

ITC BUSINESS LINES

LEVERAGING ITC SKILLS
FOR SME EXPORT SUCCESS

BUSINESS AND TRADE POLICY
EXPORT STRATEGY
STRENGTHENING INSTITUTIONS
TRADE INTELLIGENCE
EXPORTER COMPETITIVENESS

CREATING COMPETITIVE EXPORTERS

Businesses trade, not countries. Making trade work for development and poverty reduction means creating an enabling business environment and helping companies access the resources they need to become internationally competitive. Small and medium enterprises (SMEs) are the engines of export growth for developing countries. Harnessing the untapped potential of these enterprises is a key policy objective for governments and the mission of the International Trade Centre (ITC).

UNDERSTANDING CLIENT NEEDS

The external evaluation of ITC conducted in 2006 recommended that ITC conduct more systematic needs assessments, scale-up activities to achieve greater impact at country level, and provide relevant services through strategic marketing. The study also invited ITC to work more closely with institutional partners to establish management systems to measure results and impact. In response, ITC launched a major research and consultation exercise in 2007. The aim of this exercise was to establish the export development needs of SMEs, the needs of national and regional institutional partners and to position ITC's service offer with respect to other international agencies and technical assistance providers.

Consultation

This consultation exercise involved:

- An online survey of more than 1500 SMEs, government partners and private sector institutions¹;
- Focus groups with partners at the World Export Development Forum in Montreux, 8-11 October 2007;
- Three regional consultations on Aid for Trade;
- Numerous consultations with regional groupings in Geneva and in countries.

We asked our clients what works and what doesn't. We asked them to tell us how to improve our services and what other agencies are doing to meet their needs.

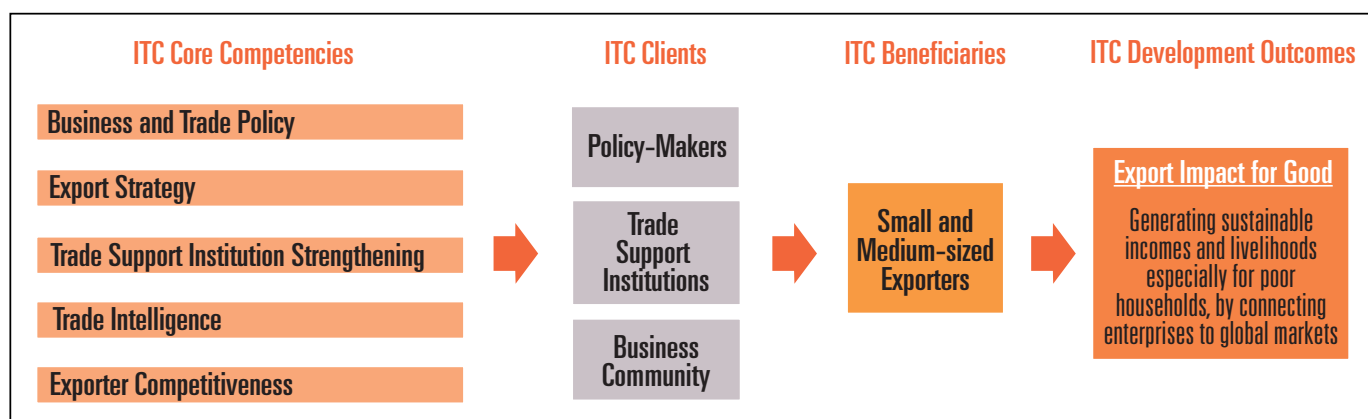
Recommendations

As a result, we came away with these key recommendations:

- **Export development** is an integral part of enterprise development. Services must be designed to satisfy the needs of businesses along the continuum from start-up to exporter to international business.
- **Product Development** – To meet the challenge of the supply side constraints faced by our clients, services must be aligned to new product development, product innovation and value addition.
- **Trade Support Networks** – Enterprises want a coherent, co-ordinated service offering from national and regional trade support networks.
- **Capacity Building** – Training needs to move towards knowledge development and sustainable capacity building.
- **Measurement** is critical to assessing impact. We will have to join forces with partners to achieve this.

¹ For the results of the Globescan-Dahlberg Client Perceptions Survey 2007 contact the Office of the Executive Director, International Trade Centre.

THE ITC ORGANIZATIONAL RESPONSE: FIVE NEW BUSINESS LINES ORGANIZED AROUND COMPETENCY AREAS



KEY PRINCIPLES

The cornerstone of the business lines redeployment rests on the following principles:

- **Alignment with ITC's strategic objectives** – engineering the future business lines so that the goals, objectives, and results provide measurable outcomes and outputs that enable ITC to reach its objectives.
- **Focus on ITC's core competencies** – making sure that the new business lines reflect our intent to concentrate delivery where we can best achieve our mission.
- **Integration and scale** – ensuring that ITC's activities are better integrated to provide solutions to our clients, not just products and services.
- **Relevance and impact** – become more client oriented at the policy-maker, TSI and enterprise levels.

A better focused organization

ITC was previously organized around 17 Lines of Business. Its activities are now organized around 5 major competence areas, dealing with export strategy, trade policy, strengthening trade support institutions, trade intelligence and creating competitive exporters. Focusing on our core businesses will avoid duplicating the work of other agencies and ensure that we intervene where we can make a difference, with the ultimate outcome of export impact for good.

From products to solutions

Having the ability to provide a set of integrated, coherent products and services is essential for our clients. The new Business Lines will bring to bear, in a seamless manner, the full talents, skills and resources of ITC on the needs of customers. In effect, we started with the needs of the clients and reverse-engineered the process, moving from a supply driven to a demand driven approach.

Relevant and measurable results

Performance indicators have been developed for each of the business lines conforming to results based management practices, in order to ensure that our interventions are relevant and ITC can measure its impact. **For the "ITC Logical Framework for Trade Development", see overleaf.**

Business Lines	Preliminary outcome indicators
<p>Business and Trade Policy</p> <p>Goal: Business Priorities integrated in National Trade Policies</p> <p>Impact Indicators: Contributes to Strategic Objective 1 With a focus primarily on sub objectives 1.1, 1.2 and 1.3</p> <p>Immediate Objective: Enabled policy makers to integrate business priorities in national trade policies and negotiations, and effective collaboration between public and private sectors achieved</p>	<p>Dialogue:</p> <ol style="list-style-type: none"> 1. Number of engagements for formulating business friendly trade policies and negotiating positions through the joint national public private mechanisms <p>Capacity:</p> <ol style="list-style-type: none"> 2. Increase in the trade policies and negotiating positions jointly produced <p>Partnership:</p> <ol style="list-style-type: none"> 3. Increase in the number of trade policies and programmes that are implemented in cooperation with the private sector
<p>Export Strategy</p> <p>Goal: Export Development Strategies that succeed</p> <p>Impact Indicators: Contributes to Strategic Objectives 1, 2 and 3 With a focus primarily on sub objectives 1.1, 1.2, 2.1, 2.2, 3.1</p> <p>Immediate Objective: Capacities created to design and implement competitive Export Development Strategies that meet the national development objectives</p>	<p>Representation:</p> <ol style="list-style-type: none"> 1. Average proportionality and seniority of stakeholder involvement in the institutional mechanisms for strategy design (e.g. % of public/private/civil society representation, seniority of people involved in the strategy design process) <p>Design:</p> <ol style="list-style-type: none"> 2. Number of consolidated strategy documents published and average extent of dissemination (e.g. proportion of content developed by in-country capacity, breadth and scope of analysis, targets specified and extent to which strategy implications are communicated to stakeholders) <p>Ownership:</p> <ol style="list-style-type: none"> 3. Average proportion of key stakeholders endorsing the strategy (e.g. level of buy-in and commitment to the end process) <p>Implementation:</p> <ol style="list-style-type: none"> 4. Number of resource allocations made based on the strategy and programmes underway (e.g. quantum of resources made available by government and private sector to their own strategy, number of donors and quantum of resources made available for implementation, number of ITC programs assisting in implementation).
<p>Trade Intelligence</p> <p>Goal: Better Export Decisions</p> <p>Impact Indicators: Contributes to strategic objectives 1, 2 and 3. Focus primarily on sub-objectives 1.1, 1.3, 2.1, 3.1 and 3.2</p> <p>Immediate Objective: TSIs, policy-makers and enterprises are enabled to make more informed decisions, and TSIs are enabled to produce and deliver trade intelligence services effectively</p>	<p>Access:</p> <ol style="list-style-type: none"> 1. Number of clients receiving ITC's trade information products (website visits, downloads, by mail etc.) 2. Number of referrals to or requests for ITC's Trade Intelligence products & services from international organisations, donors and clients <p>Customized:</p> <ol style="list-style-type: none"> 3. Number of requests for analysis in relation to trade negotiations 4. Number of requests for analysis in relation to trade and exporter competitiveness and export potential <p>Capacity Building:</p> <ol style="list-style-type: none"> 5. Number of requests for capacity building and related institutional development i.r.t. trade intelligence 6. Number of trained, qualified Trade Analysis Trainers, specialists and/or trade information officers applying acquired knowledge
<p>Trade Support Institutions Strengthening</p> <p>Goal: Sustainable and effective exporter-support</p> <p>Impact Indicators: Contributes to Strategic Objective 2 With a focus primarily on sub objectives 2.1 and 2.2</p> <p>Immediate Objective: Export service delivery channels enabled</p>	<p>TSI Capacity:</p> <ol style="list-style-type: none"> 1. Number of enterprise demands for the services from assisted TSI partners (e.g. paid membership or level of co-funding) 2. Number of TSI networked members solicited for inputs to national strategy and policy development (e.g. official requests for submissions, attributions made in finished strategy/policy documents) 3. Number of new offers, activities, and programmes generated by TSIs which are attributable to ITC <p>National Services networks:</p> <ol style="list-style-type: none"> 4. TSI networks are featured in national export strategies (Y/N) 5. Number of referrals within the TSI network community <p>International Knowledge networks:</p> <ol style="list-style-type: none"> 6. Number of best practices adopted by network members 7. Level of resources secured by the network (e.g. self-sustainable)
<p>Exporter Competitiveness</p> <p>Goal: Internationally Competitive Exporters</p> <p>Impact Indicators: Contributes to Strategic Objective 3 With a focus primarily on sub objectives 2.1, 3.2, and 3.3</p> <p>Immediate Objective: Potentially competitive new enterprises created and the competitiveness of existing enterprises strengthened</p>	<p>Equip TSI:</p> <ol style="list-style-type: none"> 1. Number of programmes that utilise the services of certified experts 2. Percentage increase in the uptake and utilisation of tools and methodologies by network partners 3. Percentage of assisted managers expressing satisfaction with the ITC partner network <p>Managing, Producing and Marketing:</p> <ol style="list-style-type: none"> 4. Number of enterprises developing proposals utilising ITC tools and methodologies 5. Number of cases where assisted enterprises secured resources 6. Number of non-exporting assisted enterprises that begin exporting

FOR TRADE DEVELOPMENT

Results	Performance indicators
<p>Result 1: Public-Private Dialogue (PPD) mechanisms established at national level</p> <p>Result 2: Policy makers and business community empowered to effectively reflect the business dimension in trade policy and negotiations fora</p> <p>Result 3: Support the establishment of conducive environment for public-private cooperation and partnerships in implementation of trade development policies and programmes.</p>	<p>1.1 Number of activities on Public-Private Dialogue (PPD) undertaken per year at the national level</p> <p>1.2 Number of support / advisory services asked for</p> <p>2.1 Number of workshops and trainings conducted</p> <p>2.2 Demand for publications / analytical papers</p> <p>2.3 Number and quality of business oriented policy analysis papers produced</p> <p>3.1 Number of best practices advocated to government and private sector</p> <p>3.2 Number of networking opportunities provided</p>
<p>Result 1: Formalized strategy process agreed upon by stakeholders</p> <p>Result 2: Comprehensive needs assessment undertaken & scope of strategy defined for design stage</p> <p>Result 3: Strategy designed to address the priorities of the needs assessment</p> <p>Result 4: Strategy implemented and monitored according to the specified plan of action</p>	<p>1.1 Number of new institutional mechanisms formalised and established</p> <p>1.2 Number of existing institutional mechanisms adapted to accommodate inclusive stakeholder representation</p> <p>2.1 Number of comprehensive, accurate and timely tasks (requisite analytical inputs) completed and signed off by the owners of the strategy</p> <p>3.1 Number of strategies launched by the 3 target-groups</p> <p>4.1 Number of initiatives underway according to specified time-lines and assigned responsibilities</p>
<p>Result 1: Trade Intelligence provided</p> <p>Result 2: ITC portfolio of Trade Intelligence services and products improved and integrated</p> <p>Result 3: Capacity building supported</p>	<p>1.1 Number and quality of publications and customized reports on specific products, markets, functions and geographical areas</p> <p>1.2 Number of CD-ROMS and DVDs with trade intelligence</p> <p>2.1 Number of improvements of existing trade intelligence services</p> <p>2.2 Number of newly created trade intelligence services</p> <p>2.3 Trade Intelligence platforms integrated (Y/N)</p> <p>3.1 Number and quality of training events conducted for policy makers, TSIs and enterprises and number of participants</p> <p>3.2 Number of online training courses</p> <p>3.3 Number of advisory services in support of trade information management</p> <p>3.4 Number of training materials for trade information management</p>
<p>Result 1: TSI service capacities supported</p> <p>Result 2: National/regional TSI networks created or supported</p> <p>Result 3: International TSI knowledge networks created or supported</p>	<p>1.1 Number of TSI strategic plans supported</p> <p>1.2 Number of client management systems supported</p> <p>1.3 Number of service development and delivery initiatives supported</p> <p>1.4 Number of performance measurement systems supported</p> <p>2.1 Number of trade support network maps completed and published</p> <p>2.2 Number of fora and advocacy mechanisms created, sustained and/or strengthened</p> <p>3.1 Number of TSI networks created or supported</p> <p>3.2 Number of actionable requests received by TSIs from international TSI networks</p> <p>3.3 Number of international TSI networks that recognize ITC as a valued knowledge partner (e.g. visibility)</p>
<p>Result 1: ITC certified experts equipped with methodologies and tools to provide training and counselling services for building exporter competitiveness</p> <p>Result 2: Exporter capacities created & strengthened to strategize and effectively and efficiently plan, acquire, allocate and control resources</p> <p>Result 3: Exporter capacities created & strengthened to design, produce and supply competitive products and services</p> <p>Result 4: Exporter capacities created & strengthened to market and sell products and services</p>	<p>1.1 Number of certified experts available</p> <p>1.2 Number of enterprises being served with ITC products and services</p> <p>2.1 Number of enterprises that received management training and/or tailored business advisory services</p> <p>3.1 Number of enterprises that received production training and/or tailored business advisory services</p> <p>4.1 Number of enterprises that received marketing and sales training and/or tailored business advisory services</p>

Business in Trade Policy		Export Strategy		Trade Intelligence	
BL	Description	BL	Description	BL	Description
TSI	Desk research on TSIs for advice on a suitable institutional framework for business engagement in the trade policy agenda			TI 1.1	Data collection
ES	Advice on export strategy dimension for constructive trade policy dialogue and negotiations			TI 1.2	Information formatting, processing and referencing
BPI 1.1	Assessment of present PPD level and environment			TI 1.3	Development and maintenance of websites, CD-ROMs and DVDs
TI	Advanced tailored analysis of market access data, trade negotiations, non-tariff barriers, trade in services agreements, and of legal aspects of trade agreements			TI 1.4	Data Analysis for publications, customized reports and advisory services
BPI 1.2	Facilitate the identification of PPD focal point and network members	ES 1.1	Facilitation of stakeholder mapping	TI 2.1	Periodic innovation of existing trade intelligence services in line with user feedback
EC	Resource and competency needs of enterprises	ES 1.2	Execution of situation and expectations analysis	TSI	Information about the trade intelligence needs of TSI's and their clients/beneficiaries
BPI 1.3	Facilitate PPD workshops and customized training programmes	TI	1. General region/country/sector information and competitiveness assessments 2. Current development activities and political time table	EC	Resource and competency needs of enterprises
BPI 1.4	Facilitate PPD information provision and customized analysis	EC	Resource and competency needs of enterprises	ES	Information about trade intelligence needs related to development of export strategies
BPI 1.5	Technical inputs to position papers	ES 1.3	Facilitation of buy-in, commitment and endorsement	BPI	Information about trade policy developments which will affect the demand for specific types of trade intelligence
BPI 1.6	Specific advisory services	ES 1.4	Provision of advice on formalizing the process	TI 2.2	Creation of new products and services responding to partner needs and changes in technological options
BPI 2.1 2.2 2.3 2.4	Global: 2.1 Establish platform for analysis and informed debate 2.2 Synthesis of best practices on business oriented trade policy issues Regional: 2.3 Promote coordinated regional strategies on trade policies and negotiations and private sector push for policy, legal and regulatory frameworks for regional integration Country: 2.4 Enrich Public-Private dialogue on design of trade policies and negotiating positions and facilitate monitoring and accession to multilateral trade treaties	TI	Economic profile and export potential assessment	TI 2.3	Development of an integrated Trade Intelligence Platform
BPI 2.5	Inter-Agency Partnerships: Enrich programme delivery of other organisations (e.g. WTO, UN-organisations, NGOs) by bringing in the business dimension of trade negotiations	ES 2.1	Interpretation of current export performance	TI 3.1	Preparation of curricula and training materials for training and mentoring events
BPI 3.1 3.2 3.3 3.4	Global: 3.1 Establish platform for analysis and informed debate 3.2 Synthesis of best practices (inter- and intra-) public-private collaboration in implementation Regional: 3.3 Promote private sector push for implementation of regional integration agenda Country: 3.4 Promote partnerships for implementation Inter-Agency Partnerships: 3.5 Enrich programme delivery of other organisations by sharing of best practices	TSI	Assessment of TSI strengths and weaknesses	TI 3.2	Development of online training courses
BPI 3.5	Enrich programme delivery of other organisations by sharing of best practices	BPI	Assessment of trade agreements	TI 3.3	Organization of training events and advisory services
		ES 2.2	Facilitation of inclusive detailed situation diagnostic	TI 1.5	Dissemination of trade intelligence
		ES 2.3	Facilitation of priority listing that strategy should address	TSI	Feedback of the usefulness of trade intelligence previously provided to TSIs and their clients/beneficiaries
		TSI	Recommendations on coordination of TSN, focus, capacity and competency		
		TI	Trade intelligence needs and sources Sector specific, market specific data and market performance indicators		
		EC	Implementation of technical assistance to develop enterprise competencies and capacities (including specific purposes/audiences)		
		ES 3.1	Facilitation on agreement of vision and objectives		
		ES 3.2	Facilitation on formulation of detailed strategies		
		ES 3.3	Facilitation on finalisation of Implementation Management and Monitoring Framework		
		BPI	Public-Private dialogue mechanisms on design of trade policies and negotiating positions (2.4 review)		
		BPI	Input from partnerships for implementation (3.4)		
		TSI	Assistance in TSI coordination, capacity and competency implementation		
		TI	Assistance in TI upgrading and implementation		
		ES 4.1	Facilitation and provision of advice for transfer in of know-how for implementation management and monitoring	ES	Feedback from the strategy implementation phase on the usefulness of trade intelligence provided during the strategy design phase.
		ES 4.2	Facilitation and provision of advice on resource mobilisation		
		ES 4.3	Monitoring of quality of inputs from and outputs to other BLs		
		ES 4.4	Provision of advice on programme design		
		ES 4.5	Monitoring of performance of strategy implementation		
		ES 4.6	Facilitation of process of periodic review		

BUSINESS LINE INTERVENTION LOGIC

Colour Business Line

	Business in Trade Policy
	Exporter Competitiveness
	Trade Intelligence
	TSI Strengthening
	Export Strategy

TSI Strengthening		Exporter Competitiveness	
BL	Description	BL	Description
TSI 1.1	Assessment of TSIs resource requirements to serve beneficiaries	EC 1.1	Design, development and delivery of certification programmes for trainers and counsellors for capacity building
EC	Resource and competency needs of enterprises		
EC	Information collection methodologies and expertise to assess resource and competency needs of enterprises		
EC	TOT programs to develop human resources to design, develop and deliver enterprise competitiveness programs		
TI	Customised market and sector reports		
TI	Training programmes to build TSI capacities to manage information		
TI	Tools and training programmes for trade flow analysis		
TI	Trade potential assessments		
BPI	Business briefs articulating implications for business of the MTS		
EC	Strategy tools and methodologies for enterprises		
ES	National export strategies from competitor nations		
ES	Strategy tools and methodologies		
ES	Training programmes to help TSI managers contribute to national and sectoral strategies		
BPI	Country negotiating positions in key export sectors		
TSI 1.2	Build TSI management capacities to develop effective institutional strategies		
TSI 1.3	Build TSI capacities to assess enterprises needs and the markets in which they compete	TI	1. Market and marketing related information relevant to the strategic, supply and marketing/sales related decisions of managers 2. Product and production related information relevant to the strategic, supply and marketing/sales related decisions of managers
TSI 1.4	Support the development of portfolios of TSI products for enterprises	BPI	Information about policies that would impact business strategies, production-marketing and sales decisions
TSI 1.5	Support the development of RBM performance measurement systems	ES	Information about the strategic measures that would impact enterprise strategies, production-marketing and sales decisions
TSI 2.1	Foster the development of network architectures and network guidelines	EC 2.1	Design and development of management programs for exporter competitiveness (including specific purposes/audiences)
TSI 2.2	Assist TSIs in the mapping of enterprises development services	TSI	Programmes to create potentially competitive enterprises and strengthen the competitiveness of existing enterprises
TSI 2.3	Identify and promote good practices among TSIs	EC 2.2	Training and advisory services diagnosing of managerial strengths and weaknesses
TSI 2.4	Support the development of a global TSI network platform	EC 2.3	Training and advisory services on strategies for competitiveness
TSI 3.1	Assess and stimulate the further development of knowledge networks	EC 2.4	Training and advisory services on management of all enterprise resources
TSI 3.2	Identify and promote good practices within the international TSI knowledge networks	EC 3.1	Design and development of production programs for exporter competitiveness (including specific purposes/audiences)
TSI 3.3	Develop and host a series of flagship events to promote knowledge transfer and learning by doing	TSI	Programmes to create potentially competitive enterprises and strengthen the competitiveness of existing enterprises
TSI 3.4	Respond to actionable requests for learning resources from TSIs	EC 3.2	Training and advisory services diagnosing of production strengths and weaknesses
		EC 3.3	Training and advisory services on production inputs, processes and fulfillment of orders
		EC 4.1	Design and development of marketing and sales programs for exporter competitiveness (including specific purposes/audiences)
		TSI	Programmes to create potentially competitive enterprises and strengthen the competitiveness of existing enterprises
		EC 4.2	Training and advisory services diagnosing of marketing and sales strengths and weaknesses
		EC 4.3	Training and advisory services on communications
		EC 4.4	Training and advisory services on distribution
		EC 4.5	Training and advisory services on prompting and responding to sales inquiries
		EC 1.2	Updating and upgrading programs for certified trainers and counsellors
		EC 1.3	Monitoring and support of the network for trainers and counsellors on networking, program development and capacity building

Sequenced, coordinated solutions to meet partner country needs

In all countries where ITC works there is a natural logic to the sequencing of activities to deliver trade development outcomes. Starting with the business environment, developing national strategies to ensure the effective allocation of resources, strengthening the institutions which support enterprises and finally assisting enterprises themselves, all underpinned by the provision of trade intelligence.

The chart illustrate how ITC would deliver the full range of its services in a “green field” country, assuming that no previous technical cooperation activities have been delivered.

It shows the sequencing of the activities of each business line as well as the synchronization of these activities across them.

The sequencing allows ITC to identify any specific entry point, depending on the demand of its beneficiaries, and track the linkages upstream and downstream.

The benefit of this approach is to identify the necessary pre-conditions for effective interventions so that there is a causal logic between the activities and the desired effect.

WHAT IT WILL MEAN

Any major change brings both benefits and challenges. We are making these changes after an intensive effort on the part of ITC staff in consultation with our partners, donors and beneficiaries. We believe that it will bring tangible benefits for all of our stakeholders:

- **For Developing Country Governments** – A multi-disciplinary approach addressing trade and private sector development in the context of the wider development agenda.
- **For Technical Partners** – Engagement with other development agencies and more active participation in the design of integrated trade development programmes at the regional and national levels.
- **For Donors** – A strong intervention logic, showing the desired outcomes and the linkages between what we do and the development effect created in the countries where we work.

ITC will continue to build upon its reputation as a practical international agency that can speak the language of business, building upon its unique “honest broker” role and relationship with the World Trade Organization and the United Nations. We invite you to get to know us better and to find out how you can partner with us to create export impact for good.