

CBI

Netherlands Trust Fund

with

International Trade Centre

Recommendations

Addendum to Report of the external evaluation

Evaluation team:

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The views and opinions of the evaluation team do not necessarily reflect the views of CBI.
This document has not been formally edited.

Recommendations

- Continue the partnership with ITC if that is the intention of the NTF/CBI. The evaluation has shown no reason for a withdrawal.
- Define a longer period of time, as with a past programme (2005-2008). Maybe four years would be a good alternative;
- Define a strategic objective rather than focus on programmes and quantitative outcome (in the sense of: increasing potential of ownership of programmes by greater adaptation to individual country needs and preconditions, adaptation of technically well developed programmes and materials),
- Allow CBI funds to be spread within the total budget in order in this way to support the further development of existing programmes (ITC is on the right track),
- Improve the governance on the implementation of the partnership agreement in two ways:
 - further professionalisation of the reporting formats (transparency in structure and compliance);
 - intensify monitoring and steering through greater co-operation at a strategic level as in work programmes rather than by increased reporting,
 - regular, structured and documented meetings regarding governance on content of work programme activities. Set milestones (maybe three in four years) to allow monitoring if the direction indicated is followed, without limiting operative action.
- ITC has developed an interesting and high quality range of products to offer, which (as a next step) may undergo more customisation. A strategy for this approach could draw on three sources:
 - country specific analysis focusing on backgrounds for a set of programmes or tools;
 - exchange knowledge and expertise with CBI, which usually spends a great deal of time working on country background during its operations;
 - using local (certified) consultants, who by themselves have already have started adaptation processes of standard material towards local needs (in some cases there were local university lecturers involved; this type of co-operation can be further developed)
- The intended collaboration with the organisations mentioned in the report, which is briefly described in the partnership agreement, should be developed to the level of a collaboration-work-programme in which ways for this to take place are defined in objectives, activities, results and key performance indicators. In that way CBI and ITC are helped not only to focus on their primary tasks in the partnership agreement but also to learn and develop by exchanging ideas,

expertise and experiences. In doing so, they also try to bring together external experts even more than has been done in previous programmes;

- In two out of three cases university lecturers / research networks play a role. Analyse if and how existing capacities from universities can become more involved and work as multipliers. It could be that European examples of technology transfer can in part function as role models.