



International  
Trade  
Centre

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## ITC Benchmarking Programme:

Comparative Institutional assessment and  
performance improvement programme

Benchmarking

March 2012



# Agenda

1. ITC Benchmarking Programme: principles and intended impact
2. The assessment model and the system today
3. Stages of the programme
4. Achievements during 2010-11
5. Work-plan 2012
6. Vision and Strategy 2013-15

# Background

## Why institutional assessment and benchmarking

- The 2006 Client surveys expressed the need to develop a scheme to rank the performance of TPOs
- Specific requests also from TPOs to benchmark their practices for performance improvement
- Pressure on public sector to improve efficiency and measure performance (“value for money”)
- Interest and studies from World Bank and Regional Banks on the performance of TPOs
- Lack of methodology

# Basic principles and intended impact

- A management tool for TPOs and TSIs
- An assessment of processes and performance
- Helps identifying strengths and weaknesses
- Identifying good practices and industry standards as a basis for comparison and sharing
- Should lead to goals and plans for improvement



MORE EFFICIENT AND MORE EFFECTIVE TPOs and TSIs



EXPAND EXPORTS OF SMEs FROM LDCs and DCs

# The Institutional Assessment Model:

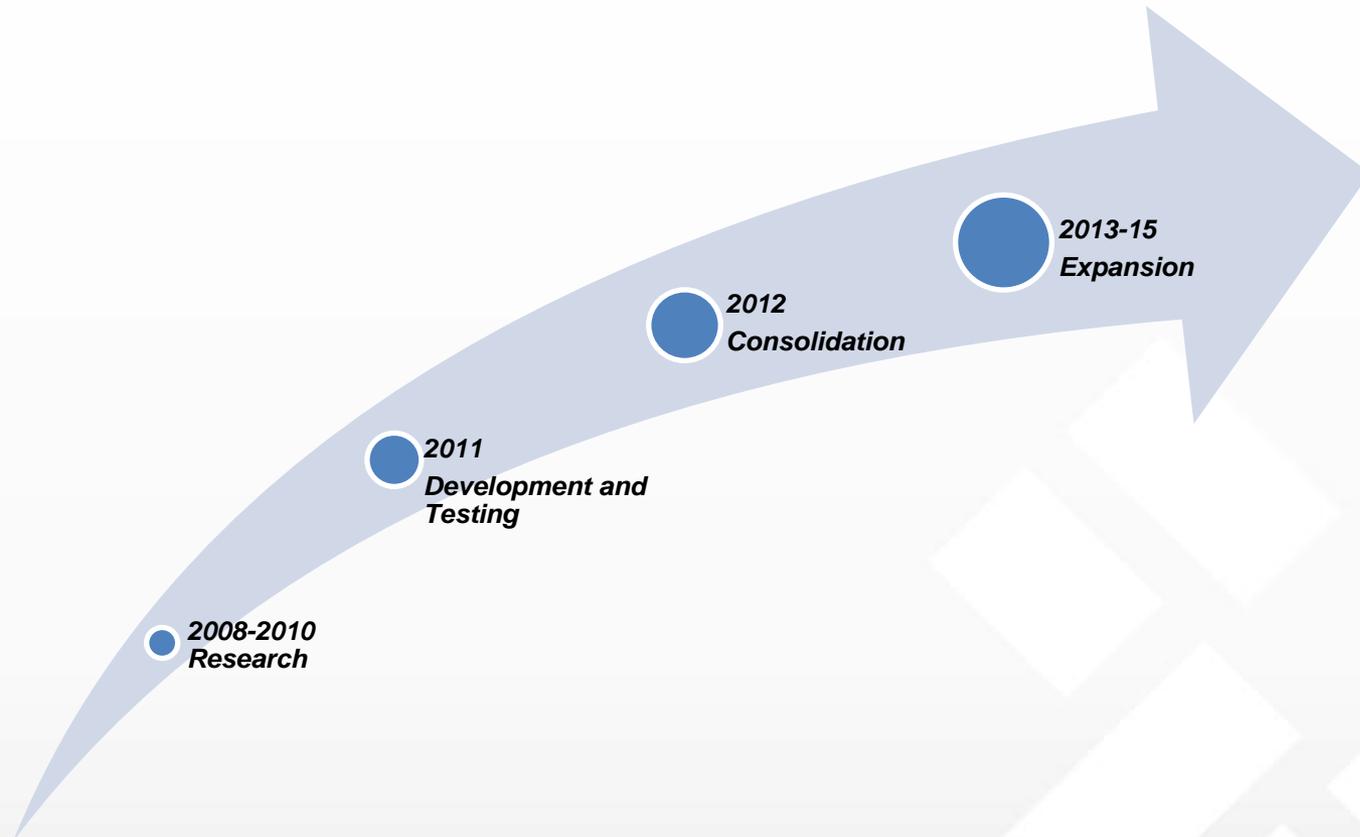
## Areas and themes of assessment



# Benefits for TPOs

- Independent perspective on performance;
- Consistence between operations and strategy;
- Identifies strengths and weaknesses and areas for action;
- Benchmark against other good practices;
- Network sharing knowledge and experience

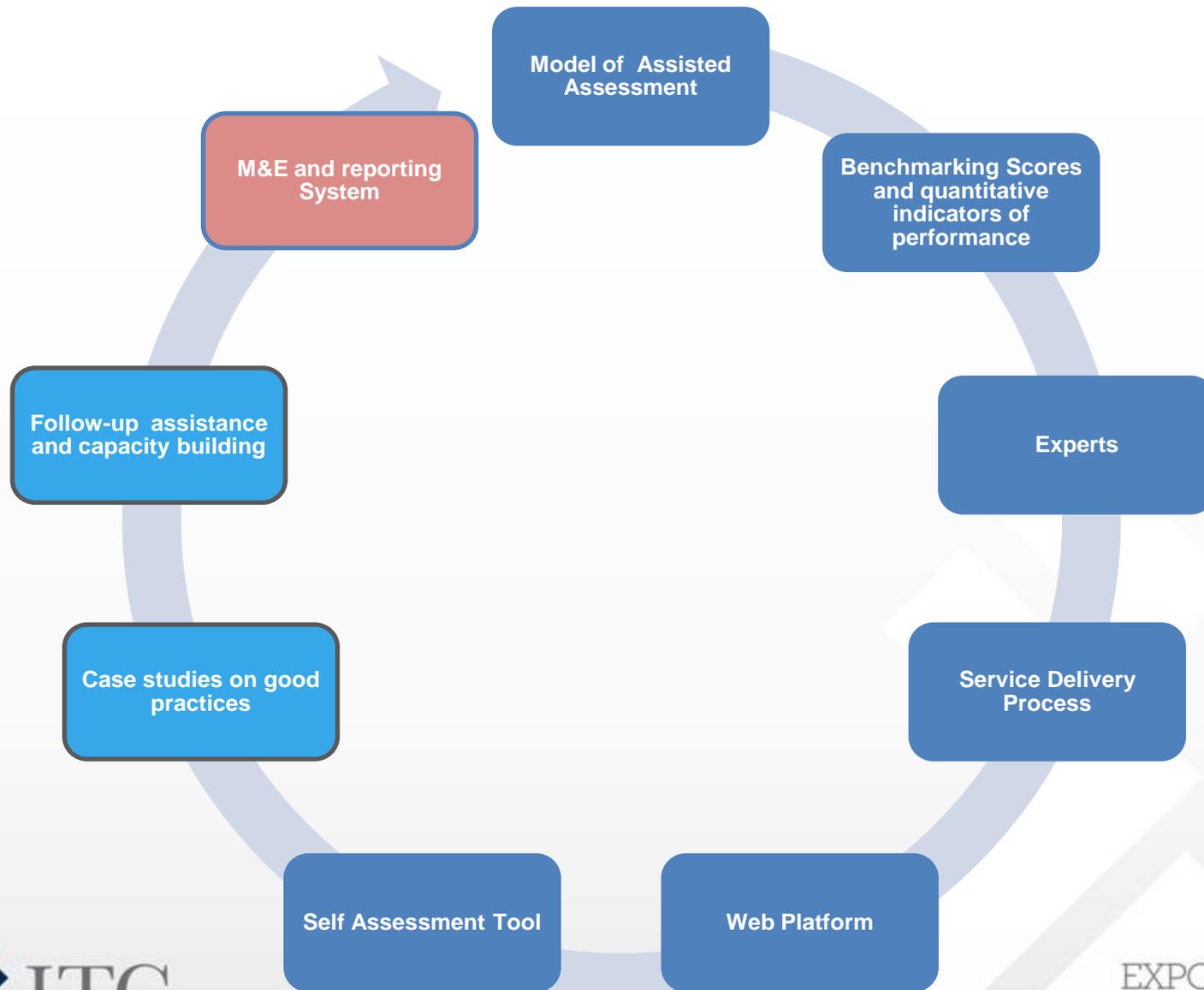
# Benchmarking Programme Stages



# Development and Testing Stage Achievements during 2011

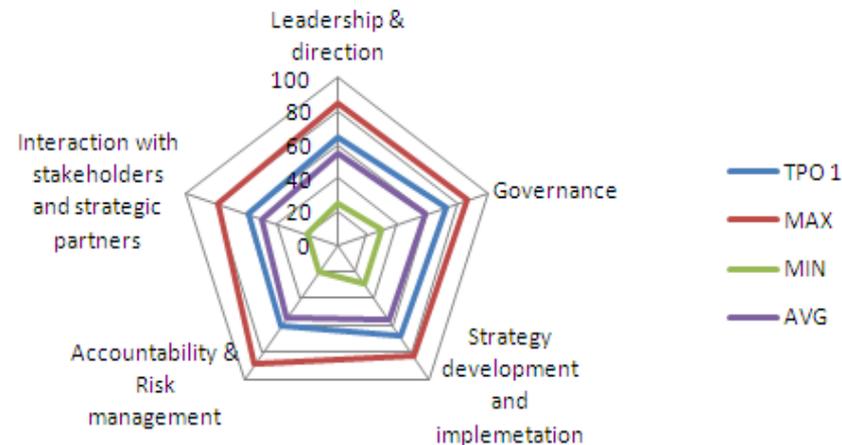
- **Partnerships:** with AUSTRADE, BEDIA, FINPRO MATRADE, PROEXPORT and UEPB
- **Model:** developed, applied, proven and improved
- **Endorsement:** from all six pilot TPO partners
- **Data processing solution:** to facilitate scoring and reporting
- **Report format:** developed and proven
- **Service delivery guidelines:** completed
- **Web platform:** design and guidelines completed
- **Experts:** ITC staff initiated in the methodology

# Consolidation Stage: Benchmarking System at end of 2012

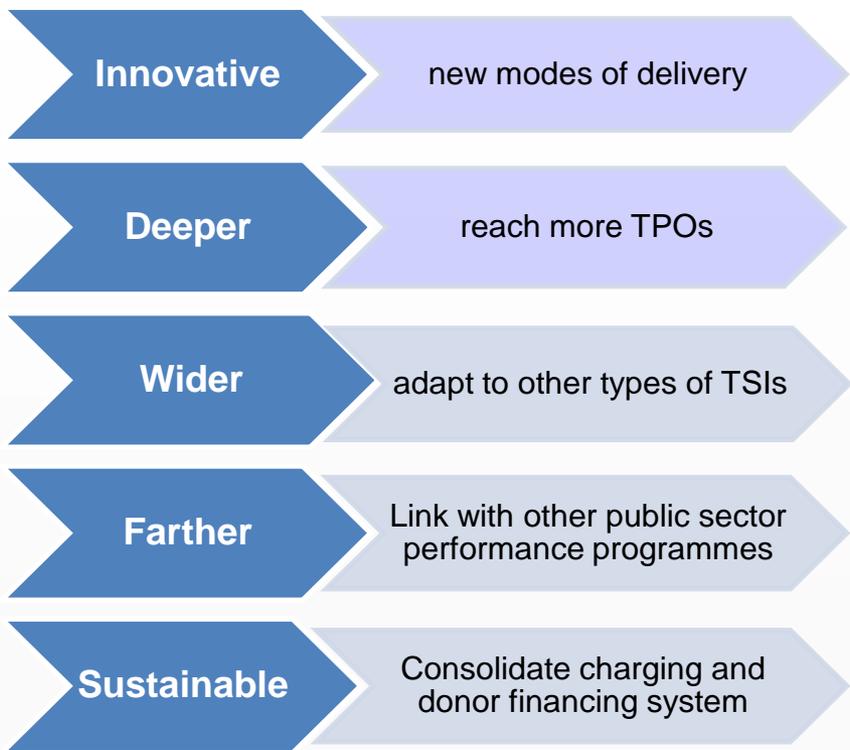


# Online - Learning and sharing platform

- Access to self assessment tool
- Access to benchmarking scores (AVG – MAX – MIN)
- Access to information on good practices
- Case studies
- Forum for exchange of experiences



# Vision: Expansion Strategy 2013-15



**MORE EFFICIENT AND MORE EFFECTIVE TPOs and TSIs**



**EXPAND EXPORTS OF SMEs FROM LDCs and DCs**



**M&E and reporting system (on three different level)**



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# M&E System on three levels

Phase I: System to measure impact on TPO & TSI performance based on direct feedback :

- Definition of clear rules of engagement
- Definition of indicators of performance
- Reporting mechanisms

Phase II: System to measure performance based on YoY comparison:

- Baselines
- Measuring improvement over time

Phase III: Expand system to measure impact on SME competitiveness in collaboration with other development partners and TPOs/TSIs

# Sustainability 2013-15

- Multiplying effect: delivery through Regional Experts trained during 2012
- Reducing costs through new modes of delivery (including self assessment)
- Diversifying sources of funding:
  - ITC Regular Budget
  - Donor funding
  - Income from fees
- Charging for services
  - Fully subsidized for Least Developed Countries
  - Cost sharing for Developing Countries
  - Cost recovery for Middle and Higher Income

## ITC investments 2010 – 2012 (K US\$)

|              | Staff ( RB ) | Operating Expenditures | TOTAL INVESTMENTS |
|--------------|--------------|------------------------|-------------------|
| 2010         | 182          | 63                     | 245               |
| 2011         | 403          | 303                    | 706               |
| 2012         | 505          | 567                    | 1,072             |
| <b>Total</b> | <b>962</b>   | <b>933</b>             | <b>2,023</b>      |

|      | Staff ( RB ) | Estimate Operating Expenditures | ESTIMATED INVESTMENTS |
|------|--------------|---------------------------------|-----------------------|
| 2013 | 505          | 577                             | 1,082                 |

# Why invest in the BM programme

- Increases impact of TRTA:
  - ✓ Better TSI performance leads to more effective TRTA interventions (multiplier effect)
  - ✓ Assure Value for Money globally!
  
- Global public good:
  - ✓ Worldwide platform for benchmarking sharing and learning good practices,
  - ✓ Have a wide network of strong multipliers in the field!
  
- Better Export Performance:
  - ✓ TSI delivering better services to the private sector,
  - ✓ Greater understanding by governments in the developing world of the institutional performance framework to deliver exports!

# Next steps

ITC is currently working on a detailed fund raising proposal to present the programme “expansion phase” (2013-2015) to JAG in May, including more details on:

- Current consultation process with technical partners,
- Development of the Web engine,
- Elaborate costing and charging scheme,
- Target number of TPOs and TSIs that will receive support each year
- Detailed budget



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