cutting issues/ Coherence
19. To what extent has the programme integrated human rights and gender equality, youth, environment, and social responsibility concerns into its design and implementation? (Question to be displayed in a matrix table) • High degree of integration • Medium degree of integration • Minimal integration • Not integration at all Please provide comments, details or explanations related to your answer:
20. To what extend has the programme complemented other trade-related interventions in your country? • To a large extent • To some extent • To minimal extent • Not at all Please provide comments, details or explanations related to your answer:
Lessons learned/ Best practices/ Recommendations
21. In your opinion, what lessons could be learned from the NTF IV Program?
22. In your opinion, what are the good practices learned from the NTF IV Program?
23. What would be your recommendations for a subsequent programme phase?

FOR NTF IV Programme/ project team, Implementation partner, Donor

<table>
<tr><td align="center">**EMAIL INVITATION**</td></tr>
<tr><td>

Subject: Survey for the Final Evaluation of the ITC "Netherlands Trust Fund (NTF) Phase IV-Export Sector Competitiveness Programme"

The International Trade Centre (ITC) is currently evaluating its "Netherlands Trust Fund (NTF) Phase IV-Export Sector Competitiveness Programme." The purpose of this evaluation is to assess the performance against the intended outcomes and intermediate outcomes of each project and to provide recommendations for subsequent phase.

Our records indicate that you participated in this programme, which is why we are requesting your participation to the attached survey. This survey has been prepared and is managed directly by ITC's Independent Evaluation Unit, conducting this evaluation. It will take approximately 10–15 minutes of your time to fill out the questionnaire. We invite you to provide additional qualitative information to explain or detail your responses when you believe it to be relevant in the available answer boxes.

All your contributions will be **strictly confidential** and will be highly valuable to help understand the effectiveness and the impacts of the ITC's services as well as to improve them in the future. Your responses will be transferred to a database accessible solely by the independent evaluator.

We thank you in advance for your help and your responses.

</td></tr>
</table>

SURVEY INTRODUCTION

Dear Sir or Madam:

Welcome to the online survey for the evaluation of the ITC "Netherlands Trust Fund (NTF) Phase IV-Export Sector Competitiveness Programme"

The e-survey is designed to provide useful information that will help improve future project design and provide constructive recommendations in order to strengthen the ITC's work in this area. Your participation in this e-survey is important.

We kindly request you to respond to this survey by TBD. Your insights and responses are greatly appreciated and are valuable to the success of the Project. Your individual feedback will be kept confidential to the evaluator.

This survey has been designed and is managed by Mr. Alexandre Daoust. You may contact Mr. Daoust via alexandre.daoust@baastel.com if you have any questions on the survey.

We thank you in advance for your valuable contribution to this important evaluation exercise.

Section A: Identification
1. What country do you work in? (Please select from the list) • Uganda • Senegal • Myanmar • Sierra Leone • Liberia • Guinea • Switzerland • Netherlands • Other
2. What is the name of the institution you work for? (open-ended questions)
3. What is your current position?
4. Please specify which gender you identify with Male ☐ Female ☐ Other (specify) ☐
Section B: Relevance

5. What is your general level of satisfaction with the programme's design, programme activities, and deliverables? (Question to be displayed in a matrix table)

- Very satisfied
- Somewhat satisfied
- Somewhat unsatisfied
- Very unsatisfied

6. To what extent do you feel that the programme is aligned with your institution's priorities?

- High degree of alignment
- Medium degree of alignment
- Minimal alignment
- Not aligned at all

Please provide comments, details or explanations related to your answer:

7. To what extent do you feel that the programme is aligned with the development needs, policies, and priorities identified in targeted countries?

- High degree of alignment
- Medium degree of alignment
- Minimal alignment
- Not aligned at all

Please provide comments, details or explanations related to your answer:

Section C: Effectiveness

8. What is your general level of satisfaction with the programme's contribution to the achievement of its objectives and with the quality of its results/outcomes/outputs?

- Very satisfied
- Somewhat satisfied
- Somewhat unsatisfied
- Very unsatisfied

Please provide comments, details or explanations related to your answer:

9. What is your general level of satisfaction with the management of the programme?

- Very satisfied
- Somewhat satisfied
- Somewhat unsatisfied
- Very unsatisfied

Please provide comments, details or explanations related to your answer:

10. To what extent has the programme contributed to the capacity building of TISI's and SME's?

- It has contributed a great deal
- It has contributed to some extent
- It has contributed a little
- It has not contributed at all

Please provide comments, details or explanations related to your answer:

11. To what extent has the programme given access to beneficiaries to the programme's deliverables (training, publications, platforms, networks etc…?

- To a large extent
- To some extent
- To a little extent
- Not at all

Please provide comments, details or explanations related to your answer:

12. To what extent has the programme given equal access to women, men and youth?

- To a large extent
- To some extent
- To a little extent
- Not at all

Please provide comments, details or explanations related to your answer:

Section D: Efficiency

13. What is your general level of satisfaction with the human, financial, and material resources available to achieve the expected results?

- Very satisfied
- Somewhat satisfied
- Somewhat unsatisfied
- Very unsatisfied

Please provide comments, details or explanations related to your answer:

14. To what extent has the programme delivered results in an economic and timely way?

- To a large extent
- To some extent
- To a little extent
- Not at all

15. To what extent has the work plan and schedule been respected for the implementation of the programme?

- To a large extent
- To some extent
- To a little extent
- Not at all

Please provide comments, details or explanations related to your answer:

Impact

16. To what extent has the programme generated additional income and increased share of the additional wealth created/ improved livelihood of communities / farmers / SMEs / households (particularly for women and youth)? (This question will be displayed in a matrix table)

- To a large extent
- To some extent
- To a little extent
- Not at all

Please provide comments, details or explanations related to your answer:

17. To what extent has the programme contributed to SDGs 5 (Gender equality), SDGs 5.1 (End poverty), SDG 8 (promoting sustained, inclusive and sustainable economic growth including CSR) and target 8.5 (full and productive employment with decent salaries and working conditions), and 12 (responsible production and consumption)? (Question displayed in a matrix table)

- To a large extent
- To some extent
- To a little extent
- Not at all

Please provide comments, details or explanations related to your answer:

Section E: Sustainability

18. In your opinion, how likely is it that the programme's positive effects will continue after the end of its intervention? If so, explain how in the comment section. If not, why not?

- Very likely
- Somewhat likely
- Unlikely
- Highly unlikely

Please provide comments, details or explanations related to your answer:

19. To what extent are the financial, economic, social, environmental, and institutional capacities of the systems needed to sustain the net benefits over time in place?

- To a large extent
- To some extent
- To a little extent
- Not at all

Please provide comments, details or explanations related to your answer:

Cross-cutting issues/ Coherence
20. To what extent has the programme integrated human rights and gender equality, youth, environment, and social responsibility concerns into its design and implementation? (Question displayed in a matrix table)   • High degree of integration   • Medium degree of integration   • Minimal integration   • No integration at all
Please provide comments, details or explanations related to your answer:
21. To what extend has the programme complemented other trade-related interventions in beneficiary countries?   • To a large extent   • To some extent   • To minimal extent   • Not at all
Please provide comments, details or explanations related to your answer:

Lessons learned/ Best practices/ Recommendations
22. In your opinion, what lessons could be learned from the NTF IV Program?
23. In your opinion, what are the good practices learned from the NTF IV Program?
24. What would be your recommendations for a subsequent programme phase?

FOR other Stakeholders (Government counterparts, NGOs, Association, policy makers and regulators)

<table>
<tr><td align="center">**EMAIL INVITATION**</td></tr>
<tr><td>

Subject: Survey for the Final Evaluation of the ITC "Netherlands Trust Fund (NTF) Phase IV-Export Sector Competitiveness Programme"

The International Trade Centre (ITC) is currently evaluating its "Netherlands Trust Fund (NTF) Phase IV-Export Sector Competitiveness Programme." The purpose of this evaluation is to assess the performance against the intended outcomes and intermediate outcomes of each project and to provide recommendations for subsequent phase.

Our records indicate that you participated in this programme, which is why we are requesting your participation to the attached survey. This survey has been prepared and is managed directly by ITC's Independent Evaluation Unit, conducting this evaluation. It will take approximately 10–15 minutes of your time to fill out the questionnaire. We invite you to provide additional qualitative information to explain or detail your responses when you believe it to be relevant in the available answer boxes.

All your contributions will be **strictly confidential** and will be highly valuable to help understand the effectiveness and the impacts of the ITC's services as well as to improve them in the future. Your responses will be transferred to a database accessible solely by the independent evaluator.

We thank you in advance for your help and your responses.

</td></tr>
</table>

SURVEY INTRODUCTION

Dear Sir or Madam:

Welcome to the online survey for the evaluation of the ITC "Netherlands Trust Fund (NTF) Phase IV-Export Sector Competitiveness Programme"

The e-survey is designed to provide useful information that will help improve future project design and provide constructive recommendations in order to strengthen the ITC's work in this area. Your participation in this e-survey is important.

We kindly request you to respond to this survey by TBD. Your insights and responses are greatly appreciated and are valuable to the success of the Project. Your individual feedback will be kept confidential to the evaluator.

This survey has been designed and is managed by Mr. Alexandre Daoust. You may contact Mr. Daoust via alexandre.daoust@baastel.com if you have any questions on the survey.

We thank you in advance for your valuable contribution to this important evaluation exercise.

Section A: Identification
1. What country do you work in? (Please select from the list) • Uganda • Senegal • Myanmar • Sierra Leone • Liberia • Guinea • Switzerland • Netherlands • Other 2. In which category is the institution you work for? (Please select from the list): • Government • NGO • Association • Policy maker and regulation

Please provide the name of your institution
3. What is your current position?
4. Please specify which gender you identify with   Male ☐ Female ☐ Other (specify) ☐
5. Which events/activities organized under this programme have you participated in approximately?

Section B: Relevance

6. What is your general level of satisfaction with the programme's design, programme activities, and deliverables? (Question displayed in a matrix table) • Very satisfied • Somewhat satisfied • Somewhat unsatisfied • Very unsatisfied
7. To what extent do you feel that the programme is aligned with your institution's needs and priorities • High degree of alignment • Medium degree of alignment • Minimal alignment • Not aligned at all Please provide comments, details or explanations related to your answer:
8. To what extent do you feel that the programme is aligned with the development needs, policies, and priorities identified in your country? • High degree of alignment • Medium degree of alignment • Minimal alignment • Not aligned at all Please provide comments, details or explanations related to your answer:

Section C: Effectiveness

9. What is your general level of satisfaction with the programme's contribution to the achievement of its objectives and with the quality of its results? • Very satisfied • Somewhat satisfied • Somewhat unsatisfied • Very unsatisfied Please provide comments, details or explanations related to your answer:
10. What is your general level of satisfaction with the management of the programme? • Very satisfied • Somewhat satisfied • Somewhat unsatisfied • Very unsatisfied Please provide comments, details or explanations related to your answer:
11. To what extent has the programme contributed to the capacity building of beneficiaries? • It has contributed a great deal • It has contributed to some extent • It has contributed a little • It has not contributed at all Please provide comments, details or explanations related to your answer:
12. To what extent has the programme given access to beneficiaries to the programme's deliverables (training, publications, platforms, networks etc…? • To a large extent • To some extent • To a little extent • Not at all

Please provide comments, details or explanations related to your answer:
13. To what extent has the programme given equal access to women, men and youth? • To a large extent • To some extent • To a little extent • Not at all Please provide comments, details or explanations related to your answer:

Section D: Efficiency

14. What is your general level of satisfaction with the human, financial, and material resources available to achieve the expected results? • Very satisfied • Somewhat satisfied • Somewhat unsatisfied • Very unsatisfied Please provide comments, details or explanations related to your answer:
15. To the extent of your knowledge, has the work plan and schedule been respected for the implementation of the programme? Yes ☐ No ☐ Please provide comments, details or explanations related to your answer:

Impact

16. To what extent has the programme generated additional income and increased share of the additional wealth created/ improved livelihood of communities / farmers / SMEs / households (particularly for women and youth)? (This question will be displayed in a matrix table) • To a large extent • To some extent • To a little extent • Not at all Please provide comments, details or explanations related to your answer:
17. To what extent has the programme contributed to SDGs 5 (Gender equality), SDGs 5.1 (End poverty), SDG 8 (promoting sustained, inclusive and sustainable economic growth including CSR) and target 8.5 (full and productive employment with decent salaries and working conditions), and 12 (responsible production and consumption)? (Question displayed in a matrix table) • To a large extent • To some extent • To a little extent • Not at all Please provide comments, details or explanations related to your answer:

Section E: Sustainability

18. In your opinion, how likely is it that the programme's positive effects will continue after the end of its intervention? If so, explain how in the comment section. If not, why not? • Very likely • Somewhat likely • Unlikely • Highly unlikely Please provide comments, details or explanations related to your answer:
19. To what extent are the financial, economic, social, environmental, and institutional capacities of the systems needed to sustain the net benefits over time in place? (Question displayed in a matrix table) • To a large extent • To some extent • To a little extent • Not at all Please provide comments, details or explanations related to your answer:

Cross-cutting issues/ Coherence
20. To what extent has the programme integrated human rights and gender equality, youth, environment, and social responsibility concerns into its design and implementation? (Question displayed in a matrix table) • High degree of integration • Medium degree of integration • Minimal integration • Not integration at all Please provide comments, details or explanations related to your answer:
21. To what extend has the programme complemented other trade-related interventions in your country? • To a large extent • To some extent • To minimal extent • Not at all Please provide comments, details or explanations related to your answer:
Lessons learned/ Best practices/ Recommendations
22. In your opinion, what lessons could be learned from the NTF IV Program?
23. In your opinion, what are the good practices learned from the NTF IV Program?
24. What would be your recommendations for a subsequent programme phase?

ANNEX 9: TERMS OF REFERENCE

International Trade Centre

TERMS OF REFERENCE

Background

Context

The International Trade Centre (ITC) is responsible for the business aspects of trade development, as the joint technical cooperation agency of the United Nations (UN) and the World Trade Organization (WTO). The objective, of ITC is to enhance inclusive and sustainable growth and development through trade and international business development for micro-, small-, and medium-sized enterprises (MSMEs) in developing countries, especially the least developed countries, and countries with economies in transition, through increased business capacities of those enterprises to trade and through a conducive business environment and strengthened institutional ecosystems for those enterprises. ITC contributes to the Sustainable Development Goals (SDGs) through its support to MSMEs' international competitiveness for inclusive and sustainable growth through value addition, trade, investment, and global partnerships.

The Netherlands Trust Fund (NTF) Phase IV (NTF IV) - Export Sector Competitiveness Programme is the fourth in a series of programmes funded by The Netherlands and implemented by ITC in cooperation with the Dutch Centre for the Promotion of Imports from developing countries (CBI). The NTF IV agreement was signed in September 2017, and the total budget for programme implementation, including its management, is USD 10,288,701. NTF IV builds on the successful cooperation between ITC and CBI. This cooperation has been embodied in a series of programmes called NTF I (July 2005 – June 2008), NTF II (April 2009 - June 2013), NTF III (July 2013 - June 2017), and NTF IV (October 2017 – June 2021).

Objectives of the NTF IV Programme

The intended impact of the NTF IV programme aims at inclusive and sustainable development with improved livelihoods of communities/farmers/small and medium-sized enterprises (SMEs)/households (particularly for women and youth) through income generation and an increased share of the additional wealth created to grow out of poverty through sustainable business and employment (SDG1, 8.5). The outcome of the programme is to make SMEs more competitive through improved value chains and through enhanced ability to meet market requirements and create value in a sustainable manner. NTF IV is comprised of four intermediate outcomes (IOs):

- IO 1 Policy makers and regulators endorse policies and plans to improve market access and enhance the business environment for SME investment and export objectives in the selected sector;
- IO 2 Trade and Investment Support Institutions (TISIs) and trade/business support providers extend and improve their services for the focus sector;
- IO 3 Female and male SME owners/managers implement business decisions that raise their competitiveness in the selected international value chain thus increasing growth as well as create decent jobs and apply Corporate Social Responsibility (CSR) principles; and
- IO 4 SMEs are linked to international companies for sourcing and sustainable product/service and market development.

NTF IV encompasses projects in jointly selected priority countries, presented in Table 1 below.

Table 1: NTF IV Country Projects and Focus

Country	Project Focus	Project budget USD
Myanmar	Tourism (follow-up of support under NTF III)	2,892,688
Senegal	Information Technology (IT) / Information Technology Enabled Services (ITES)	1,707,094
Uganda	IT/ITES (follow-up of support under NTF III)	1,761,581
Guinea, Liberia, and Sierra Leone (Mano River Cocoa [MRC])	Value chain development of cocoa and associated crops	2,892,688

Programme funds have also been allocated to a separate Programme Management project which has a total budget of $974,950.

The purpose of the NTF IV programme is to increase the competitiveness of producers and exporters in selected sectors in particular priority developing countries. The outcomes and impact created by NTF IV will contribute to meeting Sustainable Development Goal (SDG) targets, such as promoting sustained, inclusive and sustainable economic growth (Goal 8); full and productive employment to grow out of poverty and incorporate most disadvantaged and poor groups like women, youth, and persons with disabilities through country owned sustainable business development (Target 8.5); gender equality (Goal 5); and responsible production and consumption (Goal 12).

NTF IV Programme Theory of Change

NTF IV is guided by the programmatic approach of ITC's Value Added to Trade Programme (VA2T) and its associated theory of change (ToC). VA2T is already shaped by the learning from NTF III including the need for holistic approach. The VA2T ToC focuses on building the environment for broader improvement in SME competitiveness by influencing policymakers and regulators (strategic embedding), TISIs, international private sector market partners, and the SMEs and producers in their supply chains. Project teams adapted these components for each country through a thorough project development process, building on the experiences from NTF III.

The main beneficiaries of the NTF IV programme are SMEs. NTF IV works with exporting, export-ready, and export-aspiring SMEs and the networks of producers in their supply chains and the service providers that support them.

An integrated value chain approach has been used to enhance value addition at the country level. This integrated approach includes solutions that improve the business environment for SMEs, strengthen the service delivery of TISIs, and build platforms for wide-scale change, create competitive business strategies, reinforce quality and efficiency of supply and production, implement operational and managerial sustainability practices, drive innovation, and connect SMEs to market opportunities.

Figure 1 below provides a broad overview of a stylized value chain. It indicates how value is added through the different levels. It also reflects the importance of working with enterprises as well as support services and policy makers to address the enabling environment. All NTF IV activities start with strong data-driven understanding of the value chain and a clear understanding of the perspective of both the buyer and the producer. NTF IV also emphasizes the importance of transparency throughout the whole value chain to benefit all actors.

Figure 1 Value Chain Development Model
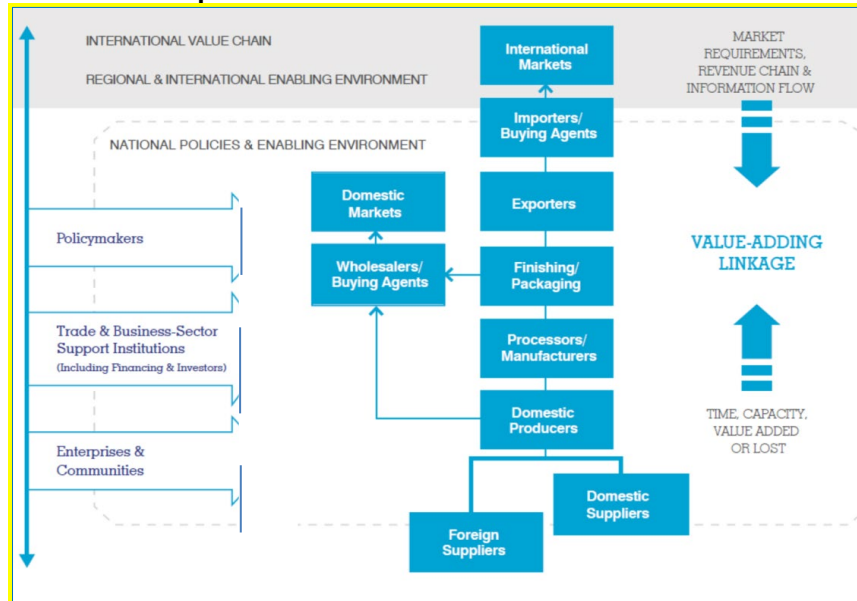
As a basis for wider change, NTF IV works with international buyers and local stakeholders to build roadmaps for increased competitiveness and value addition over the short-, medium-, and long-term (shown in Figure 2 below). To foster broader improvement in SME competitiveness, the programme influences stakeholders along value chains in developing a supportive environment for enterprises. These stakeholders include policymakers and regulators, TISIs, trade/business support providers, international private sector market partners, and the networks of producers and other SMEs in the relevant supply chains.

Figure 2 Roadmap to Value Addition
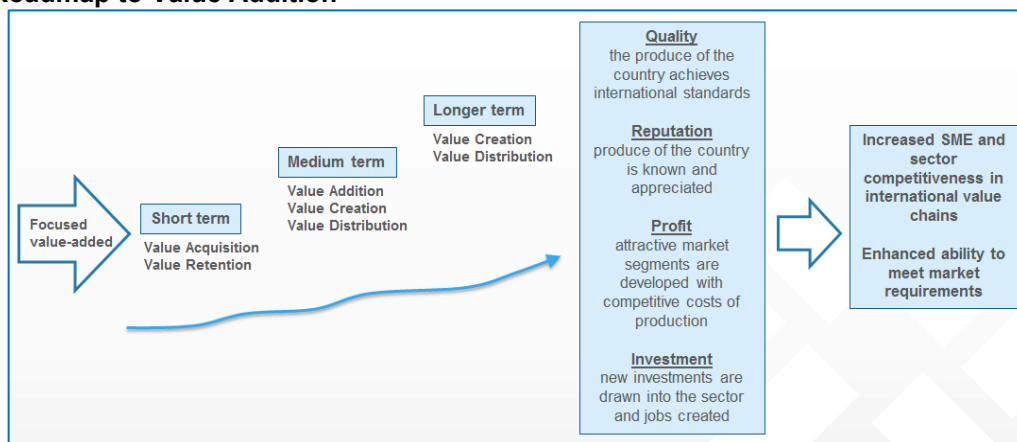
As indicated in Figure 2, VA2T also takes a multilayered view of value addition along the entire value chain. The VA2T programme designs interventions around five value options: value acquisition, value retention, value addition, value creation, and value distribution. Based on experience in NTF III, NTF IV also employs a tiered approach to working with enterprises, recognizing their differing maturity levels and potential for growth. At all tiers, NTF IV targets high potential SMEs, which related research shows drive much of the economic growth and job creation and have critical broader demonstration effects across sectors. These lead enterprises and farmers will contribute to initiating drivers of change across the sector and pull the other enterprises along, thereby lifting the performance of the entire sector.

Special Focus on Gender Equality (SDG 5): Linking to SheTrades

To contribute to SDG 5 on gender equality, NTF IV links closely to ITC's SheTrades initiative at country and global levels. SheTrades aims to connect three million women to market through a global network of partners and global advocacy, national platforms promoting a holistic seven-pillar approach to women's economic empowerment and a global web and mobile application to allow women to connect to partners and show their businesses. NTF IV contributes to SheTrades in the following ways:

- National Advocacy through SheTrades National Platforms;
- Linking to markets through SheTrades Connect;
- Workshops, webinars, market linkages and networking through enriching in-country activities organized with partners; and
- National Advocacy through SheTrades Outlook.

NTF IV Results Chain

NTF IV uses an overall programme results chain (presented below in Table 2) based on the ToC described above with impact, outcome, intermediate outcomes, outputs and indicators focusing on behaviour change of key value chain actors. The results chain was adapted to each country/sector combination at the project level using standard indicators to allow aggregation of results. For each project a baseline, midline were conducted, and an end-line survey will be conducted covering the entire log frame. The results are aggregated at programme level.

The NTF IV programme ToC links with ITC's strategic framework and programmatic approach. In particular, the programme builds on the ToC for two ITC programmes: Value Added to Trade, and Empowering Women to Trade (referred to hereafter as SheTrades). At the outcome and impact levels, NTF IV is also aligned to CBI performance indicators including:

- SMEs are export ready and adhere to relevant social responsibility standards;
- SMEs are connected;
- SME export to European and emerging markets is sustained as well as inclusive; and
- Sustainable economic growth, full and productive employment and decent work for all.

ITC implements the NTF IV programme through four individual country/sector projects linked to joint advocacy at the global level, with a special focus on women. An additional project funded by CBI is for the overall programme management. CBI and ITC have selected the four country/sector combinations building on jointly defined selection criteria including country requests, market demand, CBI/ITC and Dutch Ministry of Foreign Affairs priorities, feedback from Dutch Embassies and other donors on how Netherlands assistance can best be prioritized and comparative advantages of ITC and CBI.

The results framework for each project aligns with the NTF IV programme results framework. In addition, each project includes specific focus on women linked to SheTrades. The Steering Group (SG) explores the level and process for integration of SheTrades in each country project and the level of collaboration on global advocacy on women's economic empowerment.

NTF IV Programme Logical Framework and Indicators

The NTF IV programme has, as a source of verification, collected log frame-related data regularly at project level. Baseline, midline and end-line data has been collected to report outcome and impact data during the programme lifetime.

Objective	Indicators
Impact Inclusive and Sustainable Development: Improved livelihood of communities / farmers / SMEs / households (particularly for women and youth) through income generation and an increased share of the additional wealth created to grow out of poverty through sustainable business and employment (SDG1, 8.5)	1. Percentage increase in the income of beneficiary farmers /cooperatives/ SMEs/ individual service providers 2. Percentage increase in income of women beneficiaries from- SMEs /cooperatives/ farmers and individual service providers 3. Percentage of youth benefitting from increased income 4. Number of jobs (formal and informal) supported 5. Number of additional jobs created (midterm numbers)
Outcome SMEs more competitive through improved value chains and through enhanced ability to meet market requirements and create value in a sustainable manner	Number sector strategies, roadmaps and action plans implemented Number of institutions reporting improved service delivery as well as improved operational and managerial performance as a result of NTF IV's support. Number of SMEs (disaggregated by gender and youth-led enterprises) reporting measurable improved international competitiveness as a result of NTF IV's support Number of SMEs (disaggregated by gender and youth-led enterprises) having transacted business as a result of NTF IV's support (judged as an improvement of minimum one of the following criteria: increased export revenue, new markets developed, increased number of clients, increased inquiries from potential foreign clients) Number of Alliances for Action and SheTrades National Platforms in place Number of SMEs that include climate resilient and sustainable business practices to improve their competitiveness (While climate resilient

	practices are related only to the Sierra Leone project, sustainable business practices will relate to all projects).
Intermediate outcome 1 Policy makers and regulators endorse relevant plans and agreements for market access and enhance the business environment to reflect SME investment and export objectives in the selected sector	1. Number of plans endorsed to reinforce mandate & financial sustainability of TISIs and specialized agencies; and to improve the regulatory framework and adopt good regulatory practices (quality, logistics, finance, etc.). 2. Number of sector plans or brands endorsed to include country branding/national identity and sector differentiation in their trade policies. 3. Number of action plans endorsed and incorporated into national policy including especially plans related to economic empowerment of women.

Outputs contributing to Intermediate Outcome 1:
a) Advisory services on sector strategy, roadmaps and action plans developed as part of Alliance for Action or other platform for sector development.
b) Coordination platforms for sector development such as Alliance for Action and SheTrades National Platforms established and/or strengthened.
c) Sector level strategies for enabling entrepreneurship in selected sectors developed, including National and / or sector level branding and quality strategies

Intermediate outcome 2 TISIs and trade/ business support providers extend and improve their services to the focus sector	1. Number of TISIs reporting improved financial sustainability of its operations, including through enhanced membership renumeration, expanded services and improved managerial and operational performance. 2. Number of TISIs reporting improved management and staff capacity. 3. Number of TISI clients, disaggregated by men and women owned, reporting improved services from selected TISIs including competitive intelligence. 4. Number of TISIs with targets to bring women to market through SheTrades 5. Number of SMEs served by expert networks / associations through services in areas such as quality, supply chain management, packaging or finance.

Outputs contributing to Intermediate Outcome 2:
d) Implementation and monitoring of sector strategy, roadmap and action plan facilitated.
e) Sector TISIs provided with increased capacity for service delivery to SMEs, including competitive intelligence and business diagnostics, and expert networks / associations with increased capacity for service delivery to SMEs in areas such as food safety counselling and certified trade advisory.
f) Specialized agencies provided with increased managerial and operational capacity, and sector TISIs provided with increased capacity to establish market linkages, including co-delivery of B2B events.
g) TISIs provided with increased knowledge and skills on SME support programmes in relevant areas of value addition such as quality, marketing and branding, production and supply chain, development of human and intellectual capital and entrepreneurial skills.
h) TISIs provided increased knowledge, skills and managerial capacity based on SheTrades TISI methodology on improving understanding of services to women-owned and led SMEs

Intermediate outcome 3 Female and male SME owners/ managers implement business decisions that raise their competitiveness in the selected international value chains thus increasing growth as well as create decent jobs and apply Corporate Social Responsibility (CSR) principles.	6. Number of entrepreneurs/ managers reporting new or revised business plans for entering international value chains. 7. Number of SMEs reporting having made measurable changes in their business practices; and improving international competitiveness as a result of ITC support. 8. Number of SMEs certified in quality and/or sustainability standards. 9. Number of new product formulations launched in international markets. 10. US$ value invested by SMEs in R&D, new offerings (products/services). 11. US$ value of external financing attracted.

Outputs contributing to Intermediate Outcome 3:
i) The functioning of Alliance for Action platforms supported by, for example, having facilitated information sharing and networking, at the national or sub-national level.
j) Capacities of SMEs built through training and/or coaching in areas such as marketing, product development, performance measurement, quality, sustainability, traceability, bankability/financing, entrepreneurship and other relevant functional areas.
k) Capacities of SMEs built through training and/or coaching in areas such as managing buyer relationships / market linkages in business planning, including working within procurement systems of international buyers.

Intermediate outcome 4 SMEs linked to international companies for sourcing and sustainable product/service and market development	12. Number market partners reporting they have established supplier development plans for SMEs in developing countries and LDCs. 13. Number of private sector partners reporting an intention to buy from / invest in exporting SMEs. 14. Number of private sector partners reporting an intention to buy from / invest in women-owned / led SMEs 15. - Number of market linkages established.

Project Descriptions

NTF IV consist of four field-based projects and one project to cover management of the programme. Two projects continue country/sector combinations already under NTF III, Myanmar tourism and Information Technology (IT) and Information Technology Enabled Services (ITES) Uganda. The other two projects focus on new country/sector combinations for NTF, IT and ITES in Senegal, and Cocoa and associated crops in Sierra Leone and the Mano River region (Guinea, Liberia and Sierra Leone). For Myanmar tourism and Uganda IT and ITES, as a result of ongoing activities under NTF III, project teams pre-designed elements to be finalized through stakeholder consultation once NTF IV was started.

Mano River Union (MRU): Value chain development of cocoa and associated crops (B586)

Total budget: $2,791,408.26 **Duration:** 01/12/2017 to 01/06/2021

Project description: This project aims to address economic and development challenges faced by Sierra Leone, Liberia and Guinea by rebuilding and reinforcing the productive and trade capacities across the cocoa and cocoa derivatives value chain. It will enable smallholder producers to improve post-harvest efficiency, connect better to markets, add value to increase their competitiveness and comply with standards.

Development impact: Inclusive and Sustainable Development: Improved livelihood of farmers through income generation

Project Outcome: SMEs in the cocoa value chain will become more competitive through an improved value chain and through enhanced ability to meet market requirements and create value for increased trading in a sustainable manner

Intermediate outcomes:

1. Policy makers and regulators endorse relevant plans and agreements for market access and enhancing the business environment to reflect SME investment, and export objectives in the cocoa sector;
2. TISIs and trade/ business support providers extend and improve their services in the cocoa sector;
3. Female and male SME owners/ managers and producer groups implement business decisions that raise their competitiveness in the cocoa value chain; and
4. SMEs linked to international companies for sourcing and sustainable product/service and market development International private sector partners agree on placing strategies to source / invest from and engage in sustainable product and market development with SMEs in developing countries and LDCs including supplier development plans.

Project Partners

- Sierra Leone Investment and Export Promotion Agency (SLIEPA)
- Produce Monitoring Board (PMB), Sierra Leone
- Ministry of Commerce and Industry of the Republic of Liberia
- Agence guinéenne de la promotion des exportations (AGUIPEX)
- Liberian Ministry of Agriculture
- Ministère du Commerce, Guinea

Myanmar: Consolidation of Kayah State tourism and extension to a new State (B386)

Total budget: $2,885,540.24 Duration: 01/12/2017 to 1/06/2021

Project description: The project focuses on Kayah state by expanding tourism product development to an additional state of Myanmar (Thanintharyi) and further consolidating the achieved results at national and Kayah state level. In Tanintharyi, new tourism products (such e.g. Cultural Tourism Tours, Creative Tourism activities, etc.) will be developed at community level and service provision capabilities to tourists enhanced (such e.g. improving food quality and safety), as well as tourism and tourism-related associations strengthened. Tanintharyi has relevant revenue generation potential because of its pristine beaches and easy accessibility both from the capital Yangon (by flight) and from Thailand with three border crossing open to tourists.

Development impact: Inclusive and sustainable tourism development in Myanmar: Improved livelihood of local village stakeholders and providers of product and services, including through income generation and an increased share of the additional wealth generated

Project outcome: Tourism and tourism-related SMEs and local products and service providers are more competitive through improved value chains and through enhanced ability to meet market requirements and create value in a sustainable manner

Intermediate outcomes:

1. Ministry of Hotels and Tourism (MOHT) and Ministry of Commerce (MOC) endorse relevant plans and agreements for market access and enhance the business environment to reflect export objectives in the tourism sector;
2. Tourism and tourism-related sector associations extend and improve their services to the focus sector;
3. Female and male SME owners and local tourism products and service providers implement business decisions that raise their competitiveness in the international tourism and tourism-related value chains; and
4. Tourism and tourism-related SMEs linked to international markets.

Project partners:

- Ministry of Commerce (MOC) Myanmar - Myantrade
- Union of Myanmar Travel Association (UMTA)
- Ministry of Hotels and Tourism (MOHT), Myanmar
- Myanmar Tourism Marketing (MTM)

Senegal: Export development of IT and IT enabled Services (B390)

Total budget: $1,771,952.12 Duration: 01/10/2017 to 01/06/2021

Project description: The purpose of NTF IV in Senegal is to support the internationalization of the local IT/ITES SMEs and start-ups through: 1) strategic, inter-ministerial coordination, an IT & ITES export-development strategy, and positioning of Senegal on the global IT and ITES market; 2) The strengthening of OPTIC, the sector association, as a provider of export advisory and training benefitting its current and future members; 3) The capacity building of companies and start-ups; and mobilization of the Senegalese network of foreign trade representatives (FTR) to promote IT & ITES trade opportunities to complement the work done in the area of investment promotion; and 4) The support of beneficiary companies and private sector associations in the development of international linkages and partnerships in view of funding and/or sales.

Development impact: Inclusive and Sustainable Development: Improved livelihood of SME owners (particularly women and youth) through income generation and an increased share of the additional wealth created

Project Outcome: Export competitiveness of the Senegalese IT&ITES sector is increased at firm and TISI level

Intermediate outcomes:

1. Policy makers coordinate the design of a Sector Export Strategy;
2. OPTIC and ASEPEX extend and improve their export-related services for IT&ITES businesses;
3. SME implement business decisions that raise their competitiveness in the selected international value chains; and
4. Beneficiary companies and supported private sector associations develop international linkages and build partnerships in view of funding and/or sales.

Project partners:

- Agence sénégalaise de promotion des exportations (ASEPEX)
- Organisation des Professionnels des Technologies de l'Information et de la Communication (OPTIC), Sénégal
- Ministry of Foreign Affairs of the Netherlands

Uganda: Export development of IT and IT-enabled services (B387)

Total budget: $1,874,349.38 Duration: 01/12/2017 to 01/06/2021

Project description: The purpose of NTF IV in Uganda is to support the internationalization of the local IT/ITES SMEs and start-ups through: 1) Implementation of the endorsed Sector Export Plan and Country Marketing Plan in the IT and ITES sector; 2) The strengthening of ATIS and ICTAU in order to extend and improve their export-related services for IT and ITES businesses; 3) The capacity building of companies and start-ups; and mobilization of the Ugandan network of foreign trade representatives (FTRs) to promote IT and ITES trade opportunities to complement the work done in the area of investment promotion; and 4) The support of beneficiary companies and private sector associations in the development of international linkages and partnerships in view of funding and/or sales.

Development impact: Inclusive and Sustainable Development: Improved livelihood of SME owners, their households and employees (particularly for women and youth) through income generation and an increased share of the additional wealth created.

Project outcome: Export competitiveness of the Ugandan IT&ITES sector is increased at firm and TISI level.

Intermediate outcomes:

1. Policy makers and regulators monitor and coordinate the implementation of the endorsed Sector Export Plan and Country Marketing Plan in the IT&ITES sector;
2. TISIs are functional and extend and improve their export-related services for IT&ITES businesses;
3. SME and start-up company owners/ managers implement business decisions that raise their competitiveness in the selected international value chains; and
4. Beneficiary companies and supported private sector associations develop international linkages and build partnerships in view of funding and/or sales.

Project Partners:

- National Information Technology Authority Uganda
- Uganda ICT Association (ICTAU)
- Alliance for Trade in Information Technology and Services (ATIS), Uganda

NTF IV Programme Management (B584)

Total budget: $954,450 **Duration:** 01/10/2017 to 30/06/2021

Project description: This project includes technical leadership, programme management, quality assurance, evaluation and SG support to the four NTF IV related projects, and is based at ITC headquarters in Geneva.

Programme Governance and Project Implementation Structure

NTF IV retains a close collaboration between CBI and ITC in strategic management of the programme by the common Steering Group (SG). The SG works towards a joint governance structure of the ITC and complementary CBI implemented interventions. NTF IV is leaner based on experience gained from NTF III. The formal NTF III Executive Committee will no longer be part of the governance structure. Instead, the two Executive Directors (EDs)/Chief Executive Officers (CEOs), the Dutch Permanent Representative and the Ministry of Foreign Affairs meets annually to discuss international developments and overall collaboration and synergies outside NTF IV. Moreover, a stricter role division between SG and Quality Assurance Advisor (QAA) has been put into place to enhance efficiency. The SG monitors the programme and synergies on a strategic level and in the field, while the QAA focuses on results-based management (RBM), including through training project staff, with no role in field supervision. Finally, NTF IV aims to have a reduced cost of management and technical leadership by taking advantage of systems already tested. NTF IV programme level costs are 19% of the overall budget compared to 23.5% under NTF III. The following paragraphs summarise the roles within the governance structure:

Steering Group (SG): ITC and CBI Senior management provide strategic direction with participation of the Ministry of Foreign Affairs. The SG consists of the ITC Director of the Division of Enterprises and Institutions (DEI), and a high-level management representative from CBI. Representatives of the Dutch Mission in Geneva and the Ministry of Foreign Affairs also attend if available. The ITC Chief of the Sustainable and Inclusive Value Chains (SIVC) Section, and the CBI Special Representative International Relations attend the SG meetings in an advisory capacity. The NTF IV Programme Manager prepares and presents reporting. The SG provides overall strategic guidance and decision-making. For example, the SG decided on country and sector selection, approved project designs, confirmed engagement of strategic stakeholders at the design stage, and approved the start of project implementation. SG members meet at least twice per year with additional meetings decided on an ad hoc basis and conducts regular monitoring visits to the field.

Quality Assurance Advisor (QAA): The QAA provides independent advice to SG and programme manager on results frameworks, builds local capacity on monitoring and evaluation (M&E) of the implementation and results, provides feedback on reporting with regards to RBM. The QAA supported the programme and project managers to develop results frameworks at the beginning of the programme and the corresponding projects, and will update/revise them jointly with managers at the midterm of the programme or as required. The QAA supports project managers in training National Project Coordinators (NPCs) in RBM and data collection e.g. for baselines. Moreover, the QAA conducts a midterm implementation review with the NPCs, in close collaboration with the Programme and Project Managers. The QAA also provides inputs on reporting at project and programme levels, to support continuous improvement. The QAA works closely with the Programme Manager on all aspects of work, while reporting directly to the SG.

NTF IV Programme Management: Programme management consists of a Programme Manager and Administrative Assistant. The Geneva-based Programme Manager ensures implementation and coordination of all projects and interacts with the SG and the QAA. The Programme Manager ensures the NTF IV team implements SG guidance. The Programme Manager undertakes regular monitoring missions to the field, represents the programme in Project Steering Committee (PSC) meetings and is also responsible for progress reporting.

The Project Management Team: ITC staff deliver projects; manage results; oversee the day-to-day activities; manage and track budget and resources; carry out administrative oversight; and manage relationships with partner organizations in the selected countries. The Project Management Team is composed of Project Managers based at ITC headquarters in Geneva and NPCs recruited in each NTF IV country. NTF IV uses local capacity in project management where feasible.

National Project Steering Committees (PSCs): Field-based National PSC oversee the ITC-implemented NTF IV projects as well as the parallel CBI-implemented projects in the same sector. It should be noted that the Mano River Union project does not have a PSC, but functions with project focal point at partner organizations. The PSC is composed of the government counterparts of the country concerned (e.g. Ministry of Commerce), the private sector representative of the industry concerned (e.g. the relevant Industry Association), a CBI representative, and ITC. The SG may participate in the PSC meetings. PSCs meet every six months, either during missions or through videoconferencing, to develop and review workplans, resolve disputes, review overall progress, and recommend changes in project implementation. The Dutch embassies in the respective countries are informed regularly of the project progress. While the embassies do not officially form part of the PSCs, they may intervene at a strategic level. NTF IV staff when visiting the country debrief the embassy of the work undertaken. Dutch embassies have provided valuable inputs in the sector selection process for NTF IV.

Purpose and objective of the tender

Purpose

According to the logical frameworks of each project in the signed programme agreement, a final evaluation is to be carried out in order to determine if the project and programme objectives were attained. As per subsequent agreement between CBI and ITC, the final evaluation of the NTF IV programme will be an independent evaluation managed by the ITC Independent Evaluation Unit (IEU).

The main purpose of the final evaluation is to provide an assessment of performance against the intended outcomes and intermediate outcomes of each project, as set out in their logical frameworks. The evaluation will also determine the extent to which the projects contributed to the programme's ToC, and reconstruct the ToCs if required. The evaluation will examine the NTF IV programme relevance,

coherence, effectiveness, efficiency, impact, value for money, and sustainability. The main users of this evaluation will be ITC, CBI, and the Netherlands Ministry of Foreign Affairs, implementing partners and identified key stakeholders.

ITC seeks to contract a vendor to carry out the final evaluation of the NTF IV Export Sector Competitiveness Programme (including 5 projects). The deliverables should be completed within nine (9) months of the signature of the contract or by 31 March 2022, whichever date comes first.

Objectives of the successful contractor:

The successful contractor is to:

Independently assess the extent to which the programme has succeeded to achieve its intended outcomes and intermediary outcomes, and provide an indication of the extent to which it has contributed to the intended impact (summative component);

Provide recommendations to serve as a basis for improvements towards a potential subsequent phase of the programme (formative component);

Provide lessons learned, examples of good practice;

Assess to which extend sustainability, CSR and poverty and gender aspects have been taken into account from initiation of activities and to which level the activities contributed, direct or indirect to a quantified and qualified better life and job security for the target groups;

Assess/give an overview/insights if any additional non-expected impacts or effects were generated by NTF IV as well as which impact /influence NTF IV had on systems changes in the relevant sectors; and

Determine to which extend NTF IV contributed to sustainable country owned and financed (non-ODA) functioning SME's/sectors.

Scope of work

The scope of the evaluation will include all of the NTF IV projects contributing to the programme, as listed above, and will cover the period from 1 October 2017 up to and including 30 June 2021. ITC will not consider splitting the award by projects.

OECD-DAC Evaluation criteria

The evaluation will use the OECD-DAC evaluation criteria, namely: relevance, coherence, effectiveness, efficiency, impact, and sustainability.

The evaluator shall furthermore consider whether gender equality, youth engagement, contributions to reduce poverty (direct or indirect), green growth and environment, CSR, and social responsibility were mainstreamed; the relevant SDGs and their interlinkages were identified; the principle of <u>Leave No-One Behind and the rights-based approach</u> methodology was followed in the identification/formulation documents and the extent to which they have been reflected in the implementation of the NTF IV Programme, its governance and monitoring.

Indicative Evaluation Questions

The Evaluation Questions formulated below are indicative. Based on these, and following initial consultations and document analysis, the selected vendor will discuss specific Evaluation Questions with the Evaluation Manager and propose in their Inception Report a complete and finalized set of Evaluation Questions with indication of specific Judgement Criteria and Indicators, as well as the relevant data collection sources and tools in an Evaluation Matrix.

Once agreed through the approval of the Inception Report, the Evaluation Questions will become contractually binding. Below is a set of suggested Evaluation Questions, furthermore detailed questions will be expected in the Inception Report:

Relevance

To assess the extent to which the NTF IV Programme objectives and design respond to the needs of the countries and targeted beneficiaries, the needs, policies, and priorities of CBI, and the extent to which they are relevant to ITC's mission and strategic objectives. Beneficiaries is defined as the individuals, groups, or organizations, whether targeted or not, that benefit directly or indirectly, from the development intervention. Other terms, such as rights holders or affected people, may also be used." Source: OECD/DAC Network on Development Evaluation (2019). Better Criteria for Better Evaluation:

Revised evaluation criteria definitions and principles for use. Paris: OECD, p. 7. http://www.oecd.org/dac/evaluation/revised-evaluation-criteria-dec-2019.pdf

Key questions include, inter alia:

To what extent do the NTF IV programme objectives and design respond to beneficiaries', global, country, and partner/institution needs, policies, and priorities?

Does the programme align with and support national development plans and priorities, including the Sustainable Development Goal (SDG 5.1 end poverty), (SDG) 5 (gender equality); 8 (promoting sustained, inclusive and sustainable economic growth including CSR); target 8.5 (full and productive employment with decent salaries and working conditions); and 12 (responsible production and consumption)?

- Do the programme results respond to the needs of all stakeholders (including women and youth, and the poor and disabled) as identified at the design stage?
- Was the programme design and theory of change appropriately adapted to the contexts in each country?
- To what extent were cross-cutting dimensions (human rights and gender equality; inclusion of youth; green growth, and social responsibility) reflected in the design of the programme? Has integrating these cross-cutting issues been relevant to achieving the goals and results of the programme?

Coherence

To assess the extent to which other interventions support or undermine the Programme, including internal coherence and external coherence, as well as complementarity, harmonization and coordination with others, and the extent to which the Programme is adding value while avoiding duplication of effort. Key questions include, inter alia:

- Regarding internal coherence, what is the compatibility of the NTF IV Programme within ITC and with CBI? Did the programme establish synergies and interlinkages with other interventions carried out by ITC or CBI?
- Regarding external coherence, was the programme compatible and consistent with the interventions of other actors' interventions in the same countries and sectors? How well did the programme complement other trade-related interventions in each country? Has there been complementarity, harmonization and coordination with other entities? If so, to what extent did the programme add value while avoiding duplication of effort?

Effectiveness

To assess the extent to which the Programme achieved, or is expected to achieve, its objectives and its results, taking into account their relative importance. Key questions include, inter alia:

- To what extent did the NTF IV programme achieve, or is expected to achieve, its objectives, and its attributable results along the causal pathway, including any differential results across groups? Can the results be distributed across different groups, and do the results surpass the intended objectives of the programme? This is in line with the UN leave no-one behind policy. It is meant to encourage the evaluation to "examine equity issues and results for groups that have been marginalized, while not assuming that equity is an objective of the intervention". (OECD/DAC (2019). p. 9).
- Were baseline data established to measure progress? Have the activities and outputs been delivered according to the quality requirements and the workplans?
- Did stakeholders have a good understanding of the programme? Do all beneficiaries have access to the programme's deliverables (trainings, publications, etc.) and, are they being used as intended? Are there any factors that prevent beneficiaries from accessing the results or services of the programme?
- Are there any results related to cross-cutting issues related to human rights and gender equality, youth, environment, and social responsibility?

Efficiency

To assess the extent to which the Programme delivered, or is likely to deliver, results in an economic and timely way. Key questions include, inter alia:

- What is the extent to which the programme delivered results in an economic and timely way?

- How does the NTF IV investment compare to the realized benefits in US dollar terms as compared to the baselines per programme (what is the ROI?)?
- Have inputs (funds, expertise, human resources, time, etc.) been converted into outputs, outcomes and impacts (relative to the entire results chain), in the most cost-effective way possible, within the intended timeframe?
- How well was the programme managed in order to address operational efficiency, within ITC as well as the local project coordination teams? How effective have the management arrangements been in the delivery of the programme? Was the Steering Committee effective in its role of supporting and guiding the programme management? Was the administrative cost comparable to that of other development partners?
- Was a monitoring system put in place that enabled effective management, implementation and accountability? Was the monitoring system revised or changed during the course the programme's implementation?

Impact

To assess the extent to which the Programme has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects. The achievement of impact, including contributions to SDGs, is critical to ITC's mission. Impact is considered as the changes introduced by ITC interventions in socio-economic status and patterns of actions of target groups. Often, ITC is enabling capacity of capability. It is therefore critical that once capacity is created in an enterprise, an institution or an individual, that this is converted into action and improvements. Key questions include, inter alia:

- To what extent has the programme generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects? Can observed changes be linked to the programme's interventions?
- Has the programme generated inclusive and sustainable development through improved livelihood of communities / farmers / SMEs / households (particularly for women and youth) through income generation and an increased share of the additional wealth created?
- To what extent has the programme contributed to SDGs 5, 8 and target 8.5, and 12?

Sustainability

To assess the extent to which the net benefits of the Programme will continue, or are likely to continue beyond the phase of ITC's direct support. It also includes an assessment of the likelihood that actual and anticipated result will be resilient to risks beyond the Programme's lifespan.

- What is the extent to which the net benefits of the programme continue, or are likely to continue?
- Are the financial, economic, social, environmental, and institutional capacities of the systems needed to sustain the net benefits over time in place?
- How effective has the programme been in establishing national ownership in each country?
- What are the factors that may influence the achievement or non-achievement of sustainability of the programme including cross-cutting issues?
- Was a specific exit strategy or approach prepared and agreed upon by key partners to ensure T

TECHNICAL SPECIFICATIONS

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

According to UNEG guidelines, evaluations should be carried out in a participatory and ethical manner. The evaluation should take account of cultural differences, local customs, religious practices, gender roles and age throughout the planning, implementation and reporting on the evaluation. UNEG guidance also specifies that the chosen methodology for an evaluation should explicitly address issues of gender and under-represented groups and be in line with the UN system's commitment to the human rights based approach.

The evaluation will involve five (5) phases through the evaluation process: (1) Desk Review phase, (2) Data Collection and Analysis phase, (3) Reporting phase, (4) Dissemination and Learning phase, and (5) Management Response phase. The sequencing of the evaluation and roles and responsibilities are outlined below.

Desk Review phase

The selected vendor reviews the relevant ITC policies, strategies, programme and project documents (including past NTF programme evaluations), and conducts interviews (face to face or virtual) with ITC programme and project managers. An Inception Report will be prepared by the selected vendor. The inception report should clarify the evaluation approach, theories of change and corresponding results chains tailored for each of the projects under evaluation, evaluation questions, evaluation matrix, data collection methods, major analysis and findings based on desk review, evaluation framework, key issues to be assessed, data gaps to be addressed during evaluation, and timeline of the evaluation. The inception report will include a contextual analysis covering each of the project countries and sectors, to be used in order to identify the most appropriate methodological approach for each country, including mitigation measures should local data collection net be feasible. The inception report should also include an indicative annotated table of contents of the evaluation report, and an indicative evaluation communication and learning plan.

Data Collection and Analysis phase

The selected vendor will apply the evaluation methods agreed in the Inception Report, to answer the evaluation questions identified in the Inception Report and in the evaluation matrix, including triangulation of methods to ensure ideal coverage and assessment and the use of both quantitative and qualitative data collection methods. Ideally, data collection would include obtaining data in the respective project countries. If certain conditions (such as travel restrictions, local health situation or political instability) preclude on-site data collection, alternative forms of data collection must be considered. The evaluation will distil the findings that emerge from the data collected on the projects that contribute to the NTF IV programme, and the analysis will examine the NTF IV programme from a synthetic perspective assessing the programme's relevance, coherence, effectiveness, efficiency, impact and sustainability into a single and coherent evaluation report.

Reporting phase

Following data collection and analysis, the selected vendor will draft the evaluation report. The draft should be shared with IEU for peer review and quality assurance. Thereafter, the IEU will share the revised draft with the Programme and other key stakeholders and partners inviting comments. The comments will be acknowledged and addressed respectively by the selected vendor.

Dissemination and Learning phase

The selected vendor will be responsible for interaction, communication, events, and learning throughout the evaluation process. Dissemination of evaluation findings and recommendations will be customized according to preferences of key clients of the evaluation.

Management Response phase

Upon completion of the evaluation, the Programme will prepare a management response and related action plan addressing each of the recommendations. In agreement with ITC management, Programme management and other key stakeholders (e.g. funders), the IEU will be responsible for following-up on the implementation of the evaluation recommendations and reporting the process of the implementation periodically to ITC Senior Management Committee.

ITC SUPERVISION AND GUIDANCE

ITC Independent Evaluation Unit

The ITC Independent Evaluation Unit (IEU) will supervise and monitor the progress of the final evaluation. The evaluation will be managed, and quality controlled by the IEU. The role of the IEU will be to provide guidance and oversee the evaluation process. The duties of the IEU will be to:

Have regular contacts, at least on a weekly basis, with the selected vendor during the evaluation process and provide all material and documentation already available on the projects evaluations.

Liaise between the selected vendor and the key stakeholders.

Establish all logistical arrangements for the evaluation regarding meetings and travel arrangements, when required;

Submit the draft inception report to the NTF IV project officer at the Ministry of Foreign Affairs, the NTF IV Programme Steering Group, Programme Management, The Quality Assurance Advisor, NTF IV

Programme Management; NTF IV Project Management Teams; and National Project Steering Committees;

Provide technical comments to the draft inception report;

Collect comments for onward submission to the Selected vendor;

Submit the draft evaluation report to the NTF IV Programme Steering Group, Programme Management, The Quality Assurance Advisor, NTF IV Programme Management; NTF IV Project Management Teams; and National Project Steering Committees;

Consult with stakeholders about eventual factual errors, omissions or misunderstandings in the evaluation draft;

Provide technical comments to the draft evaluation report;

Collect comments for onward submission to the Selected vendor;

Submit the final evaluation report to the NTF IV Programme Steering Group, Programme Management, The Quality Assurance Advisor, NTF IV Programme Management; NTF IV Project Management Teams; and National Project Steering Committees;

Controlling quality of the report;

Ensure diffusion of the final evaluation report;

Ensure the management response is submitted; and

Ensure proper follow-up on the recommendations and dissemination of results and lessons learned.

The NTF IV Programme Management Team and Project Management

The NTF IV Programme Management Team and Project Management Teams will:

Support implementation of the evaluation through collecting documentation and making it available to the IEU for onward submission to the Selected vendor;

Facilitate stakeholder meetings;

Provide logistical and practical support to the Selected vendor when required;

Be available to take part in interviews;

Provide comments on the Draft Inception Report;

Provide comments on the Draft Evaluation Report;

Ensure proper stakeholder involvement in the entire evaluation process;

Support the implementation of the Final Evaluation Report accepted or partially-accepted recommendations; and

Support the dissemination of the final evaluation through consulting with National Steering Committees and other country stakeholders on the evaluation findings and conclusions.

NTF IV National Steering Committees

The NTF IV National Steering Committees will:

Be available to take part in interviews;

Provide comments on the Draft Inception Report;

Provide Comments on the Draft Evaluation Report; and

Support the implementation of the Final Evaluation Report recommendations.

NTF IV Programme Steering Group

The NTF IV Programme Steering Group will:

Be available to take part in interviews;

Provide comments on the Draft Inception Report;

Provide Comments on the Draft Evaluation Report; and

Endorse the Final Evaluation Report.

Netherlands Ministry of Foreign Affairs

The Netherlands Ministry of Foreign Affairs will:

Be available to take part in interviews;

Provide comments on the Draft Inception Report;

Provide Comments on the Draft Evaluation Report; and

Endorse the Final Evaluation Report.

DELIVERABLES

Deliverable 1 – Draft Inception Report

The Inception Report is a strategic and technical analysis that paves the way for evaluation process. It builds on, and is coherent with the TOR of the final evaluation. It sets the context for the evaluation, particularly the conditions related to evaluability. The Inception Report defines what will be evaluated (evaluation questions and matrix) and how the process for conducting the evaluation will be deployed (evaluation methods, sources of data and a work plan), and field visits (including list of identified beneficiaries, with relevant contact details for interviewees and recipients of the questionnaire and focus group discussions, and interview schedules). Finally, the Inception Report includes an analysis of possible risks encountered during the evaluation process together with a mitigation plan and a strategy for communication/dissemination of the evaluation report. The Inception Report will be based on the evaluation questions in the TOR, desk research and early interviews. The inception report will address how the data collected on each project, and its analysis, will be distilled and synthesized to evaluate the NTF IV programme and produce a single and coherent evaluation report.

The inception report will include a contextual analysis covering each of the project countries, to be used in order to identify the most appropriate methodological approach for each country, including mitigation measures should local data collection not be feasible.

The contractor will submit the draft Inception Report one month after the contract has been signed, presenting the full nine (9) month work programme, coordination structures and working processes that will have been set up.

The Selected vendor completes an initial round of desk research and preliminary review of documentation to determine the evaluability of the project, including initial interviews to determine the methodology. At the end of this stage, the Selected vendor submits a Draft Inception Report.

Deliverable 2 – Final Inception Report

The IEU will review the Draft Inception Report to ensure its conformity with the TOR and quality requirements. Should these requirements not be met, the IEU will liaise directly with the Selected vendor to rectify any issues identified. The IEU circulates the Draft Inception Report to all key stakeholders for comments and feedback. Comments and feedback are sent to the IEU, and the IEU will compile all comments and feedback and relay to the Selected vendor.

The Selected vendor answers questions, provides justifications, and/or incorporates changes into the Draft Inception Report. At the end of this period, the Selected vendor submits the Final Inception Report to the IEU, which will include the approved theories of change, methodology, data collection instruments, and the complete analysis of data collection methods, for approval. The IEU will circulate the Final Inception Report to all key stakeholders.

Deliverable 3 – Update and Validation Workshop

The Selected vendor carries out the evaluation and implements the agreed methodology as set out in the Inception Report. At the end of this period, the Selected vendor sends an Update to the IEU on the collected findings and preliminary observations. In addition, the vendor will provide a presentation to be discussed during the validation workshop, organized by the vendor. This workshop shall allow to present and discuss preliminary findings, conclusions and recommendations with key stakeholders.

Deliverable 4 – Draft Evaluation Report

Guided by the inception report, the Draft Report will be based on desk review and on data collected during the evaluation. It will include an Executive Summary, as described in the ITC Evaluation

Guidelines, and will delineate factually motivated recommendations by drawing on the findings of the evaluation. Materials gathered and desk analysis should be accessible for reference and use, and, to a reasonable, cost-effective extent, retained as supplementary volumes or annexes to the final Evaluation Report.

The Selected vendor completes the write-up of the Draft Evaluation Report. At the end of this period, the Selected vendor submits the Draft Evaluation Report to the IEU.

The IEU will review the Draft Evaluation Report to ensure its conformity with the TOR, the Inception Report and quality requirements. Should these requirements not be met, the IEU will liaise directly with the Selected vendor to rectify any issues identified. The IEU circulates the Draft Evaluation Report to all key stakeholders for comments and feedback. Comments and feedback are sent to the IEU, and the IEU will compile all comments and feedback and relay to the selected vendor.

Deliverable 5 – Final Evaluation Report, Audit Trail, and Evaluation Communication Note

The core product of the evaluation process will be the Final Evaluation Report. The final report should highlight the purpose, scope and limitation of the evaluation, and should contain a description of the applied methodology, evidence-based findings, conclusions, lessons learned and recommendations. The analysis should highlight constraints, strengths on which to build, and opportunities for NTF IV Programme.

The selected vendor will incorporate changes into the evaluation report and provide answers to questions and justifications, and accounts for these in an Audit Trail. At the end of this period, the selected vendor submits to the IEU the Final Evaluation Report, including the Audit Trail, and an Evaluation Communication Note Learning Note to be used for dissemination purposes.

Deliverable 6 – Debriefing and Presentation

To ensure wider usage and learning from the evaluation findings, the selected vendor will be required to deliver a presentation tailored to the needs and interests of different stakeholders of the Final Report. The selected vendor provides debriefings to the IEU, the NTF IV Programme Management and Project Managers, National Steering Committees. The Selected vendor also provides a presentation to the Project Steering Committee and other key stakeholders.

QUALIFICATIONS, COMPETENCIES AND EXPERIENCE REQUIRED

Pre-requisites (mandatory requirements):

Acceptance of ITC/ UN General Terms and Conditions

Desirable expertise & experience:

Demonstrated knowledge of and a strong record in designing and/or leading evaluations (including both qualitative and quantitative evaluation methods) of development projects/programmes within the past five years;

Technical capability to carry out the work required for all the countries namely Senegal, Uganda, Guinea, Liberia, Sierra Leone and Myanmar

Experience in leading evaluations with the UN and knowledge of the UN and its reporting system would be an asset;

Knowledge of the UN project operations, with technical competency in trade issues, particularly Aid for Trade; and/or in private sector development approaches.

Experience and knowledge in evaluating IT and IT-enabled services, inclusive tourism, agricultural value chain development;

Knowledge of developing country economies particularly in Africa and Asia; knowledge of Senegal, Uganda, the Mano River region (Sierra Leone, Liberia, and Guinea), and Myanmar and in-country experience in any of these countries would be an asset;

Knowledge of other related local programmes/projects, and of associated local institutions and government structures in the countries where the Programme is being implemented will be an asset;

Proficiency in English and excellent report writing skills, with the ability to write clear and concise analytical reports; fluency in one or more of the vernacular languages of the countries where the Programme is being implemented will be an asset;

Good facilitation, presentation and analytical skills;

Ability to communicate effectively with various stakeholders including Government, Donors, private sector, and other beneficiaries;

Excellent organization and time management skills;

Strong interpersonal skills, with the ability to work with people from different backgrounds to deliver quality products within short timeframe; and

Ability to be flexible and responsive to changes and demands; and to be result-based and open to feedback.

PAYMENT TERMS AND SCHEDULE

Schedule

The deliverables should be completed within nine (9) months of the signature of the contract or by 31 March 2022, whichever date comes first. The execution of the tasks may not start before the contract has been signed.

Payment

ITC will only make payment based on satisfactory achievement of specific deliverables. Also note that ITC does not make advance payment and ITC is exempted from paying VAT and any other form of taxes.

As per ITC/UN standard terms of payment, payment is at 30 days following satisfactory delivery of the services and invoice receipt.

REQUIRED DOCUMENTS FOR THE PROPOSAL

Technical Proposal

The technical proposal should include but not be limited to the following:

Description of the company's experience specifically working with diverse categories of clients: (1) UN organizations and/or other International Governmental Organizations (IGOs), (2) Governmental Organizations (GOs), (3) business sector Non-Governmental Organizations (NGOs) and 4) business sector with 3 references (full contact details).

Description of the company's experience in evaluating complex international multi-project programmes or large programmes with detailed references to two evaluations similar in size and scope.

Demonstrates evaluation capacity to work across all countries or regions, and industries or sectors where the projects are being implemented.

Description of the company's experience in the field of trade and value chain development and poverty alleviation nexus in developing countries ;

Description of the company's network to ensure regional/country accessibility: offices, staff or representation in project countries (Senegal, Mano River [Guinea, Liberia, Sierra Leone], Uganda, and Myanmar) and all three regions (West Africa, East Africa, and South-East Asia).

Description of the methodology to assess the extent to which the programme has succeeded to achieve its intended outcomes and intermediary outcomes and its intended impact, indication on sustainable development and CSR, poverty and gender aspects.

Description of the qualitative and quantitative data collection methods to evaluate sustainable development-focused trade-related technical assistance (TRTA), adapted to Covid-19 (and any other public health challenges) and political challenges.

Information on the size of the company (number of employees and functions /assignments)

List and detailed profile (Ex. CV) of the persons assigned to carry out the activities of this contract (staff and / or consultants)

Composition of the team dedicated to this project: Please indicate clearly to what type of activity/role the persons will be assigned. A person can be assigned to more than one type of activity.

Quality assurance mechanism and risk mitigation measures to be put in place.

Description of company's capacity to carry out the evaluation process in English and its ability to speak in French and Burmese as well as predominantly used local languages of the project countries (i.e. Senegal - Wolof; Guinea, Liberia, Sierra Leone – ex. Koniaké, Guerzé, Kisi, Toma, Mende, Maninka (or Mandingo); Uganda - Luganda).

Companies are asked to submit a Workplan with milestones and tentative timeline with an estimated completion date for the scope of work from the time it receives a purchase order.

Documents that demonstrate the reliability and soundness of the company / organization: financial statements of the last three (3) years (balance, income statement)

The ITC's General Terms and Conditions (UN conditions of contract) signed to confirm acceptance;

Disclose any previous involvement/engagement in the design and delivery of the NTF IV Programme in any of the countries where it has been implemented. If none, please indicate so.

Financial Proposal

Please submit your financial proposal using the financial offer template (Annex C)

EVALUATION OF PROPOSALS

Methodology

Each proposal will be assessed first on its technical merits (including by reference to legal requirements) and subsequently on the financial proposal provided. In making the final decision, ITC considers both technical and financial aspects. ITC first reviews the technical aspect of the offer, followed by the review of the financial offer of the technically compliant vendors.

The technical offer must cover all aspects and tasks required in the description of main tasks (technical specifications above) and provide all the information needed. Offers not fulfil the requirements or deviating from them may be rejected from the selection process. Any technical proposal must include all of the specifications/criteria and evidence described in the next sections but do not include any cost or price.

Technical mandatory pre-requisites

Firstly the proposals must meet the mandatory prerequisites: Bidding company accepts ITC's General Terms and Conditions (UN Conditions of contract). If the technical proposal does not meet all the prerequisites, it will not be considered further.

Technical scoring

The technical evaluation will be made based on the criteria given below. The maximum technical score is 75 points. This evaluation defines if the proposal is technically qualified or not. The compliance with the evaluation criteria related to the company will be assessed and graded according to a 4 levels grading scorecard ranging from not acceptable to very good for each of the criteria:

Maxi-mum points	Evaluation criteria
24	**1. The Vendor - Technical capacity experience**
5	1.1 Years of evaluation experience + relevance of experience (industry and/or sector)
5	1.2 vendor's experience in the field of trade, value chain development and poverty alleviation nexus in developing countries
5	1.3 Type of clients for which the vendor has provided evaluation services: 1) UN organizations and/or other International Governmental Organizations (IGOs), (2) Governmental Organizations (GOs), and (3) business sector Non-Governmental Organizations (NGOs) and 4) business sector
6	1.4 Country/Region accessibility
3	1.5 Vendor references
18	**2. The Team**
5	2.1 Composition of the evaluation team and evaluation expertise in relation to the subject matter including CVs.
5	2.2 Team management structure including specializations and assigned responsibilities
5	2.3 Profile of Team Leader

3	2.4 Balance in gender of the Evaluation Team
27	**3. The solution - Quality of the technical offer**
10	3.1 Proposed research methodology and analysis strategy
5	3.2 Level of understanding of the purpose and country contexts of the evaluation
5	3.3 Plan to disseminate evaluation findings and recommendations
4	3.4 Detailed reference to similar evaluation provided
3	3.5 Language capacity to carry out the evaluation process in English and/or the capacity to speak French, Burmese or any of the predominantly used languages of the project countries.
6	**4. The Risk**
3	4.1 Compliance of the timeline of the proposal submitted with the ITC project timeline as expressed in the TOR.
3	4.2 Financial Capacity / Financial stability of the vendor as per audited Income Statement and Balance Sheet provided for the last 3 years. Formula used: Quick ratio. Quick ratio = (Cash + Cash Equivalents + Short Term Investments + Account Receivable) / Current liabilities.
75	**<-Total Technical score /** **Minimum Technical Score to qualify for financial evaluation = 50 points**

Financial evaluation

Only those tenders that have obtained at least 50 out of the seventy five (75) points in the technical evaluation will be qualified for the financial evaluation.

Vendors are requested to submit a financial offer that includes the overall total cost of the project, indicating the currency. ITC accepts payment after services have been satisfactorily rendered. The financial offer should detail costs of tasks and deliverables proposed in the technical proposal and a schedule and conditions of payments linked to tasks and deliverables.

The financial score will be determined by giving the lowest cost proposal the higher score, twenty-five (25) points. The cost taken into consideration shall be the overall total cost of the proposal. The formula used to determine the financial score for the proposal P is as follows:

$$Financial\ Score\ of\ proposal\ P = \frac{25\ points * lowest\ cost\ proposal}{cost\ of\ proposal\ P}$$

The contract will be awarded to the most economically advantageous tender, according to the 'best value for money' award method (75% technical score plus 25% financial score). ITC reserves the right not to select any tender if the amounts tendered exceed the budget envisaged for this project.

Procurement tentative timeline

Publication of the Tender documents	**31 March 2021**
Clarification on Terms of Reference	**19 April 2021**
Submission of proposals	**5 May 2021**
ITC evaluation	**May – Mid June 2021**
Notification of award	**Mid-June 2021**
Signing of contract	**End June**
Expected Contract start	**1 July 2021**

ANNEX 10: AUDIT TRAIL

No.	Identifier	Question/Comment on Draft Report	ET Response
1	Para 1	The programme duration was 4 years	Done
2	Page iv, Para 7	**Sentence from the Evaluation:** "In some cases, contacting stakeholders was slowed because NTF IV field staff were not aware of the need to support the ET by introducing the evaluation process and facilitating contacts". **Reply:** In which cases? All project managers confirmed connecting the national ET consultants with national project coordinators; what was not clear was the level of support required by the national consultants in organizing the meetings. In Senegal for instance, the local team was heavily involved in mobilizing the actors. Some of them even complained about having been mobilized for a collective meeting that did not take place in the end.	Some contextual details added. Please note the comment is on the executive summary. The limitations' section is more detailed on this aspect. The connectivity issue mentioned in the comment is acknowledged by the ET although it concerns respondents and not NTF IV field staff.
3	Page iv, Para 8	**Sentence from the Evaluation:** Limited programme level information on results and management created challenges for the ET in assessing how programme management processes contributed to overall implementation. **Reply:** This is not accurate. Programme management information and aggregated results are available in: ➢ Monthly progress reports ➢ Annual Progress Reports and Final Report (draft communicated on 18 November to ET), including a summary table (programme results chain), which aggregates the results of the projects, with a view on ACTUALS and TARGETS, closely monitored by the SG, which contributed to the stewardship of the programme ➢ SG meeting minutes: each SG meeting included a section on programme management, including M&E.	The comment is made in the executive summary. Please refer to the core of the text (e.g., limitations' section). Limited does not mean "no information". Yes, there was the table in the annual reports but for the majority of the report, all the data is provided by projects. It is to be noted that this table came in after specific requests made by the ministry: "Marcel Vernooij requested on behalf of the Ministry's NTF IV focal point that the team adds a recap table on the NTF IV programme at the beginning of the annual report and explicits further the M&E methodology." (2019 meeting minutes) The meeting minutes were generally on project level results. In addition, little information is presented on the programme management per se (ref. USD 974,950 budget).
4	Page v, Para 9	**Sentence from the Evaluation:** "NTF IV successfully built on lessons and achievements from NTF III as well as previous phases to make significant progress towards programme and project outcomes". **Reply:** Significant progress does not reflect the reality of the results achieved and documented during the project implementation in various reports produced by the programme, in particular the NTF IV final report (see programme results chain and project results chains).	Please note this is a positive statement. It is unclear what is expected of the ET here.

No.	Identifier	Question/Comment on Draft Report	ET Response
5	Page vi, Para 14	**Sentence from the evaluation report:** However, concerning the internal coherence at ITC, besides the SheTrades that was well integrated in Senegal and Uganda through relatively small projects, few other examples exist. **Reply:** The evaluation is mentioning a limited internal coherence within ITC teams and only citing SheTrades. The evaluation is omitting that team worked thoroughly with other ITC teams to implement joint project components: ▪ Export strategy team/RSE/DMD to design the Senegalese National IT and BPO Strategy (Output 1 NTF IV Senegal), which has been omitted in the report although it is extensively described in the various reports being one of the most important milestones of the programme on the policy level ▪ Non-Tarif-Measures team/TMI/DMD to elaborate the publication "Firms characteristics and obstacles to ICT services trade" (Output 1 NTF IV Uganda) ▪ Institutions and Ecosystems (former TISI)/DEI to conduct institutional assessment of supported BSOs, for instance with ATIS, ICT AU through ITC's benchmarking tool (Output 2 NTF IV Uganda), but also in Myanmar and MRU ▪ E-commerce team SEC/DEI to develop capacities on e-commerce entrepreneurs (Output 3 NTF IV Uganda)	Text has been added to reflect elements of the comment. Please note para 13 states: "Internal coherence was generally strong considering the work with CBI and some other ITC projects." Please also note that it is mentioned "few other examples exist." This is not "no other examples". During the inception phase of the evaluation, NTF IV comments mentioned "The A4A approach was used in the MRC project only. SheTrades in UG and SN were part of the approach to achieve IO4, but not a pre-requisite." No other ITC branches were mentioned during the inception phase nor during the data collection process. SheTrades and A4A are the only ITC support provided that are mentioned in the logical framework. Please also note the analysis in the coherence section of the report which details why this judgement is made. Please note little was found on these other ITC branches. Meeting minutes mainly talk about SheTrades. It would be good to know what the budgets for these teams were.
6	Page vi, Para 15	**Sentence from the evaluation:** The evaluation is mentioning a lack of "evidence of systematic efforts during planning and design to identify external actors in the targeted sectors and countries and develop strategies for working with them" and "*reflecting the absence of systematic programme or project strategies to leverage or contribute to the efforts of other actors*". **Reply:** The project work plans were elaborated closely with project partners. NTF IV Uganda and Senegal actively reached out and mapped partners to coordinate activities together. Examples following (under point 2). Here is our partner engagement method: ▪ Macro: In Uganda, the project built on the continuity of NTF III to design the strategy together with local partners, they are mentioned in the project document (pages 7 and 8 in the NTF IV Uganda). A mission was held in October 2017 and was followed by e-consultations to finalise the work plan.	Please note this comment is on the executive summary. Many details are provided in the report, including the definition of what is meant by external coherence. This comment relates to Senegal and Uganda. This is an overall evaluation of the programme, so findings, conclusions and recommendations are based on all projects. See for example, page 15, 27 and 28. It is also important to mention that we are talking about external actors, not the programme and projects' partners. A ministry is not an external actor. This is detailed in the executive summary. In section 3.2 of the report, it is stated: "Specifically, in line with the ToR and the Inception Report, the evaluation questions set out to determine how well the programme complemented other trade-related interventions in each country, if there was harmonization and coordination with other entities, and, if so, to what extent the programme added value while avoiding duplication of effort." Also, we are talking about strategies, structured approaches, conducted during the design stage.

No.	Identifier	Question/Comment on Draft Report	ET Response
		In Senegal, the project design was formulated with local partners throughout 2016 with our local presence in the ground through the National Project Coordinator. The partners are mentioned in the project document (page 5, 6 and 9 in the NTF IV Senegal)	Some partners on the list are present in the report but these are not external partners.
		• Meso: The steering committee that gathers ecosystem stakeholders regularly	In addition, the following sentence is "However, various isolated examples were noted in which the programme collaborated with others, for example on sector platforms and government or donor entities and initiatives."
		• Meso: Project National Coordinators and Start-up associates regularly map, scout and engage new ecosystem players map and engage them for joint activities. The projects even report on the following indicators under Output 4 : *Number of Market partners identified* and *Number of partners engaged*	
		• Micro: In both Kampala and Dakar, our offices were strategically chosen to be located at the heart of tech hubs (who are equally our partners: CTIC and Innovation Village) to make sure our field staff is in constant liaison with partners located in the building.	
		• Micro: the projects regularly organised ecosystem events (example "les petit-déjeuners thémaTIC" to gather ecosystem partners.	
		- The report is omitting major partners with whom the project collaborated. The project leveraged on existing ecosystem players project and intervened to complement their capacities for a multiplier effect. For example, when partner BSOs lack capacities to support B2B missions for their members, the project filled this gap	
		- (**Some** of the partnerships in NTF IV Uganda:	UNCDF – it seems they financed some of the beneficiaries the project worked with.
		• Zimba women to implement women entrepreneurship programme (Output 3)	
		• UEPB, ATIS, NITA-U, FISTPA ICT AU –for the design of the country's value proposition to Africa (Output 1)	
		• UNCDF: joint organisation of several editions of the flagship ecosystem event "Kampala Innovation week" (Output 3)	
		• Camtech for rural expansion though implementing entrepreneurship programme for youth (Output 3)	
		• Innovation village or implement several B2B events (Output 4)	
		- **Some** of the partnerships in NTF IV Senegal:	

No.	Identifier	Question/Comment on Draft Report	ET Response
		▪ ASEPEX, OPTIC, Ministry of Trade: Design of the Senegalese National IT and BPO Strategy (Output 1) ▪ Der: Joint delegation with a country pavilion (Senegal) and exhibition at the vivatech international trade fair (Page 44 point 116) Contrarily to what the evaluation mentioned (absence of results from our SMEs further to the participation in Vivatech), we have 2 documented international deals (with France, Belgium) from our 2 start-ups that participated in this event. During this event also, our joint DER x NTF IV booth was visited by the Senegalese president Macky Sall to whom our work was presented. Unfortunately, the data collection methodology used by the evaluation seems occasionally not precise enough as the sample selected says "some respondents", while this is not representative of the results. Furthermore, our partnership with DER is also done in a more strategic and long-term vision as the partner is becoming the leading support institution for startups in Senegal. ▪ Department for Foreign Trade (DCE) at the Ministry of Commerce: to jointly organise training sessions targeted to the economic and commercial counsellors of Senegal (Output 1) ▪ OPTIC and ASEPEX: A part from being members of the steering committee of the National IT and BPO Strategy. the project collaborated with them on several activities, including Covid 19 impact survey on companies (Output 3) flagship event SIPEN (Output 4). ▪ CTIC: to organise jointly start-up events (Output 4)	
7	Page vi, Para 15	**Sentence from the Evaluation:** lack of "*evidence of systematic efforts during planning and design to identify external actors in the targeted sectors and countries and develop strategies for working with them*" **Reply:** However, a whole paragraph (page 42 point 106) mentions the steering committee including the actors who "formulated *and approved work plans, implement approved activities, and reviewed performance on a quarterly and annual basis for both projects*".	See above
8	Page vii, first bullet point	**Sentence from the Evaluation:** The collaboration and coordination between ITC and CBI were praised by a large majority of respondents and the two agencies' approaches were considered complimentary. The same applies to the linkages between ITC's NTF IV and SheTrades in Senegal	Wording adapted to reflect the comment.

No.	Identifier	Question/Comment on Draft Report	ET Response
		and Uganda. **However, the two latter projects worked in parallel rather than in a fully coordinated manner.** **Reply:** The very close collaboration between NTF IV and SheTrades was a "win-win" partnership that enabled the two projects to work jointly to deliver complementary activities for Ugandan and Senegalese stakeholders. The two teams were in continuous coordination to ensure complementarity and to mutually strengthen their respective interventions in Senegal and in Uganda. Thanks to the NTF IV project, SheTrades was able to roll out its new policy tool on women's participation in trade "SheTrades Outlook" in Senegal, and to adapt its methodology on firm-level data collection on women's participation in trade in Uganda. On the other hand, the NTF IV project benefited from SheTrades' expertise in supporting gender-responsive policies and in collection of sex-disaggregated data on women's participation in trade.	Please note that this comment is on the executive summary. Section 3.2 details this situation. Please also note that the finding is based on data collected (it is important to take into consideration what respondents have told the ET).
9	Page vii, Para 17	**Sentence from the Evaluation:** The evaluation found that the NTF IV projects were broadly effective, producing planned outputs and contributing to planned outcomes summarized in the programme reconstructed ToC, in terms of increasing MSME competitiveness. In general, programme performance was strongest in relation to BSOs and even more in relation to MSMEs, under IOs 3 and 4 who benefited from activities such as training and other efforts to strengthen their capacity and increase their market opportunities through increased contact with buyers and improvements in productivity and quality. **Reply:** Effectiveness should be rated satisfactory. Despite this overall positive assessment of the programme's effectiveness, in particular in its work with BSOs and MSMEs, the latter only receives a "moderately satisfactory". Despite the fact that the programme has met or exceeded all of its impact, outcome and output targets, with the exception of one output level target (see NTF IV Final Report). The ET acknowledges further under each section dedicated to an IO the good results achieved, even under IO 1 (paragraph 18), although it did not take into account the design of the national IT & BPO export strategy in Senegal and the related country ownership.	Rating changed. The ET had initially rated Effectiveness of the overall programme at Moderately Satisfactory. In the first version of the report, the ratings were divided by intermediate outcomes and although the last two intermediate outcomes had a Satisfactory rating, the first two had Moderately Satisfactory; because of this, and also because little information is available on the programme management project, the overall rating was judged as Moderately Satisfactory. However, even though there is still some missing details, after considering some additional information and written arguments made by NTF IV programme management (e.g. additional output results reached with public sector partners in Senegal and Uganda) the ET agreed to adjust the rating to Satisfactory.
10	Page viii, Para 25	**the integration of cross-cutting issues suffered from a lack of attention at the design stage, although this was compensated to varying degrees during implementation.**	Please note that the comment is on the executive summary. More details explaining the evidence behind the finding and the conclusion can be found in the text in section 3.1 (last question). The conclusion on cross-cutting issues refers to strategies and in-depth analysis, not only indicators.

No.	Identifier	Question/Comment on Draft Report	ET Response
		All youth, environmental and gender-related indicators listed above were added during the project design phase. On gender, The NTF IV SheTrades Uganda and Senegal design phase started after implementation, after the SG decided to pool resources In Senegal and Uganda to increase impact of our interventions related to gender. The activities selected for both countries were demand-driven and based on the outcomes of the consultations with public and private stakeholders that were conducted at the outset of our interventions (in Dec 2019 in Dakar for Senegal and virtually in July 2020 for Uganda).	As mentioned above, the SheTrades and NTF IV analysis were adapted in the report based on the comment. However, it is to be noted that the conclusions are based on all projects and not just Senegal and Uganda. Please note Cross-cutting issues also refer to other elements such as environment and human rights.
11	Page viii, Para 25	**Sentence from the Evaluation:** *For the most part, projects focused most on encouraging women's participation in numerical terms rather than promoting gender-specific results or fostering transformative change.* **Reply:** To promote gender-specific result, participation of women in B2B events and relevant skills building activities was promoted and ensured, therefore gender-specific results and transformative change were achieved and could be reported at the programme level - 779 that are owned, operated and controlled by women have made changes to their business operations for increased international competitiveness as a result of ITC support - 100 % increase in income of women beneficiaries from- SMEs /cooperatives/ farmers and individual service providers - 113 enterprises that are owned, operated and controlled by women have transacted international business as a result of ITC support In addition, NTF IV SheTrades contributed to: **In Senegal:** - Enhancing women's access to skills on various topics to provide women entrepreneurs with practical skills to trade across borders and deal with trade procedures; - Preparing women entrepreneurs to trade in the AfCFTA and enhancing policymakers' awareness on the importance of gender-responsive policies; - Increasing women's access to finance thanks to a fruitful collaboration with Senegal's Women's Investment Club (WIC). **In Uganda:** - Enhancing women's access to skills and supporting women's access to public sector procurement;	Some text adaptation integrated to reflect the comment. Please see above response. In addition, the following sentence mentions examples of results as well. The evidence and analysis are presented in the core of the report. The comment's examples are on Senegal and Uganda, the conclusion, findings and analysis are on the full programme.

No.	Identifier	Question/Comment on Draft Report	ET Response
		- Preparing women entrepreneurs to trade in the AfCFTA and enhancing policymakers'awerneess on the importance of gender-responsive policies.	
12	Page viii, Para 25	**Sentence from the Evaluation:** *The lack of a specific gender equality strategy based on a dedicated gender analysis at country and sector levels limited the extent to which the programme was able to address the gender dimensions of its planned outcomes.* **Reply:** As stated in the same report on page 43 point 110, 'NTF IV SheTrades supported data collection to better understand women's needs in the sector and supported the government, for example in the development of IT-specific policy in Uganda'. In Senegal, an assessment of the business environment for women entrepreneurs through SheTrades Outlook tool was performed. Similarly, in Uganda, the collection of innovative and evidence-based data on women-owned businesses' participation in trade was performed. The report was submitted to Ugandan policymakers and is expected to provide evidence base to inform the formulation and implementation of gender-responsive policies in the country.	Wording was adapted to reflect the fact that the ET was addressing programme design linked gender equality *strategy*. Please note the ET is not referring to the contribution to the policy output but rather a planning document for the programme and projects. The comments are on Uganda and Senegal, the conclusion is based on findings that relate to the whole of the programme and its projects.
13	Page ix, Para 29	**Sentence from the report:** "Nevertheless, programme monitoring and evaluation (M&E) systems and processes appear to have been onerous relative to the utility of the information they produced". **Reply:** The term "onerous" is used three times throughout the report, but never explained properly. At the same time, the "ET considers it to be effective when the percentage of budget allocation for project management and administration is normally around 10%", with NTF IV remaining at 9% throughout the implementation phase (p. 48, paragraph 221).	Some changes were made in the executive summary as well as in the core of the report to reflect the comment, including not using the word onerous. However, please note that this is based on collected data (respondent mentioned this to the evaluation team). Please see details in the Efficiency section (Section 3.5) of the report.
14	Page x, Para 30	**Sentence from the Evaluation:** A programme like the NTF IV is not expected to necessarily achieve impact-level results after four years **Reply:** The sentence is in contradiction with the following paragraph, which explains that NTF IV does have "long lasting impact" after the project ended. This is also reflected overall by the mid-term and final data gathered and comprehensively detailed in the NTF IV Final Report (and previous Annual Reports, and SG briefing packs). Jobs created during the programme, in particular in the IT & BPO projects, are not properly acknowledged as a positive result of the programme, despite the importance of the indicator.	The conclusion is positive. It is unclear what is expected of the ET here. We are unsure where "the long lasting impact" statement is from.

No.	Identifier	Question/Comment on Draft Report	ET Response
15	Page x, First bullet point under para 31	**Sentence:** The evaluation found some evidence that the NTF IV programme contributed to improved livelihoods for farmers, SMEs, and individuals, including women and youth. **Reply:** We do not understand the usage of the word "some": the programme has met or exceeded all of its targets, at the impact, outcome and output level, expect for one at the output level (see Programme Results Chain in the NTF IV Final Report).	Please note that the conclusion is based on findings which come right after them and in the core of the report. It is also important to mention that the targets were set without baseline data. The final report data is self-reporting and the evaluation has to triangulate this information.
16	Page xii, First para	**Sentence from the Findings column:** Some respondents, despite an overall positive appreciation of the support provided, felt that some of the support was not fully adapted to their reality **Reply:** What does this sentence mean? What is its relevance?	This comment is on the executive summary, more details can be found above the table but even more in the core of the report. The sentence means that the support was not fully adapted and that it was not 100% aligned with their reality. These details can be found in the core of the report.
17	Page xii, Second para	**Sentence from the recommendations column:** Consider a longer programme lifecycle of five or even six years, to allow for a full participatory design phase before programme activities begin. **Reply:** CBI now does three times 1 week sprints in order to reduce the project design period. We believe this is aligned with current trends, with shorter design phases, which require pragmatism but don't prevent from setting up a proper M&E system, and collecting baselines at the beginning of the projects, as was the case overall under NTF IV.	Well noted. Please see above, detailed response to a similar comment.
18	Page xiii, Second para	**Sentence:** Although it is clear that the projects have achieved strong results, it is difficult for outside observers to aggregate these results at the programme level. **Reply:** Key project level results, especially at the outcome and impact level, were aggregated at the programme level in a simple table shared with the SG and updated annually in the Annual Reports. Programme level indicators were put in place with the QAA at the beginning of the programme in order to translate the high-level results chain in the approved programme document into a results chain with trackable indicators and targets, broken down across the projects.	Please note the column "Analysis and Conclusions" in Table 1 which explains in more details what the summary of the finding.
19	Page 3, Para 52	**Sentence from the Evaluation:** "Connectivity problems made it impossible for participants to connect in Senegal and Uganda, only two individuals were able to participate." **Reply:** This could have been raised with the concerned local coordinators to get a fair representation from the countries	Please note that in the same paragraph, it is mentioned "however, the ET was able to gain similar insights from KIIs in cases where FGDs were not possible." Hence, there were no issues in terms of representativeness with these types of respondents. Please also note the footnote which states: "This situation was discussed with the ITC staff and the proposed approach agreed upon." Please note available emails show that all ITC staff were aware of this situation, including at HQ.

No.	Identifier	Question/Comment on Draft Report	ET Response
20	Page 6, Para 64	**Sentence from the Evaluation:** **Reply:** Were the SG minutes taken into account? Those have details on programme management.	Para 64 mentions the Meeting minutes. The meeting minutes point to the importance of having more information on programme level results and management. In addition to the example provided above on the subject, the evaluation report mentions: "The January 2021 SG meeting minutes state, "The SG congratulated the team for the good results and requested [the programme management team] update the way results are presented to reflect better the overall outcomes and impact achieved under the programme[12]" suggesting that members felt reporting did not sufficiently demonstrate the contribution of project results contributed to the overall programme"
21	Page 6, Para 65	**Sentence from the Evaluation:** **Reply:** Actual activities hadn't started until January 2022, the first 6 months of NTF V were inception phase. And we can also make improvements and slight changes in processes while we are already underway with NTF V so the learnings of the evaluation will still be taken into account	This is good news and has been added to the evaluation report.
22	Page 7, Para 69	What is the conclusion based on? The work in Kayah was seen as contributing to the peace process at the time.	Based on comments received by ITC representatives, this element was revised and details were provided which tackle the question here.
23	Page 9, Para 76	It should be taken into account that the implementation of the project did not take place simultaneously in the three countries. Activities in Guinea were not initiated until late in the project. The results are now being used in a recently initiated CBI [project for the cocoa and coffee sectors in Guinea.	Comment integrated.
24	Page 9, Para 80	I am not sure what the additional project funded by CBI refers to. I am not aware of such a project.	Comment addressed. There was a mistake as the additional project (programme management) was financed by the same budget as the other four projects.
25	Page 10, Para 81	Does this take into account that a large part of the export directed assistance was provided through the CBI parallel project?	Comment integrated
26	Page 14, Para 89	**Sentence from Evaluation:** *For the Myanmar tourism and Uganda IT and ITES projects, which built on the experience and results linked to NTF III activities, project teams pre-designed elements that were finalized through stakeholder consultation once NTF IV began.* **Reply:** This is not accurate. The project in Myanmar started in December 2017. A joint mission of ITC team and CBI took place in the months before with the aim of designing the project. The above formulation could be	We agree with the comments and proposed new language.

---

[12] NTF IV SG Minutes_JAN2021. P.1

No.	Identifier	Question/Comment on Draft Report	ET Response
		misleading and lead to think that the project was developed in a top down manner, which is not the case.	

27	Page 18, para 69
	
	Paras 25 and 284.
		Sentence from the Evaluation:
		Generally speaking, the project logic models, and programme level result-based-management (RBM) tools lacked in-depth attention to cross-cutting issues such as gender equality, youth participation in the economy, and environmental considerations.
		Gender equality received the most emphasis, along with youth inclusion, but evaluation evidence in this area was relatively limited, in part due to the lack of gender-specific and sex-disaggregated monitoring indicators. (highlighted in yellow)
		Reply: To ensure in-depth attention to cross-cutting issues, <u>specific and multiple monitoring indicators on gender equality, youth, and environmental sustainability</u> <u>were added</u> both at the project logframes, and programme result chain. Gender-specific indicators were particularly present:
		<u>At the impact level</u>
		  - Percentage increase in income of women beneficiaries from-SMEs /cooperatives/ farmers and individual service providers
		  - Percentage of youth benefitting from increased income
		<u>At the outcome level:</u>
		  - Number of SMEs that include sustainable business practices (in particular CSR) to improve their competitiveness (also contributing to GOAL 12: Responsible consumption and production)
		  - C4: Number of enterprises that are owned, operated and controlled by women having transacted international business as a result of ITC support
		  - C2: Number of enterprises that are owned, operated and controlled by women having made changes to their business operations for increased international competitiveness as a result of ITC support
		<u>Intermediate outcome level:</u>
		  - Number of SMEs certified in quality and/or sustainability standards
		<u>Project output level:</u>
			Wording adapted to reflect the comment and details added in the efficiency section on the matter. It is important to note that the report mentions "in-depth attention". In addition, some of the indicators that were supposed to present data in a disaggregated manner by gender were not informed accordingly.

No.	Identifier	Question/Comment on Draft Report	ET Response
		Number of female FTRs having gained knowledge and toolkit to sell IT industry	
		Number of Female managers having taken part in EMP Training	
		Number of female managers having taken part in the different training, advisory and coaching	
		Number of participating startups reporting increased knowledge and skills in priority areas, including CSR	
		Attention to gender issues can also be demonstrated through indicators at the IO2 level in the IT project logframes such as 'PIRM implemented with a gender and B2B focus'.	
28	Page 18, Para 69, Page 43, Para 194	**Sentences from Evaluation:** *Risks and assumptions were assessed, but in conflict-prone countries like Myanmar, which do not have a signed peace agreement, it would have been advisable to at least identify potential risks associated with the location chosen by the project. Kayah, in particular, continues to face sporadic incursions of the Myanmar army.* & *The ET found no evidence that the project in Myanmar demonstrated an understanding of the realities of the various communities in Kayah that it engaged by considering or addressing these issues, even though the project involved governmental authorities based in the region and the capital.* **Reply:** This is not accurate. The confusion can be explained considering that most of the sensitivity and stakeholders' analysis were done at the beginning of NTF III that also targeted Kayah. The findings were taken into account in all subsequent decisions and planning of activities. Even if the studies were undertaken under NTF III, evidently they informed activities and decisions also under NTF IV. The studies are not available online because of some sensitive information, but can be shared with evaluation team. These sentences should be reformulated accordingly.	Changes were brought to the text. The studies were made available to the evaluation team but if more changes are requested, the ET would like to invite the ITC team to suggest acceptable wording to reflect the comment.
29	Page 21, Para 81	**Sentence from the Evaluation:** This was an important success factor, although some of the more advanced ("gold") MSMEs would have appreciated a greater emphasis on increasing exports. In other words, they had higher expectations. **Reply:** Some of the GOLD SMEs are at a very high level and wanted a very high level of personalized and specific support, which is not always possible with our collective support approach given the number of beneficiaries.	Yes, indeed.

No.	Identifier	Question/Comment on Draft Report	ET Response
		But as you indicate, the differentiated support approach according to the level of maturity has been a success factor for the majority of beneficiaries.	
30	Page 21, Para 82	**Sentence from the Evaluation:** The evaluation found that the IT projects were very focused on the MSMEs and start-ups, with, to a lesser extent, some links to BSOs and very little work done with public institutions. In other words, other actors in the ecosystem such as BSOs and national policy makers (?) were less involved in these projects than in the other two. **Reply:** What documents were used to come to this conclusion? In Senegal and Uganda, stakeholders at the BSO and policy level were very well integrated both at the level of the project steering committee (see paragraph 106 for details where this is captured properly) and at the level of the IT/BPO strategy steering committee whose members, proposed by ministerial order, included the main public and private actors (in Senegal) and the working group on the Value Proposition (in Uganda). Further details on the engagement with stakeholders in Uganda: • FITSPA: We supported the Fintech Symposium, Africa Fintech Festival, Secretariate's visit to the UK etc • Quote by FITSPA secretary (NTF IV Final Report): "Together with technical input from ITC, the Dutch donors have been a major reason behind FITSPA's rapid growth. From its nascent stages in 2017, the association has now established presence in Uganda with a membership of vital enablers. Starting out with just seven founding members, today the association can boast of more than 160 members", Zianah Muddu • ATIS: Value proposition of Uganda to Africa, Supported their events. • ICTAU: Governance support i.e. board restructure, ICT expo etc • UEPB: Supported ED to attend UG-UK Expo, supported Export week, publication on IT/ITES etc • Startup Uganda: Supported Kampala Innovation week for 4 years • Innovation Village: Team lead attended the WEF under NTF IV where he met with other tech hub founders for a training • NITA-U: attended B2Bs They were also involved in our quarterly breakfast meetings	The wording was softened and applied more to Senegal than Uganda. Please note this is not a conclusion, but rather an analysis of the evidence and data collected during the evaluation process. Please note this is a comparison with the other projects and needs to be considered in the context of the ToC analysis and the four levels. Please note that for the BSOs, the wording is not fully negative "some links with BSOs". Please note the work with FITSPA, ATIS, ICTAU, NITA-U, UEPB, and UIA is mentioned in the report (in numerous places).

No.	Identifier	Question/Comment on Draft Report	ET Response
31	Page 22, Para 86	**Sentence in the report:** However, the programme and the projects missed an opportunity to contribute more to SDG 5 by not developing gender-transformative indicators and associated activities, based on in-depth gender analysis of specific country contexts. Moreover, not all relevant indicators were not systematically disaggregated by sex and the evaluation found that reporting emphasized the number of female participants, rather than tracking changes related to gender equality and empowerment. **Reply:** To complement extensive feedback on this point above, an example from Uganda: Zimba Women were supported under the Funzi partnership where women entrepreneurs were trained, their founders also had the opportunity to travel for some B2B events under the project for exposure and business opportunities. We also supported women led businesses under both startups and SMEs categories though trainings, coaching. All these contribute to SDG5 (decent work for women)	The example provided in the comment has been integrated in section 3.4 on Cross-cutting issues. Please note the preceding paragraph which also points to positive aspects.
32	Page 23, Sect 3.2 Coherence	Joining forces with other organizations intervening in the same sector is of course first of all dependent on the opportunity being there and second on the added value. In VCs such as cocoa in MRU and tourism in Myanmar where the targeted MSMEs work with a multitude of other suppliers or small scale producers it is more relevant than in the IT sector in Senegal or Uganda. This is also reflected in the fact that the opportunities in the first two cases were larger. Communication was established with the identified initiatives such as Solidaridad, IDH and GROW in MRU and Hanns Seidel Foundation in Myanmar. Therefore in my opinion coherence was greater in all projects than you conclude.	The ET considers that the elements mentioned in the comment have been covered by the report already (links with IDH, Solidaridad, Adam Smith, etc. and through responses to comments on the same subject above).
33	Page 25, Para 106	**Sentence from the evaluation:** *while the National Information Technology Authority - Uganda (NITA-U) hosted the NTF IV offices.* **Reply:** We rented an office at Innovation Village (for the most part of the project) NITA hosted us in NTF III.	Factual correction operated.
34	Page 27, Para 116	**Sentence from the evaluation:** Senegal: This project planned to work with the African Development Bank, which was funding the DiamniadioTechnopark (PTN) project, as well as with the World Bank's Digital Economy programme, which aimed to support the Plan d'Actions Prioritaires 2 (PAP2) under the Plan Sénégal Emergent. Data collected for the evaluation could not confirm these collaborations with external partners. **Reply:** The evaluation report mentioned that we did not work with the Diamniadio Technopark. We indeed could not since the park is still under construction and its construction took longer than planned.	Details added. The work with DER was present in the report.

No.	Identifier	Question/Comment on Draft Report	ET Response
		As for the World Bank, we have reached out to the team, met them and were not able to engage. Likewise with GIZ: it takes two to tango. However, the project team has adopted a pragmatic and proactive stance in order to seize opportunities for collaboration with partners in the ecosystem. This has resulted in excellent collaboration with the DER for the benefit of the project's beneficiaries in Senegal.	
35	Page 27, point 116	**Sentence:** "Absence of results from our SMEs further to the participation in Vivatech" **Reply:** Contrarily to what the evaluation mentioned, we have 2 documented international deals (with France, Belgium) from our 2 start-ups that participated in this event. During this event also, our DER NTF IV booth as visited by the Senegalese president Macky Sall to whom our work was presented. Unfortunately, data collection methodology used by the evaluation is not precise enough as the sample selected says "some respondents " is not representative of the results.	The paragraph actually does not report "absence of results". Still, the two examples have been added to the text. The methodology was presented during the inception phase and the language to quantify qualitative information (e.g., some respondents) is presented directly and specifically in the inception report.

36	Page 27, Para 119	**Sentence from the Evaluation:** *"However, the evaluation found there were no significant results for the beneficiaries".*
		
		 Reply: This is **incorrect**. The project results reports (vetted both by our management and CBI) for both Senegal and Uganda show that we achieved (and sometimes exceeded) all our SMEs related targets (IO 3 and 4).
		
		 Examples:
		 ■ Uganda:
		     o Companies reported an additional 560 full time jobs created compared to the 2017 baseline. The target was 150 additional jobs created.
		     o The value of annual sales (USD 23,024,766) of the beneficiary companies increased by 41% in comparison with the 2017 baseline; the target was 20%.
		     o The value of annual exports is USD 1,897,887 USD
		 ■ Senegal
		     o Companies reported an additional 294 full time jobs created compared to the 2017 baseline, but well above the target of 150 additional jobs created.
		     o The value of annual sales (USD 38,624,506) of the beneficiary companies increased by 46% in comparison with the 2017 baseline. The target was a 20% increase.
			Please note that this information is very specifically linked to the work done with NG, the ministry and IAC, not in terms of overall results. Hence, the wording in the paragraph is limited to this work. It speaks to the overall finding that more results were achieved in IO 3 and 4 (and even 2) and less in 1.

No.	Identifier	Question/Comment on Draft Report	ET Response
		○ The value of annual exports is USD 16,223,864. It increased by 87% in comparison with the 2017 baseline (USD 8,670,707). The target was a 20% increase.	
37	Page 28, Para 120	**Sentence**: The project struggled to navigate fragmented, unharmonized, and sometimes conflicting policies, laws, and regulations housed and enforced by different ministries, departments, and agencies in the country. This challenge to coherence constrained effective implementation of NTF IV activities, limiting the project's ability to fully achieve expected results. **Reply**: This is not was shows in the results documented across the programme M&E, including NTF IV Final Report. Is there an example of such an activity that was constrained because of the challenge mentioned?	Although this does come directly from the data collected, the wording was adapted.
38	Page 31, Para 132	**Sentence from the evaluation: Senegal (IO 1: "Policy makers coordinate the design of a Sector Export Strategy through an industry-wide coordination effort.")** The NTF IV project supported M&E efforts for public institutions reporting on newly adopted IT and ITES strategies. The project also trained Foreign Trade Representatives from Senegal to support IT and ITES MSME strategies for reaching international markets. However, none of the evaluation respondents identified results emanating from this work, and policy makers consulted by the ET in Senegal did not recall any of the project outputs. **Reply**: One of the more serious gaps in the draft evaluation report, as it missed the well-documented fact that the project supported the development over almost a year, under the leadership of the Ministry of Commerce and ASEPEX, of the National IT & BPO Export Strategy, which was officially launched jointly by the Minister of Commerce, the Minister for Digital Affairs, the president of OPTIC and the Dutch ambassador in April 2019 at a major industry gathering. The government This gap then also explains the lack of insights into the project's "effectiveness". Furthermore, the paragraph makes reference to "policy makers consulted by the ET": however, under Annexe 5: list of people interviewed, not a single "policy maker" is mentioned. At the BSO level, the ET only spoke with the recently appointed SP of OPTIC, but not with ASEPEX, the other lead partner of the project, nor with any representative involved in the project at the level of the Ministry of Commerce and DER.	Please note IT and ITEs strategies adopted are mentioned. Nonetheless, the ET has changed the text to reflect the fact that the team was not able to talk with the policy makers.
39	Page 31, Para 132	**Sentence**: However, none of the evaluation respondents identified results emanating from this work, and policy makers consulted by the ET in Senegal did not recall any of the project outputs.	This was addressed above. Indeed, it was impossible to talk to some of these representatives, even after many attempts to do so, including with support from ITC staff. This is now mentioned in the report. It is unfortunate that after close links

No.	Identifier	Question/Comment on Draft Report	ET Response
		Reply: Was the evaluation team able to interview these actors, in particular those on the steering committee, Asepex, DCE, OPTIC? Were the export advisors also interviewed? The IT/BPO strategy was a perfect example of the involvement of Senegal's digital industry players through national consultations and bilateral meetings during the 6-month drafting process, the setting up of the steering committee by ministerial decree, and its official launch at SIPEN 2019, which brought together national (and regional) players in the ecosystem and the presence of the Ministers of Trade and of the digital economy. The 15 member structures of the Copil have continued the work for the implementation, with the support of the NTF IV project (the elaboration of the IT/BPO value proposition is an example of the work in progress).	with the project, these representatives were not available to talk with the evaluation team.
40	Page 33, Para 139	**Sentence from Evaluation:** *Notwithstanding the project's effective delivery of a greater number of outputs than originally targeted, which were also of high quality, this did not translate as set out in the logical framework into an increased number of improved services from state tourism and tourism related associations (only 3 of 14 targeted) or an increased number of services offered by UMTA and MTM in the area of marketing and branding (none of the targeted 2).* **Reply:** These numbers are not correct. In the NTF IV final report + 10 new services from regional associations are described in detail. This needs to be amended.	The paragraph has been revised, based on additional information and documentation provided to the ET.
41	Page 35, Para 151	**Sentence from Evaluation:** *However, only some of the new tourism products introduced were launched in international markets and only one of two targeted public-private dialogue platforms was established at the state level.* **Reply:** All tourism products from Kayah reached the market and were consistently sold. Products in Tanintharyi were ready at the end of 2019 (in line with tourism season and project workplan). They were introduced to local tour operators with a very successful familiarization tour. Unfortunately promotion on international markets was hindered by the pandemic. Important to note that in the first months / year of the pandemic it was almost considered un-sensitive to do tourism promotion. This concern now is forgotten, but it was a real topic in tourism discussions at that time. In terms of PPP dialogues, ITC assisted the Regional Tourism Working Groups (RTWG) both in Kayah and Tanintharyi especially in relation with the process of preparing regional Action Plans. The total of 3 is explained	The evaluation team has proposed new language.

No.	Identifier	Question/Comment on Draft Report	ET Response
		by the support of Chin State RTWG that resulted in a complete regional Master Plan. Also this should be amended accordingly.	
42	Page 35, Para 154	**Sentence from Evaluation:** *Tour operators want to take tourists to homes that are willing to accept visits without necessarily choosing these in advance. ITC did not accommodate the suggestions, on the rationale of maintaining quality control and avoiding an inflated number of service providers.* **Reply:** I understand this is the point of view of some TOs. But there are good reasons for not allowing un-planned visits to rural communities. As mentioned above the quality, but as well the fact that according to CBT methodology all visits should be managed by the village CBT group. And a small percentage of revenues (paid directly to CBT group and not to houses owners) should be used for development of the village (e.g. school or small infrastructure). It is understandable that this might not be always appreciated by the TOs, but it is part of the methodology. This should be clarified and avoid language such as "ITC did not accommodate…" ITC role was to support the CBT groups but not to interfere in the actual provision of tourism services.	The evaluation team has proposed new language.
43	Page 35, Para 155	**Sentence from Evaluation:** *The evaluation found weaker results in Tanintharyi than Kayah. The project was launched later in this region and was just getting started as NTF IV came to an end, so there had been less time to achieve results.* **Reply:** Not correct. It was not just getting started. The new tourism products and services were developed on time and according to work plan. They were ready to reach the market at the end of 2019. This would have assured almost two years for promotion and market linkages activities. Evidently, this was hindered by Covid-19.	The evaluation team has proposed new language.
44	Page 40, Para 186	**Sentence:** "The highest responses related to gender equality and youth" **Reply:** This is indeed not a surprise, as these cross-cutting topics are explicitly addressed in the NTF V Programme Document. Environmental protection was mentioned under the NTF IV MRU project only; human rights in none of the projects.	Well noted.
45	Page 40, Figure 10	**Sentence: "Cross-cutting issues (BSOs-MSMEs)** **Reply:** It would have been preferrable to disaggregate the responses from both BSOs and SMEs, as they are distinct groups of beneficiaries with different support provided. Under Figure 11, "Other stakeholders" needs to be explained.	This approach was presented, discussed and commented with stakeholders, including NTF IV management during the inception phase of the evaluation. At this point, it is no longer possible to change it. Footnote 10, which defined "Other stakeholders" has been added to figure 11.

No.	Identifier	Question/Comment on Draft Report	ET Response
46	Page 60, Para 285 Page 47, Para 213 Page 47, Para 214	**From the evaluation:** "…programme M&E systems and processes appear to have been onerous relative to the utility of the information they produced." "…evaluation evidence indicated it was very time consuming" "…the value added, relative to the time required to collect this type of data, was not full proven" **Reply:** The word onerous is used in several places and there is a general suggestion M&E processes were too heavy. The evaluation also recommends the process should be streamlined. It is not clear how this is determined, for instance where the processes were particularly onerous and what comparator projects do. In many cases, for instance collection of data from MSMEs, it is well known they hesitate to provide data on sales and follow up is needed. That said, the data is essential for accountability and to determine and communicate whether the project is effective. More information here on how these conclusions were arrived at-and how the project compares to good practice-would be essential to understand how to use the recommendation. For instance, if the processes were already good practices, perhaps the issue was a need to further build the awareness of counterparts on the necessity.	Please note that this comes from evidence collected during the interviews; this all comes from what respondents have told the ET as detailed in the report, mainly in section 3.5. Still, the wording was adapted and softened as this element in the findings and conclusions that lead to the mentioned recommendation is only one of many that support the recommendation. Thus, although the process was considered complex and a bit time consuming, the other points made in the table linking findings, conclusions and recommendations are more central.
47	Page 61, Para 281	**From the evaluation:** "The evaluation found the NTF IV projects were broadly effective, producing planned outputs and contributing to planned outcomes" **Question:** The evaluation notes in many places, including the above, that the project was effective. This does not seem in line with the rating of "moderately satisfactory" in effectiveness. In general, it is not easy to understand clearly how "satisfactory" is determined vs. "moderately satisfactory" for instance. Without a scale or set good best practices from comparator projects, it is not clear how the rating is determined. The projects delivered well on promised indicators and have results in line or better than other such programmes implemented by ITC, which would indicate it was effective. We believe a satisfactory rating would be more appropriate absent a clearer definition.	Rating changed.
48	Page 62, Para 291	**Sentence from the Evaluation:** "…and agreement could be signed for the design phase to take place in the first year" **Reply:** The recommendation for a longer project life cycle is welcome. The recommendation for a longer design phase before implementation, however, seems to go against how project development is evolving. Our experience under earlier phases was that counterparts found the design	Please see findings section on which the conclusions and recommendations are based. E.g., the relevance section: "Analysis of sector contexts and the needs of different stakeholders was therefore critical. This was included in the programme proposal, but the analysis was based on scoping missions that were not conducted until the first year of implementation (since the proposal was finalized during the first year of implementation, in 2017) – that is after the programme had started.

No.	Identifier	Question/Comment on Draft Report	ET Response
		long and onerous and of limited value in rapidly evolving environment. There is also a general recognition of the value of an inception phase rather than extended design phase, but even with inception phases there is strong pressure across our funders to reduce the length of inception phases given the lack of perceived value, especially from beneficiaries. Our view is that long design phases before implementation are increasingly being replaced by more rapid iterative processes where projects start and put in place an adaptive process with feedback loops-something NTF IV did relatively well. CBI for instance is moving to short project design phases based on 3 one week sprints over a shorter period, which looks like an interesting practice we are participating in and taking learnings away. Does this recommendation for a longer design period come out of broader experience of Baastel or from a review of other comparator projects?	The process, conducted in parallel to launching events and implementation activities, included discussions with national stakeholders from public and private sectors and analysis of policy documents, desk research, and recent studies. Cross-cutting needs related to child labour, women's empowerment, and the need to make the different sectors more attractive for youth were only minimally addressed, with analysis of environmental sustainability mainly confined to the MRU project."

Some of the comments are worded as "in our opinion". This could be used as a management response.

In the 2020 ITC summary of evaluations, it is mentioned: However, from a sustainability and impact perspective, excellent country knowledge and longer country intervention timeframes are required to allow addressing complex and evolving goals.

And

The importance of exploring and customizing interventions to ITC stakeholders' specific needs cannot be stressed enough. Performance is founded on putting beneficiaries and partners at the very centre of project/product design.

And

All evaluations provided recommendations for future project and programme design. These included increased use of needs assessments; strengthened M&E function; and ensured exit strategy plans were in place to ensure sustainability

And

In another ITC evaluation, from AESR: "It recommended to systematically assess the level of complexity of interventions at the design stage to define their flexibility needs during project implementation and justification to adapt logframes and making results chains more effective, in case of major changes (the higher the complexity, the higher the uncertainty of major issues emerging)."

Other sources include:

https://www.worldbank.org/en/projects-operations/products-and-services/brief/projectcycle

https://greeneducationportal.org/wp-content/uploads/2020/03/EU-GIZ_ACSE_PDD-guide.pdf |
| 49 | Annex 6 | **Sentence: PROGRAMME NTF IV MONITORING & EVALUATION TABLE**
Reply: On 18 November 2021, the NTF IV programme manager transmitted to the Baastel team the draft final report (due latest by 31 | OK. We will do. However, it is to be noted that when the report was transferred, by email which is still available, it was in draft form (not approved), and it was requested that the ET not officially use its content. |

No.	Identifier	Question/Comment on Draft Report	ET Response
		December 2021), which included the final programme M&E table with Q2 2021 data. The Annex should be updated accordingly.	
50	ANNEX 7: ADDITIONAL RESULTS FROM THE ONLINE SURVEY (p.34)	**Sentence**: Coherence - No questions were included in the survey on coherence so no analysis was done on this criterion. **Reply:** Coherence was considered "moderately satisfactory" in the draft evaluation. How come it was not included in the survey to help the ET make an informed decision about the rating?	Please note Coherence was included in the survey. "Cross-cutting issues/ Coherence" 20. To what extend has the programme complemented other trade-related interventions in your country? The data generated from the survey for this question was presented in the version of the report that was commented on.
51	ANNEX 7: ADDITIONAL RESULTS FROM THE ONLINE SURVEY (p.34)	**Sentence**: Effectiveness - When asked about the programme's contribution to the overall objective to make SMEs more competitive, 97% all BSO/SME respondents stated they were very satisfied or satisfied. When asked the same question about the quality of the results of the program, 95% answered very satisfied or satisfied. The same goes for other stakeholders, who indicated 100% satisfaction on both issues. For the project team, donors and other partners, 100% stated they were very satisfied or satisfied, while 92% were very satisfied or satisfied about the quality of the results of the program. **Reply**: The ratings here, as well as those mentioned in the main evaluation draft report, neither the results achieved and detailed in the various progress reports, including the NTF IV final report, don't align with the "moderately satisfactory" for this area (Effectiveness).	Rating changed.