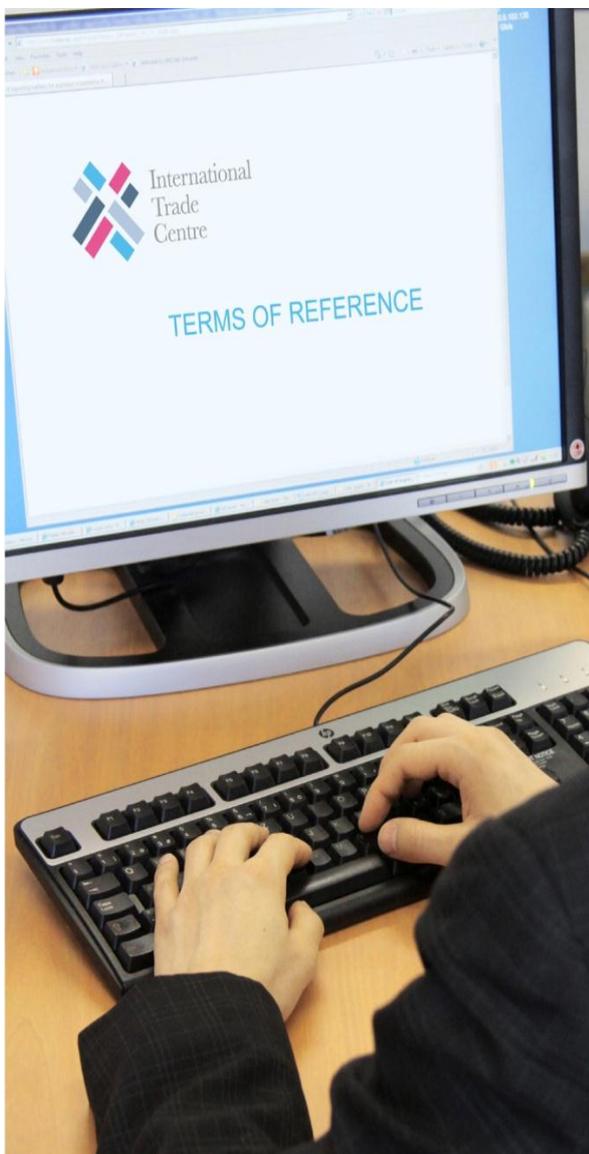


EVALUATION TERMS OF REFERENCE

NTF II Programme

January 2012



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LIST OF ACRONYMS

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

BACKGROUND FOR THE EVALUATION

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

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

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

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

TABLE 1: SECTORS SELECTED PER COUNTRY

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

PURPOSE OF THE EVALUATION

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

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

SCOPE

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

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

Relevance

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

Effectiveness

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

Efficiency

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

Effect

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

Sustainability

- Can NTF II be a model for ITC when dealing with sector development and export competitiveness?
- Has NTF II sufficiently capacitated partners, in particular the TSIs and SMEs, to enable them to continue the activities in an efficient, inclusive and fair manner after its phasing out?

- Is the NTF II programme designed in a financially sustainable way? What are the risks when the programme is phased out?
- What are the risks for the ITC in expanding the NTF II approach?

NORMS AND METHODS

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

EVALUATOR

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

- Advanced university degree in Economics/ Business studies/ Trade or development studies
- Excellent drafting abilities in English
- Expert in applying quantitative and qualitative data collection methodologies
- Knowledge of export development
- Proven experience in conducting high quality evaluations for international organizations.

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

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

MANAGEMENT ARRANGEMENTS

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

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

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

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

- 6) Diffuse the evaluation
- 7) Follow up of the implementation of the recommendations

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

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

DRAFT BUDGET

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

TIMELINE

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

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

DELIVERABLES

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

FINALIZE PROGRAMME EVALUATION REPORT

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

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