

ITC Assessment and Benchmarking Programme







ITC Joint Advisory Group 21-22 May 2012





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

Products and Service Measurement and Leadership and Resources and Direction **Processes Delivery** Results Understanding customer needs Scope and quality of Mandate, common purpose and Structure and people and developing a suitable recognition measurement system portfolio of clients Measurment process and Governance Financial resources Relevance of the portfolio of implementation products and services Strategy development and Information and knowledge Client satisfaction measurement Client management and implementation management delivery of products and services Accountability and risk Physical assets and Achievement and analysis of infrastructure management results In -market support Quality processes and value Interaction with stakeholders focus and strategic partners Marketing and promotion Internal communications External communications and web site



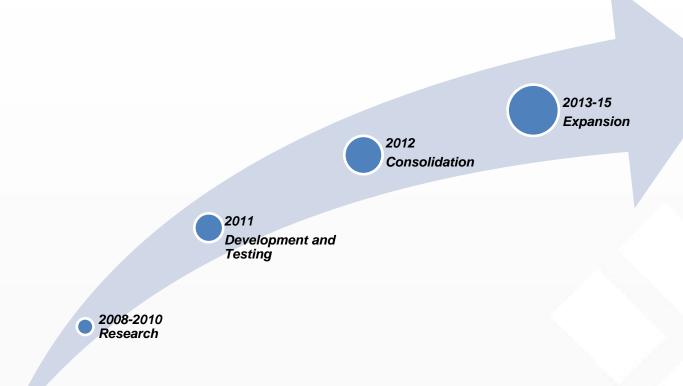
Benefits for TPOs

- 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



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





Programme rationale: multiplying effect

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

Daniel Lederman, Marcelo Olarreaga, Lucy Payton, Export Promotion Agencies: Do they work? (World Bank, 2010)



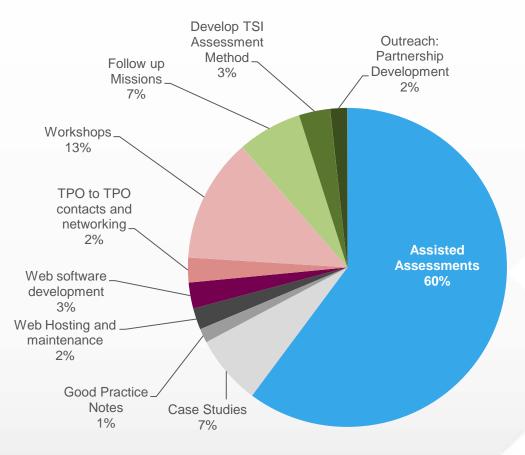
Programme strategy 2013-2015

INNOVATE new modes of delivery **EXPAND** reach more TPOs **EXTEND** adapt to other types of TSIs Link with TRTA partners to finance and improve **PARTNER** delivery **MEASURE AND** Consolidate a Programme M & E System **REPORT SUSTAIN AND** Establish a charging and donor financing system **EXIT**



Share of Activities in Total Budget US\$ 4.0 million

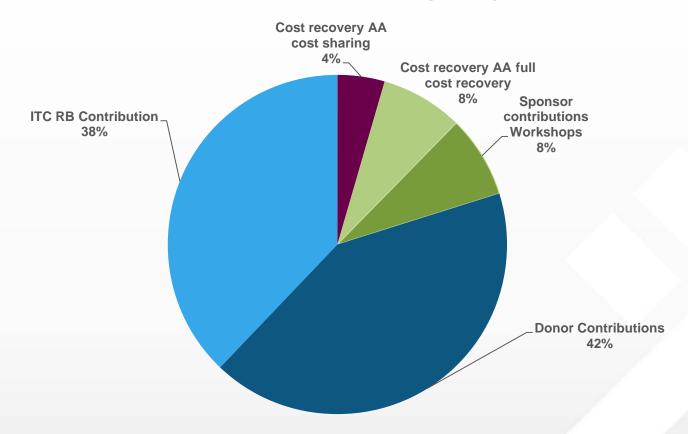
TSI Assessment and Benchmarking Programme 2013-2015





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

TSI Assessment and Benchmarking Programme 2013-2015





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



