Agenda

Part 1
- ITC Benchmarking Programme: principles and intended impact
- The assessment model and the system today
- Stages of the programme

Part 2
- Experience to date: testimonials

Part 3
- Programme proposal 2013-15
- Rationale and Strategy
- Expected impact
- M&E System
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 TSI

- An assessment of processes and performance
- Helps identifying strengths and weaknesses
- Identifying good practices 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 Organizational Assessment Model: Areas and themes of assessment

**MATURITY BASED MODEL**

**Leadership and Direction**
- Mandate, common purpose and recognition
- Governance
- Strategy development and implementation
- Accountability and risk management
- Interaction with stakeholders and strategic partners

**Resources and Processes**
- Structure and people
- Financial resources
- Information and knowledge management
- Physical assets and infrastructure
- Quality processes and value focus
- Internal communications

**Products and Service Delivery**
- Understanding customer needs and developing a suitable portfolio of clients
- Relevance of the portfolio of products and services
- Client management and delivery of products and services
- In-market support
- Marketing and promotion
- External communications and web site

**Measurement and Results**
- Scope and quality of measurement system
- Measurement process and implementation
- Client satisfaction measurement
- Achievement and analysis of results
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

- 2008-2010 Research
- 2011 Development and Testing
- 2012 Consolidation
- 2013-15 Expansion
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
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
Programme achievements at end-2012

Model of Assisted Assessment

M & E System

Benchmarking Scores & quantitative indicators of performance

Experts

Service Delivery Process

Self Assessment Tool

Web Platform

Follow-up Actions
Programme rationale: multiplying effect

A 10% increase in TPO budget determines an expansion of exports by a 0.6% to 1.0%.

Programme strategy 2013-2015

- **INNOVATE**: new modes of delivery
- **EXPAND**: reach more TPOs
- **EXTEND**: adapt to other types of TSIs
- **PARTNER**: Link with TRTA partners to finance and improve delivery
- **MEASURE AND REPORT**: Consolidate a Programme M & E System
- **SUSTAIN AND EXIT**: Establish a charging and donor financing system
Share of Activities in Total Budget
US$ 4.0 million

TSI Assessment and Benchmarking Programme 2013-2015

- Assisted Assessments: 60%
- Workshops: 13%
- TPO to TPO contacts and networking: 2%
- Web software development: 3%
- Web Hosting and maintenance: 2%
- Good Practice Notes: 1%
- Case Studies: 7%
- Follow up Missions: 7%
- Develop TSI Assessment Method: 3%
- Outreach: Partnership Development: 2%

Total Budget: US$ 4.0 million

ITC
Sources of Income of US$ 4.0 million on three years

TSI Assessment and Benchmarking Programme 2013-2015

- **Donor Contributions**: 42%
- **ITC RB Contribution**: 38%
- **Cost recovery AA cost sharing**: 4%
- **Cost recovery AA full cost recovery**: 8%
- **Sponsor contributions Workshops**: 8%

Sources of Income of US$ 4.0 million on three years:

ITC RB Contribution 38%

Donor Contributions 42%

Cost recovery AA cost sharing 4%

Cost recovery AA full cost recovery 8%

Sponsor contributions Workshops 8%
Programme expected impact

- 50 TPOs/TSIs initiate performance improvement plans (40% of AA and 10% of SA)
- 10% increase in productivity
- US$ 860 Million additional exports

*More than US$ 200 of additional exports for each 1 US$ invested in the programme*
Programme M&E system highlights

1. Collection system extending 3 years after completion

2. Strong support to improve result measurement systems

3. Dashboard for monthly and quarterly reporting, including *inter-alia*:
   - Number of TSIs assisted by programme activity
   - Number of TSIs engaging in performance improvement plans;
   - Number of TSIs improving Benchmarking scores over time;
   - Usage of web platform;
   - Number of services and other deliverables effectively delivered;
   - Estimated impact on exports (in collaboration with TRTA partners)
Why investing in this programme

- High potential impact on DC’s SMEs capacity to benefit from trade
- Global public good: benchmarking system and learning platform
- Supports more efficient and effective TSIs
- Better knowledge of TSI needs for assistance
- Identifies actual TSI’s absorption capacity
- Increases impact of TRTA: better TSI performance leads to more effective TRTA interventions
THANK YOU