

INDEPENDENT EVALUATION UNIT (IEU)

MANAGEMENT RESPONSE AND IMPLEMENTATION FOLLOW-UP TEMPLATE

Management Response, Action Plan, Results, and Means of Verification

Date of submission of final evaluation report: June 2018	
Responsible section:	Trade and Market Intelligence Section
Responsible director:	Marion Jansen
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Date of finalization of management response: August 2019	

It is proposed that all recommendations are carried out on a matrix management approach, and under the overall guidance and supervision of the NTM Programme Sponsor.

Recommendation 1: To pave the way for sustainability and impact at the beginning of the survey cycle, ensure consistency with partners' and beneficiaries' development needs and priorities:

- First discuss with government focal points in the field in what ways they wish to make use of the survey results (e.g. replicating the survey in the future? use the survey skills obtained and tailor to other public sector initiatives?) and confirm their perspectives.
- Second, based on the conclusions of these initial discussions, consider who would be the best implementing partners in the country corresponding to the purpose.
- Third, design a flexible solution addressing the needs of partners and beneficiaries.
- Fourth, use these criteria for the selection of the most suitable services providers, while paying due attention to quality requirements for outputs.

Responsibility for implementation: Trade and Market Intelligence Section with the active support and engagement of the responsible Section of the Division for Country Programmes

Management Response and Justification:

<p>The recommendation is:</p> <p>Accepted: <input type="checkbox"/></p> <p>Partially accepted: <input checked="" type="checkbox"/></p> <p>Rejected: <input type="checkbox"/></p>	<p><i>Points 1, 2 and 3 have been accepted and are already implemented. While the core of the survey methodology is the same for all countries to ensure results are comparable, it allows customization to reflect partners' specific needs. When there is a strong interest and commitment from the country to participate and take over the implementation of the survey, the capacity-building dimension is taken into consideration in the final design of the survey methodology.</i></p> <p><i>Point 4 is not fully accepted. The speed and quality of the survey continue to be the most important criteria for the selection of the implementing partner. There is, nonetheless, a trade-off with country ownership, which has been recently tested through the SMECS. Without committing to change the criteria of selection, DMD will undertake further consultations to clarify the best implementing strategy.</i></p>
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Action Plan and Responsibilities:					
Actions:	Expected Result and means of verification	Responsible office or partner	Contributing Section(s) or partner(s)	Implementation deadline	Remarks
1.1 <i>Organize stakeholders' consultations prior to survey implementation to ensure their needs are systematically considered in the survey design</i>	<i>The survey methodology takes into consideration specific needs/requests of partners and beneficiaries such as for the Survey in Viet Nam (2018-2019) which included additional questions and has been implemented in collaboration with a local public institution to ensure sustainability.</i>	<i>TMI</i>	<i>TMI in collaboration with DCP country offices, funders and beneficiaries</i>	<i>The action is a standard element of the NTM programme since 2013</i>	<i>The partners and beneficiaries are willing to engage in the survey design and share information on potential needs.</i>
1.2 <i>Engage further with local authorities and trade support institutions to build their capacities to undertake similar surveys.</i>	<i>The training of the implementing partner serves as possible capacity building for local institutions without interfering with the survey's main objective to identify regulatory and procedural trade obstacles faced by the country's business community.</i>	<i>TMI</i>	<i>TMI in collaboration with DCP country offices and beneficiaries</i>	<i>The action is a standard element of the NTM programme since 2013</i>	<i>The partners and beneficiaries are interested to participate in survey training and have the capacity to integrate it in their activities.</i>
1.3 <i>Engage in an internal discussion on the selection of the survey implementing partner.</i>	<i>The survey is implemented by the most suitable implementing partner.</i>	<i>DMD</i>	<i>TMI</i>	<i>Q2 2020</i>	

<p>Recommendation No. 2: Expand the scope and depth of partnerships to ensure the required partners' engagement:</p> <ul style="list-style-type: none"> Externally, when a government requests an intervention, emphasize the objective and mechanism for follow-up to attain commitment. <p>Responsibility for implementation: Trade and Market Intelligence Section with the active support and engagement of the responsible Section of the Division for Country Programmes</p> <ul style="list-style-type: none"> Internally in ITC, elaborate a coordinated approach during the design stage of the interventions in a consultative manner, involving senior management in coordination; design and communicate a transparent mechanism / protocol about the selection of follow up activities. <p>Responsibility for implementation: Trade and Market Intelligence Section with the active support and engagement of the responsible Sections of the Division of Market Development and the Division of Enterprises and Institution</p>					
<p>Management Response and Justification:</p>					
<p>The recommendation is:</p> <p>Accepted: <input checked="" type="checkbox"/></p> <p>Partially accepted: <input type="checkbox"/></p> <p>Rejected: <input type="checkbox"/></p>	<p><i>Both recommendations are accepted and implementation has started. Externally, both the NTM Survey and the Trade Obstacles Alert Mechanism (TOAM) are demand driven and follow on a formal request from the country. ITC discusses the role and responsibility with the government authorities for the implementation and sustainability of the project. For example, for the TOAM, the tool is not put in place unless the country commits to integrating the mechanism into an existing institutional network or setting up one in case such network does not exist. Internally, since 2013, the NTM programme involves DCP and technical sections in the implementation of survey projects and the validation of survey results. Other sections' expertise becomes particularly important when it comes to the design of follow up (which, as per 2016 programmatic approach, should be coordinated by DCP).</i></p>				
<p>Action Plan and Responsibilities:</p>					
<p>Actions:</p>	<p>Expected Result and means of verification</p>	<p>Responsible office or partner</p>	<p>Contributing Section(s) or partner(s)</p>	<p>Implementation deadline</p>	<p>Remarks</p>

<p>2.1 Continue to engage with relevant partners on their roles and responsibilities in the implementation and follow-up of the project prior to launching it, and support them to set up the relevant mechanism.</p>	<p>The partners formally commit to implement and coordinate the follow-up of the survey recommendations and TOAM reports.</p>	<p>TMI and relevant DCP country office</p>	<p>TMI in collaboration with DCP country offices and relevant government authorities</p>	<p>The action is a standard element of the NTM programme since 2013</p>	<p>The partners are committed to set up the necessary follow-up mechanisms.</p>
<p>2.2 Continue to engage with relevant ITC Sections on the survey implementation and follow-up activities.</p>	<p>TMI systematically provides a preliminary matrix of actions to relevant ITC sections. Relevant ITC Sections provide inputs to the NTM Survey recommendations and list of actions to remove the identified obstacles including linkages with relevant ITC and/or partners' projects.</p>	<p>TMI and relevant DCP country office</p>	<p>TMI in collaboration with DCP country offices and relevant technical sections</p>	<p>The action is a standard element of the NTM programme since 2013</p>	<p>The ITC sections are willing to contribute to the design of follow-up actions and link it to their services.</p>
<p>2.3 Engage in a discussion on the relationship between survey design and utility of survey findings for technical sections.</p>	<p>Higher use of NTM survey findings in TRTA project design</p>	<p>DMD</p>	<p>DMD technical sections</p>	<p>2020</p>	

<p>Recommendation No. 3: Consider using the information and data already collected and aggregated and conduct deep solution-oriented analysis to mitigate the negative effects of NTMs on SMEs and improve their international competitiveness:</p> <ul style="list-style-type: none"> • Solution-oriented analysis could focus on specific regions, potentially where TOAM or the surveys have been conducted most recently, for more chances of success. Conducting such an exercise would create a momentum to bring back and converge the attention of all stakeholders previously involved in the Programme. • A meta-study that could be developed using aggregated national data at a regional and even global level would be through a specific GVC. This would be of particular interest to all stakeholders, of all types, involved in that specific GVC. There is also an opportunity to involve the private sector but from the high end of the GVCs: they could eventually finance some of these activities through impact investment and through their Corporate Social Responsibility (CSR) branches, but also for the well-being of the GVC itself and their own profitability. <p>Responsibility for implementation: Trade and Market Intelligence Section with the active support and engagement of the Chief Economist and Export Strategy Section and the Sustainable and Inclusive Value Chains Section</p>	
<p>Management Response and Justification:</p>	
<p>The recommendation is:</p> <p>Accepted: <input checked="" type="checkbox"/></p> <p>Partially accepted: <input type="checkbox"/></p> <p>Rejected: <input type="checkbox"/></p>	<p><i>Recommendations are accepted and implementation has started. Cross-country analysis of survey results is increasingly done upon demand from partners, e.g. for WTO committees (for example on TBT issues, rules of origin, landlocked countries etc.), partner agencies (e.g. AfDB for analysis of ECOWAS regional integration, ESCAP for regional analysis for Asia-Pacific, etc.) but also as part of needs assessments for projects (e.g. DFID in Nepal for textiles, or for ITC project development). As such, the NTM programme capitalizes on the data long after the survey projects are over to ensure maximum value for money.</i></p>

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Actions:	Expected Result and means of verification	Responsible office or partner	Contributing Section(s) or partner(s)	Implementation deadline	Remarks
<i>3.1 Further promote the regional and sectoral dimension of survey analysis and NTM workshops under NTM programme offering</i>	<i>Partners and beneficiaries are aware of the possible extension of NTM survey analysis to specific regions or sectors such as the NTM Survey report and workshop implemented for Arab States (2014-2015).</i>	<i>TMI in collaboration with DCP</i>	<i>TMI</i>	<i>The action is a standard element of the NTM programme since 2013</i>	<i>This should become an ITC standard offer to all regional programmes. Donors and regional agencies are very demanding and willing to finance such activities. Hence this was part of the programmatic approach that put the NTM survey as a need assessment for the preparation of country /regional programmes.</i>
<i>3.2 Consolidate the NTM survey database to allow for cross-country analysis.</i>	<i>Consolidated database on survey findings, which allows for cross-country analysis.</i>	<i>TMI</i>	<i>TMI</i>	<i>The action is a standard element of the NTM programme since 2013</i>	

<p>Recommendation No. 4: Consider the replication of TOAM and the use of data generated to address NTM related obstacles:</p> <ul style="list-style-type: none"> • Replicate the TOAM deployment in other countries and regions in addition to supporting the follow up on the two that have already been deployed. • Ensure that a mechanism is put in place to support the resolution of the obstacles by the different participating agencies and, that ITC keeps its momentum and positioning in finding solutions to the NTM related issues. <p>Responsibility for implementation: Trade and Market Intelligence Section with the active support and engagement of the responsible Section of the Division for Country Programmes</p>	
<p>Management Response and Justification:</p>	
<p>The recommendation is:</p> <p>Accepted: <input checked="" type="checkbox"/></p> <p>Partially accepted: <input type="checkbox"/></p> <p>Rejected: <input type="checkbox"/></p>	<p><i>The recommendations are accepted and their implementation has started. The replication of the TOAM has already been implemented: e.g. in 2017/18 a regional system was created for UEMOA countries, which will be extended in 2019/20 to cover all ECOWAS (under DCP-led projects). The success of the TOAM continue to rely on the national dimension.</i></p> <p><i>TOAM is one of the mechanisms that has been developed to create a sustainable mechanism to monitor and address NTMs. This recommendation is therefore in relation to recommendation 1.</i></p> <p><i>Regarding the action plans, through its close cooperation with DCP in particular, involving DCP staff in stakeholder consultations and the project implementation from the start, the NTM programme lays the foundation for this.</i></p>

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Actions:	Expected Result and means of verification	Responsible office or partner	Contributing Section(s) or partner(s)	Implementation deadline	Remarks
<i>4.1 Expand the TOAM country level to regional level upon demand and resources</i>	<i>Regional online TOAM platforms are available, such as the WAEMU (2018).</i>	<i>TMI and relevant nation/regional partners</i>	<i>TMI in collaboration with relevant DCP country offices and national/regional authorities</i>	<i>The action is a standard element of the NTM programme since 2013</i>	<i>The region and its countries are committed to integrate the TOAM into their mode of functioning to identify and remove trade barriers.</i>
<i>4.2. Ensure a mechanism is put in place to strengthen the ownership of relevant institutions for the TOAM in ECOWAS</i>	<i>Increased knowledge of how partners' ownership can be strengthened.</i>	<i>TMI</i>	<i>TMI in collaboration with OA</i>	<i>2021</i>	<i>National and regional commitments to use the TOAM as a tool to monitor and remove trade barriers.</i>
<p>Recommendation No. 5: Consider TISI- and enterprise-specific actions in initiatives to mitigate NTM related obstacles:</p> <ul style="list-style-type: none"> • Develop tailored follow up actions for TISIs and enterprises, in conjunction with relevant in-house expertise; to identify relevant interventions. <p>Responsibility for implementation: Trade and Market Intelligence Section with the active support and engagement of the Chief Economist and Export Strategy Section and the Trade and Investment Support Institutions Section</p>					

Management Response and Justification:					
The recommendation is:		<i>TISI and enterprise-specific actions in initiative so mitigate NTM related obstacles are currently mainly structured around TOAM (see above) and around inclusion of NTM findings in export strategies. There is scope to intensify this work and to expand collaboration with other sections within ITC. First steps in this direction have been made by expanding TMI's collaboration with the Export Quality Management team and through the activities at divisional level that aim at strengthening internal value chains (see recommendation 6). Three additional actions are proposed below. Action points under other recommendations will also contribute to addressing recommendation 5. This is notably the case for action point 2.3.</i>			
Accepted:	<input checked="" type="checkbox"/>				
Partially accepted:	<input type="checkbox"/>				
Rejected:	<input type="checkbox"/>				
Action Plan and Responsibilities:					
Actions:	Expected Result and means of verification	Responsible office or partner	Contributing Section(s) or partner(s)	Implementation deadline	Remarks
<i>5.1 Organize a new series of internal briefings to ITC technical sections on the NTM survey programme's activities and outputs as a means to support the design of ITC interventions</i>	<i>Series of internal briefing sessions on the NTM survey programme's activities and outputs</i>	<i>TMI and relevant ITC sections</i>	<i>TMI and other ITC sections</i>	<i>Q1-Q2 2020</i>	<i>The technical sections participate in the briefing sessions</i>
<i>5.2 Continue to engage with the relevant ITC Sections on the survey implementation and</i>	<i>TMI systematically provides a preliminary matrix of actions to relevant ITC sections. Relevant ITC Sections provide inputs to the NTM Survey recommendations and list of</i>	<i>TMI and relevant ITC sections</i>	<i>TMI in collaboration with DCP country offices and relevant government authorities</i>	<i>The action is a standard element of the NTM programme since 2013</i>	<i>The ITC sections are willing to contribute to the design of follow-up actions and</i>

<i>follow-up design and implementation.</i>	<i>actions to remove the identified obstacles, including linkages with relevant ITC and/or partners' projects.</i>				<i>link it to their services.</i>
<i>5.3 Develop further the training of TOAM focal points (often TISIs) on market access and NTM concepts.</i>	<i>TOAM focal points such as chambers of commerce and industry have a better understanding of market access and NTM concepts and sources of information that can support them addressing in trade obstacles.</i>	<i>TMI and relevant DCP country office</i>	<i>TMI in collaboration with DCP country offices and relevant government authorities</i>	<i>Q1-Q2 2020</i>	<i>The beneficiaries participate in the training offered.</i>
<p><u>Recommendation No. 6:</u> In the succeeding phase of the Programme, consider integrating the Programme into the overall ITC programming and management</p> <ul style="list-style-type: none"> • In the succeeding phase, the rich, technical and research-driven approach of the NTM Programme should be streamlined into a solid, longer-term programmatic perspective, including the identification of complementarities with the other sections of ITC. This would entail integrating the Programme into overall ITC programming and management. • As already mentioned, the survey companies have acquired the required knowledge to replicate the NTM surveys. However, without demand for replication, the knowledge will be lost. Therefore, in parallel, it is important to continue looking for funds to implement specific projects to render actionable the contents of the reports already generated. <p>Responsibility for implementation: Trade and Market Intelligence Section, with the active support of the Strategic Planning, Performance and Governance Section.</p>					

Management Response and Justification:					
<p><i>The recommendation is:</i></p> <p>Accepted: <input checked="" type="checkbox"/></p> <p>Partially accepted: <input type="checkbox"/></p> <p>Rejected: <input type="checkbox"/></p>		<p><i>A programme plan has been available since 2013, which served as strategic "guide" for the design and implementation of NTM-related projects between 2013-16 (which included e.g. the design of a component for services). In 2016, the programme strategy was updated and validated as part of the ITC internal "value chain". Strategic targets were formulated for the period 2017-2021. All NTM-related projects are designed in coherence with this longer-term strategy, which also outlines the synergies with other agencies' activities, ITC's value addition and strategic partnerships.</i></p> <p><i>In addition efforts are being made at DMD level to integrate the NTM programme in DMD programming and management.</i></p> <p><i>Cross sectional collaboration in this field has played an important part in the recent DMD retreats and the DMD "share & learn" event. Building and sustaining internal value chains is a key component of current DMD strategy. DMD has created a system in which each project has a DMD focal point representing all DMD sections and coordinating the project at the DMD level.</i></p>			
Action Plan and Responsibilities:					
Actions:	Expected Result and means of verification	Responsible office or partner	Contributing Section(s) or partner(s)	Implementation deadline	Remarks
<i>6.1 Raise awareness to internal and external partners on the follow-up surveys as a NTM programme offering to assess the removal of trade barriers and identify potential new regulatory and procedural obstacles</i>	<i>Partners and beneficiaries are aware of the possible replication of NTM survey analysis and possible ownership of the methodology, such as in Tanzania (2019, where this action is facilitated by the TOAM.</i>	<i>TMI</i>	<i>TMI in collaboration with DCP country offices</i>	<i>Q1 2020</i>	

<i>6.2 Create a working group on DMD value chain around NTMs</i>	<i>Clear understanding of DMD internal value chain (TMI-ES-TFPB)</i>	<i>DMD OD</i>	<i>DMD and other ITC sections</i>	<i>Q2 2020</i>	<i>There is a will and commitment from all technical sections to provide constructive contributions.</i>