

An empirical journey towards impact assessment: the case of ITC

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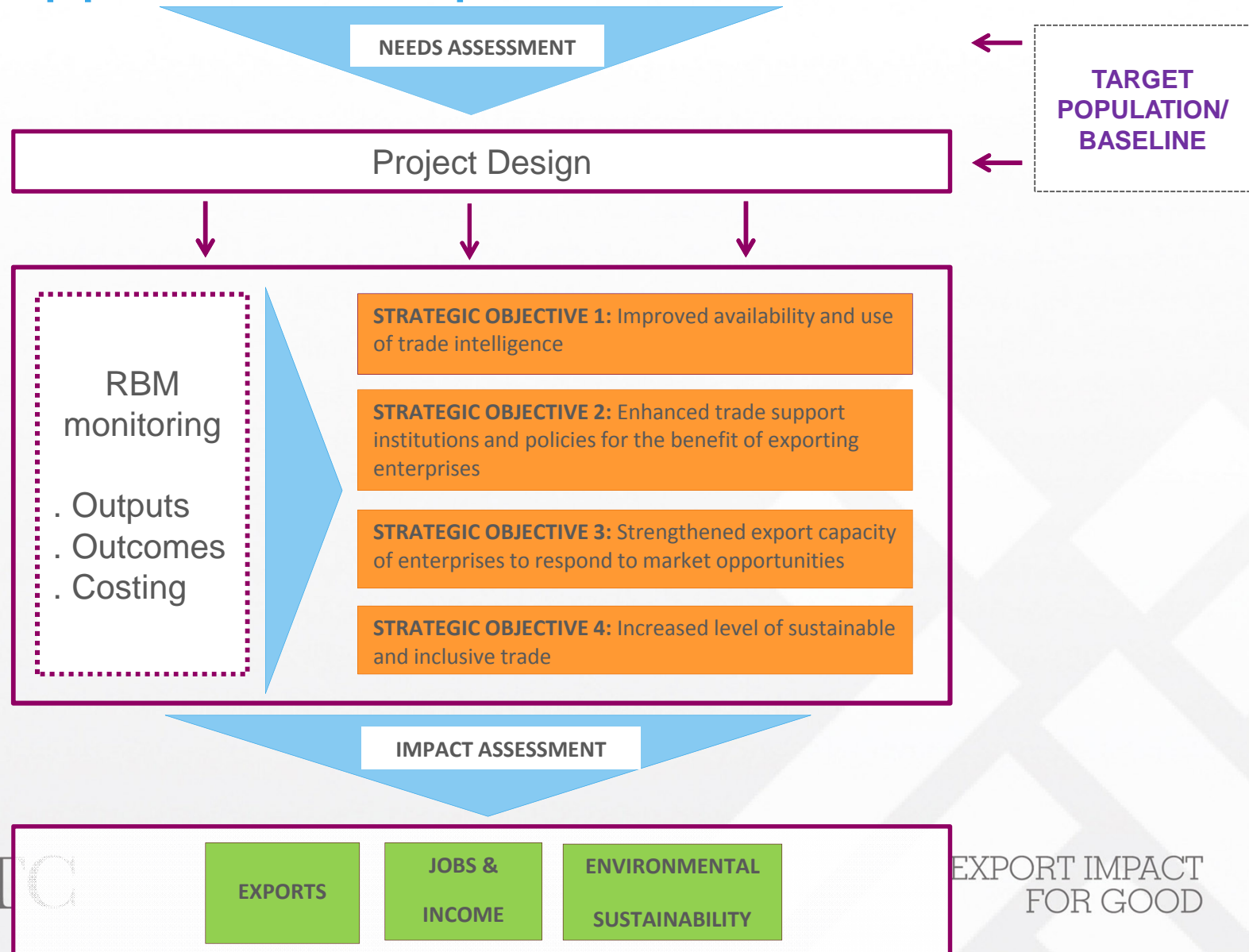
Overview

- ITC's approach to impact assessment
- Impact assessment methodology
- Challenges

RBM initiatives at corporate level

- Corporate logframe leading to impact
- Monitoring mechanism: corporate dashboard
- Quality assessment policy & processes
- Financial accountability

ITC's approach to impact assessment



Areas of impact assessment

- 3 areas suggested for assessing overall ITC's impact:
 - Trade and economic impact indicators (11)
 - Environment impact indicators (5)
 - Gender impact indicators (4)
- Other impact indicators that would be project related (eg: social impact indicators from Ethical Fashion Project)
- Impact related to new topics

Areas of impact assessment: Corporate level

- 3 areas suggested for assessing ITC's impact:

- Trade and economic impact indicators (11)



- Environment impact indicators (5)

- Gender impact indicators (4)

Areas of impact assessment: Corporate level

- 3 areas suggested for assessing ITC's impact:
 - Trade and economic impact indicators (11)
 - Environment impact indicators (5)
 - Increase of enterprise's environmental exports
 - Increase in share of exports certified by environmental standards
 - Number of new environmental products produced by the enterprise for export
 - Increase in number of exporting enterprises enabled to comply with environmental certification requirements
 - Number of new markets which enterprise is exporting its environmental products to
 - Gender impact indicators (4)

Areas of impact assessment: Corporate level

- 3 areas suggested for assessing ITC's impact:
 - Trade and economic impact indicators (11)
 - Environment impact indicators (5)
 - Gender impact indicators (4)
 - Increase in women's income earned
 - Number of jobs created for women
 - Increase of women owned enterprises' exports
 - Number of new markets which a women owned enterprise is exporting to

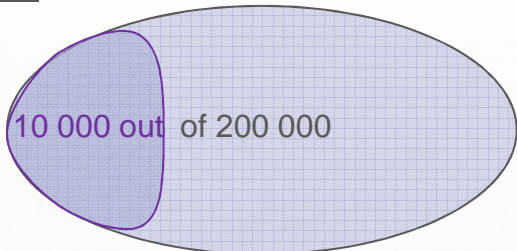
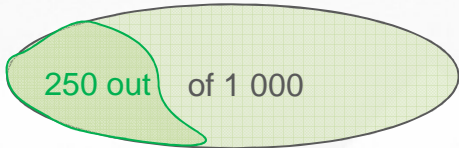
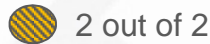

How to contact the sample to assess the impact ?

- Large scale survey (Global Public Goods) + proxys
 - ✓ No direct contact with the final users
- Direct contact with enterprises, with workshop participants or with other beneficiaries
 - ✓ Direct contact between beneficiary and ITC established during workshops, advisory services, missions
- Survey implemented by TSIs for its beneficiaries
 - ✓ ITC's direct beneficiaries are the TSIs but enterprises would be assessed
- Trade statistics + proxys

Outcome indicators and impact assessment

Survey methods	Impact - first priority							Impact - second priority				Impact - environment				Impact - Gender					
	Sectoral X	Regional X	National X	Cie's X	Cie's M	New markets	Turnover	New products	Jobs	Admin doc	Transaction costs	Delays customs	Cies' environ. X	New markets	New environ. Products	X environ. Stds	Cies with environ. Certificates	Cies' X	New markets	W Jobs	Women's income
A - Trade statistics + proxy																					
B - Direct contact (offline survey or phone survey):																					
- with enterprises																					
- with workshop participants																					
- with other beneficiaries																					
C - Survey implemented by TSIs for its beneficiaries (offline survey)																					
D - Large scale survey																					
BE																					
Increased capacities of exporting enterprises and financial institutions to enhance SME access to finance (Imdis b. and c.)																					
Nr of assisted enterprises that have improved financial management capacities (Imdis c.1.)				B	B													B	B		
Nr of exporting enterprises able to access financing as a direct or indirect consequence of ITC support (Imdis c.2.)				B	B													B	B		
Nr of access to finance contracts that have been negotiated and/or concluded between buyers, participating financial institutions and enterprises, as a consequence of ITC's				B	B	B												B	B		
Nr of approved loans that have been concluded between participating financial institutions and exporting enterprises as a direct or indirect consequence of ITC assistance (Imdis				B	B													B	B		
Increased capacity of TSIs, SMEs and policymakers to comply with the legal requirements of international trade (Imdis a., b. and c.)																					
Nr of TSIs that have enhanced management capacities and/or have improved their trade-related legal service portfolios																					
Nr of assisted enterprises operating in accordance with international commercial trade rules, standards and practices (Imdis c.2.)				B	B	B															
EC																					
Enterprises are enabled to access markets and manage exports efficiently (Imdis c.)																					
Nr of enterprises that have been enabled to formulate sound export strategies (Imdis c.1.)				B		B	B	B	B				B	B	B			B	B	B	B
Nr of enterprises that have been enabled to become export-ready by applying improved management, production and marketing processes (Imdis c.2.)				B		B	B	B	B				B	B	B			B	B	B	B
Nr of assisted enterprises which have established additional international business linkages and transacted business				B		B	B	B	B				B	B	B			B	B	B	B
Nr of assisted enterprises that have started exporting as a result of improved management skills and processes (Imdis				B		B	B	B	B				B	B	B			B	B	B	B
Increased capacities of TSIs, TSI networks and trade advisors to deliver relevant and effective export development and promotion services (Imdis a., b.																					
Nr of TSIs created or strengthened which offer services related to export management and export readiness (Imdis b.1.)																					
Nr of TSI beneficiaries, particularly exporting enterprises, using business development services from assisted TSIs (Imdis c.1.)				C		C	C	C	C									C	C	C	C
Nr of TSI beneficiaries, particularly exporting enterprises, using business development services from certified advisors				C		C	C	C	C									C	C	C	C

ITC's projects to be assessed

Projects and beneficiaries		Sample	
Global Public Goods – online tools	200 000 users	10 000 users	
Project I – capacity building	1000 beneficiaries	250 beneficiaries	
Project II – advisory services	2 TSIs	2 TSIs	
Project III – capacity building + advisory services	50 beneficiaries	50 beneficiaries	

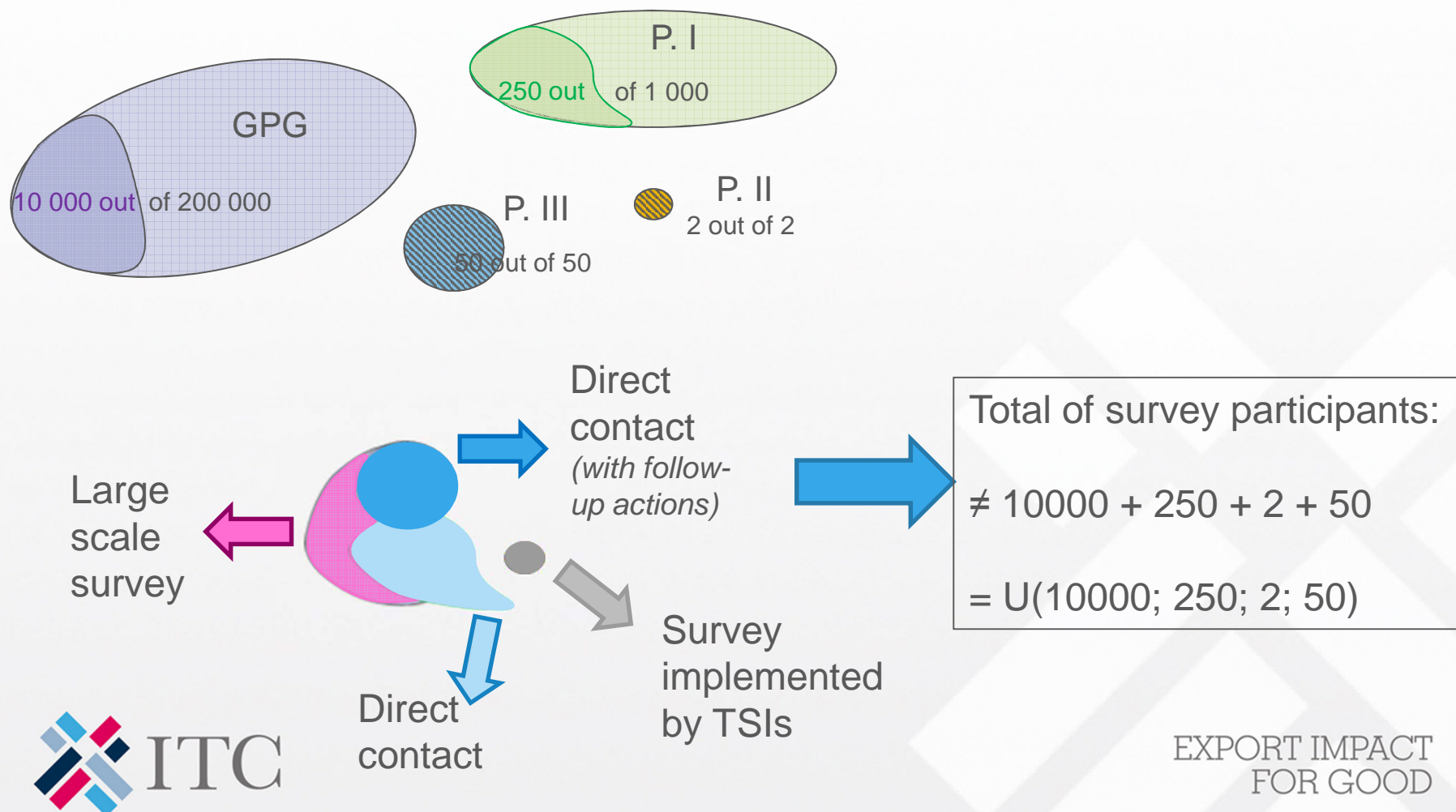


Need to merge all these contacts and to create one integrated survey system

EXPORT IMPACT
FOR GOOD

ITC's projects - sampling

- Priority to partners benefiting from various ITC's projects



Proposed guidelines for the ITC's impact assessment

- One unique ITC's questionnaire: all questions (one per impact indicator) would be pre-established
- Beneficiaries would be contacted only once
- Way of contacting beneficiaries would depend on ITC's relationship with them:
 - Direct contact: email, phone contact or offline survey
 - Contact through direct beneficiaries (for instance TSIs will implement the survey for their beneficiaries)
 - Large scale survey and proxys

Some challenges for the impact measurement and evaluation step:

- Attribution remains the main challenge: difficult to attribute changes at the macro-level (e.g. changes in a country's export performance) to micro-level interventions
- Evaluations can be costly: investment in monitoring after project closure
- Constraints related to data quality and availability: risk with some counterparts
- Culture change in the organization

Thank you for your attention