

# **Independent Evaluation of the International Trade Centre (ITC)**

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**Final Report**

Annexes I-IV

**SAANA CONSULTING**

## Annex I: Staff survey results

The staff survey was sent to 368 ITC staff members, including 285 staff, 60 consultants and 23 interns. 77 responses were received, for a total response rate of 21%. The results are indicated below, with comparators from the 2012 staff survey carried out by Dalberg (which had a response rate of 148 of 265, or 56%). The 2012 survey did not include consultants or interns.

SECTION 1: STRATEGY AND VALUES																		
Answer options	2014			2012			2014			2012			2014			2012		
	Strongly Agree	Strongly Agree	% Increase/ Decrease	Agree	Agree	% Increase/ Decrease	Neither agree nor disagree	Neither agree nor disagree	% Increase/ Decrease	Disagree	Disagree	% Increase/ Decrease	Strongly Disagree	Strongly Disagree	% Increase/ Decrease	Don't know	Don't Know	% Increase/ Decrease
1.1 I have a good knowledge of ITC's mission and strategic objectives	45%	30%	15%	45%	54%	-9%	8%	5%	3%	1%	10%	-9%	0%	0%	0%	N/A	N/A	
1.2 ITC's objectives are clearly defined	30%	18%	12%	55%	56%	-1%	6%	10%	-4%	5%	14%	-9%	3%	2%	1%	1%	N/A	
1.3 The objectives of my work are clearly defined	32%	27%	5%	45%	53%	-8%	13%	5%	8%	8%	13%	-5%	3%	2%	1%	0%	N/A	
1.4 I see a clear link between my work and ITC's objectives	38%	25%	13%	49%	53%	-4%	9%	12%	-3%	3%	11%	-8%	3%	0%	3%	0%	N/A	
1.5 I am committed to ITC's core values: Vision, Integrity, Pragmatism, Excellence and Responsiveness	68%	58%	10%	27%	33%	-6%	4%	6%	-2%	0%	3%	-3%	0%	0%	0%	1%	N/A	
1.6 I support ITC's commitment to ethical business practices	70%	69%	1%	22%	25%	-3%	4%	5%	-1%	1%	1%	0%	0%	0%	0%	3%	N/A	

  

SECTION 2: CLIENT FOCUS																		
Answer options	2014			2012			2014			2012			2014			2012		
	Strongly Agree	Strongly Agree	% Increase/ Decrease	Agree	Agree	% Increase/ Decrease	Neither agree nor disagree	Neither agree nor disagree	% Increase/ Decrease	Disagree	Disagree	% Increase/ Decrease	Strongly Disagree	Strongly Disagree	% Increase/ Decrease	Don't know	Don't Know	% Increase/ Decrease
2.1 We understand the needs of our clients	13%	8%	5%	47%	62%	-15%	26%	3%	23%	12%	23%	-11%	3%	3%	0%	0%	N/A	
2.2 We design our responses to meet the needs of our clients	13%	7%	6%	39%	51%	-12%	33%	8%	25%	11%	29%	-18%	3%	5%	-2%	1%	N/A	
2.3 ITC uses its resources in the best possible way to meet client demands and objectives	4%	8%	-4%	30%	35%	-5%	34%	8%	26%	22%	37%	-15%	9%	11%	-2%	3%	N/A	
2.4 We deliver economic and social impact through our work	11%	13%	-2%	54%	61%	-7%	22%	9%	13%	4%	13%	-9%	4%	4%	0%	5%	N/A	

  

SECTION 3: LEADERSHIP AND ACCOUNTABILITY																		
Answer options	2014			2012			2014			2012			2014			2012		
	Strongly Agree	Strongly Agree	% Increase/ Decrease	Agree	Agree	% Increase/ Decrease	Neither agree nor disagree	Neither agree nor disagree	% Increase/ Decrease	Disagree	Disagree	% Increase/ Decrease	Strongly Disagree	Strongly Disagree	% Increase/ Decrease	Don't know	Don't Know	% Increase/ Decrease
3.1 ITC's management (Directors and Chiefs) provides direction and leadership	10%	5%	5%	51%	41%	10%	26%	15%	11%	8%	27%	-19%	5%	13%	-8%	0%	N/A	
3.2 ITC's management (Directors and Chiefs) encourages open and honest discussion	5%	6%	-1%	39%	33%	6%	29%	14%	15%	19%	26%	-7%	6%	21%	-15%	1%	N/A	
3.3 ITC's management (Directors and Chiefs) is effective at understanding the things that affect our success	4%	8%	-4%	44%	35%	9%	27%	14%	13%	19%	30%	-11%	3%	12%	-9%	3%	N/A	
3.4 ITC's management (Directors and Chiefs) has effectively responded to the current economic climate and related financial constraints	7%	11%	-4%	42%	32%	10%	32%	22%	10%	11%	29%	-18%	5%	7%	-2%	5%	N/A	
3.5 ITC's management (Directors and Chiefs) has a strong sense of urgency to achieve results	14%	14%	0%	43%	33%	10%	22%	16%	6%	14%	27%	-13%	4%	10%	-6%	3%	N/A	
3.6 I am held accountable for delivering quality work	29%	39%	-10%	53%	44%	9%	12%	4%	8%	3%	11%	-8%	3%	3%	0%	1%	N/A	
3.7 ITC has good procedures and policies to ensure accountability of managers and staff	3%	N/A	N/A	29%	N/A	N/A	27%	N/A	N/A	27%	N/A	N/A	12%	N/A	N/A	3%	N/A	
3.8 ITC is a transparent and accountable organisation	8%	N/A	N/A	39%	N/A	N/A	30%	N/A	N/A	16%	N/A	N/A	5%	N/A	N/A	4%	N/A	
3.9 I use information on outcomes and impact achieved to guide my work	12%	22%	-10%	49%	54%	-5%	24%	12%	12%	8%	11%	-3%	3%	2%	1%	5%	N/A	

SECTION 4: PROFESSIONAL DEVELOPMENT																		
Answer options	2014			2012			2014			2012			2014			2012		
	Strongly Agree	Strongly Agree	% Increase/Decrease	Agree	Agree	% Increase/Decrease	Neither agree nor disagree	Neither agree nor disagree	% Increase/Decrease	Disagree	Disagree	% Increase/Decrease	Strongly Disagree	Strongly Disagree	% Increase/Decrease	Don't know	Don't Know	% Increase/Decrease
4.1 I feel I grow in my job	11%	22%	-11%	38%	33%	5%	21%	12%	9%	24%	20%	4%	7%	12%	-5%	0%	N/A	N/A
4.2 I am satisfied with the recognition I receive for doing a good job	12%	16%	-4%	39%	37%	2%	14%	9%	5%	24%	26%	-2%	11%	12%	-1%	0%	N/A	N/A
4.3 My work gives me a feeling of accomplishment	16%	20%	-4%	47%	47%	0%	26%	10%	16%	8%	16%	-8%	3%	6%	-3%	0%	N/A	N/A
4.4 makes My job makes good use of my skills and abilities	18%	22%	-4%	41%	43%	-2%	21%	6%	15%	16%	20%	-4%	4%	8%	-4%	0%	N/A	N/A
4.5 I am ready to take on a new challenge	50%	65%	-15%	46%	31%	15%	4%	2%	2%	0%	2%	-2%	0%	0%	0%	0%	N/A	N/A
4.6 Management gives me feedback that helps me improve my performance	8%	9%	-1%	41%	29%	12%	21%	13%	8%	21%	29%	-8%	9%	18%	-9%	0%	N/A	N/A
4.7 Management encourages me to take advantage of learning opportunities	14%	20%	-6%	42%	29%	13%	16%	12%	4%	16%	27%	-11%	12%	13%	-1%	1%	N/A	N/A
4.8 I have received the training I need to do a quality job	9%	13%	-4%	36%	39%	-3%	29%	16%	13%	14%	20%	-6%	12%	11%	1%	0%	N/A	N/A

SECTION 5: COMMUNICATION																		
Answer options	2014			2012			2014			2012			2014			2012		
	Strongly Agree	Strongly Agree	% Increase/Decrease	Agree	Agree	% Increase/Decrease	Neither agree nor disagree	Neither agree nor disagree	% Increase/Decrease	Disagree	Disagree	% Increase/Decrease	Strongly Disagree	Strongly Disagree	% Increase/Decrease	Don't know	Don't Know	% Increase/Decrease
5.1 I am satisfied with the information I receive about what is going on in my division	7%	11%	-4%	51%	39%	12%	25%	7%	18%	12%	28%	-16%	5%	15%	-10%	0%	N/A	N/A
5.2 I am satisfied with the opportunities I have to share my knowledge and experience with my colleagues in my division	8%	16%	-8%	50%	45%	5%	22%	9%	13%	12%	15%	-3%	8%	14%	-6%	0%	N/A	N/A
5.3 I am satisfied with the opportunities I have to share my knowledge and experience with my colleagues in ITC	5%	8%	-3%	41%	41%	0%	25%	14%	11%	23%	24%	-1%	5%	14%	-9%	0%	N/A	N/A
5.4 I am satisfied with the information I receive about what is going on in ITC	5%	9%	-4%	59%	35%	24%	24%	12%	12%	8%	30%	-22%	4%	14%	-10%	0%	N/A	N/A

SECTION 6: OVERALL																		
Answer options	2014			2012			2014			2012			2014			2012		
	Strongly Agree	Strongly Agree	% Increase/Decrease	Agree	Agree	% Increase/Decrease	Neither agree nor disagree	Neither agree nor disagree	% Increase/Decrease	Disagree	Disagree	% Increase/Decrease	Strongly Disagree	Strongly Disagree	% Increase/Decrease	Don't know	Don't Know	% Increase/Decrease
6.1 I am satisfied with the information I receive about what is going on in ITC	5%	9%	-4%	59%	35%	24%	24%	12%	12%	8%	30%	-22%	4%	14%	-10%	0%	N/A	N/A
6.2 All considered, I am satisfied with my work	14%	18%	-4%	50%	48%	2%	24%	11%	13%	11%	19%	-8%	0%	4%	-4%	1%	N/A	N/A
6.3 I am proud to work at ITC	25%	29%	-4%	59%	47%	12%	13%	11%	2%	3%	10%	-7%	0%	3%	-3%	1%	N/A	N/A
6.4 Work pressures in my job are acceptable	8%	12%	-4%	50%	50%	0%	21%	5%	16%	13%	24%	-11%	8%	8%	0%	0%	N/A	N/A
6.5 I am motivated to contribute to ITCs vision and mandate	33%	42%	-9%	57%	34%	23%	9%	12%	-3%	3%	10%	-7%	0%	3%	-3%	1%	N/A	N/A
6.6 I would recommend ITC as a good place to work to my friends and associates	17%	18%	-1%	43%	39%	4%	25%	18%	7%	11%	17%	-6%	3%	9%	-6%	1%	N/A	N/A

6.7 In which of the areas of the survey would a change have the most positive effect on your satisfaction?			
Answer options	2014 Response Percent	2012 Response Percent	% Increase/Decrease
Strategy and Values	16%	6%	10%
Client Focus	36%	17%	19%
Leadership & Accountability	57%	40%	17%
Professional Development	56%	20%	36%
Communication	23%	17%	6%
All of the above	5%	N/A	N/A

## Annex II: JAG Survey results

How well does the existing set of reporting and accountability structures for ITC address the following roles and responsibilities?	Very well	Well	Poorly	Very poorly	Can't say	Response Count
Ensures adherence to mandate and transparent communication to national and international organization stakeholders.	17%	62%	23%	0%	0%	13
Brings together the interests of the beneficiary and donor Members and “parent” institutions around shared ITC objectives.	17%	62%	0%	0%	23%	13
Oversees, approves and monitors the ITC’s strategic direction, taking opportunities and risks into account.	25%	38%	23%	0%	15%	13
Mobilizes/ catalyzes the financial support and enabling environment needed to implement ITC mandate and objectives.	8%	69%	23%	0%	0%	13
Avoids micro-managing – the right level of issues come to the oversight bodies for decision.	8%	38%	23%	0%	31%	13
Identifies and assesses the principal business risks and ensures that systems are in place to manage risks.	17%	15%	23%	0%	46%	13
Guards against potential conflicts of interest (e.g. in governance and other roles of institutional or national representatives).	8%	15%	15%	8%	54%	13
Oversees the reporting of the organization’s finances and monitors against the approved plan.	8%	54%	23%	0%	15%	13
Oversees and evaluates senior management performance.	9%	25%	25%	8%	33%	12
Generally, is the combined governance/oversight superstructure effectively addressing its overall roles and responsibilities?	0%	38%	23%	15%	23%	13
Is it carrying out these roles efficiently (i.e. economically converting the time, expertise, costs invested into results)? If not, why not? Please expand below.	8%	31%	38%	8%	15%	13
Comments/ explanations/ suggestions for improvement:						6

How well does ITC management meet the following requirements? (It is noted that the ITC Executive Director also has a senior manager’s compact with the UN Secretary General which provides a further specific tool of accountability.)	Very well	Well	Poorly	Very poorly	Can't say	Response Count
JAG/CCITF members are kept sufficiently informed by the Executive Director on material issues	38%	54%	8%	0%	0%	13
a) Regular Budget plans and expenditures	31%	69%	0%	0%	0%	13
b) Window 1 (Trust Fund) plans and expenditures	23%	62%	0%	8%	8%	13
c) Window 2 (Earmarked) plans and expenditures	23%	69%	0%	0%	8%	13

d) Regular Budget performance/results	15%	62%	23%	0%	0%	13
e) Window 1 performance/results	8%	62%	15%	8%	8%	13
f) Window 2 performance/results	8%	62%	23%	0%	8%	13
g) Internal management policies, practices and costs	8%	54%	15%	8%	15%	13
The quality of management presentations meets expectations	23%	69%	8%	0%	0%	13
The allocation of responsibilities between management and the Members is appropriate and well understand	31%	46%	15%	0%	8%	13
Management is responsive to appropriate advice and counsel from Members	50%	50%	0%	0%	0%	12
The Executive Director as CEO is held accountable to achieve corporate objectives.	38%	46%	8%	8%	0%	13
Members feel free to challenge the CEO or management where appropriate.	46%	54%	0%	0%	0%	13
Senior management is appropriately accessible to individual Members	54%	46%	0%	0%	0%	13
Generally, the Members have a good working relationship with management	54%	46%	0%	0%	0%	13
Comments/ explanations/ suggestions for improvement						5

#### How would you rate the effectiveness/ efficiency of these different bodies in overseeing/advising ITC? Please rate each:

JAG	Excellent	Good	Poor	Very poor	Can't say	Response Count
1. Meetings are conducted in a manner which ensures: a) Open communication	31%	46%	15%	0%	0%	13
b) Meaningful discussion	15%	54%	23%	0%	0%	13
c) Timely resolution of issues	25%	42%	8%	8%	8%	12
d) Independence from management	8%	42%	33%	0%	8%	12
2. Meetings are appropriate in terms of: a) Number	42%	42%	0%	8%	0%	12
b) Length of presentations	17%	50%	25%	0%	0%	12
c) Time available for discussion	8%	54%	23%	8%	0%	13
d) Content	23%	46%	23%	0%	0%	13
3. Pre-meeting material is appropriate and is: a) Useful	31%	62%	0%	0%	0%	13
b) Timely	38%	54%	0%	0%	0%	13
c) In an efficient format	23%	62%	8%	0%	0%	13
d) In the right amount of detail	15%	69%	8%	0%	0%	13
4. Members have adequate opportunity to participate	23%	46%	23%	0%	0%	13
5. Members with dissenting points of view are given ample opportunity to express their point of view.	15%	46%	31%	0%	0%	13

CCITF	Excellent	Good	Poor	Very poor	Can't say	Response Count
1. Meetings are conducted in a manner which ensures: a) Open communication	46%	38%	0%	0%	8%	13
b) Meaningful discussion	23%	54%	8%	0%	8%	13
c) Timely resolution of issues	17%	58%	0%	0%	17%	12
d) Independence from management	8%	42%	17%	0%	25%	12
2. Meetings are appropriate in terms of: a) Number	25%	50%	8%	0%	8%	12
b) Length of presentations	25%	58%	0%	0%	8%	12
c) Time available for discussion	15%	69%	0%	0%	8%	13
d) Content	17%	67%	0%	0%	8%	12
3. Pre-meeting material is appropriate and is: a) Useful	23%	62%	0%	0%	8%	13
b) Timely	23%	62%	0%	0%	8%	13
c) In an efficient format	15%	69%	0%	0%	8%	13
d) In the right amount of detail	15%	62%	8%	0%	8%	13
4. Members have adequate opportunity to participate	31%	46%	8%	0%	8%	13
5. Members with dissenting points of view are given ample opportunity to express their point of view.	31%	54%	0%	0%	8%	13

WTO	Excellent	Good	Poor	Very poor	Can't say	Response Count
1. Meetings are conducted in a manner which ensures: a) Open communication	9%	27%	27%	0%	27%	11
b) Meaningful discussion	0%	36%	27%	0%	27%	11
c) Timely resolution of issues	0%	36%	9%	9%	36%	11
d) Independence from management	10%	20%	20%	0%	40%	10
2. Meetings are appropriate in terms of: a) Number	0%	36%	27%	0%	27%	11
b) Length of presentations	0%	36%	9%	0%	45%	11
c) Time available for discussion	0%	27%	9%	0%	45%	11
d) Content	9%	36%	9%	0%	36%	11
3. Pre-meeting material is appropriate and is: a) Useful	9%	45%	0%	0%	36%	11
b) Timely	9%	36%	9%	0%	36%	11
c) In an efficient format	18%	27%	9%	0%	36%	11
d) In the right amount of detail	18%	18%	9%	0%	45%	11
4. Members have adequate opportunity to participate	9%	27%	9%	0%	45%	11
5. Members with dissenting points of view are given ample opportunity to express their point of view.	9%	27%	18%	0%	36%	11

TDB	Excellent	Good	Poor	Very poor	Can't say	Response Count
1. Meetings are conducted in a manner which ensures: a) Open communication	0%	40%	30%	0%	20%	10
b) Meaningful discussion	0%	30%	20%	20%	20%	10
c) Timely resolution of issues	0%	10%	30%	10%	40%	10
d) Independence from management	10%	20%	10%	0%	50%	10
2. Meetings are appropriate in terms of: a) Number	0%	20%	40%	0%	30%	10
b) Length of presentations	0%	30%	10%	0%	50%	10
c) Time available for discussion	0%	10%	30%	0%	50%	10
d) Content	0%	30%	20%	0%	40%	10
3. Pre-meeting material is appropriate and is: a) Useful	10%	30%	0%	10%	40%	10
b) Timely	0%	30%	20%	0%	40%	10
c) In an efficient format	10%	30%	10%	0%	40%	10
d) In the right amount of detail	10%	20%	10%	0%	50%	10
4. Members have adequate opportunity to participate	0%	40%	10%	0%	40%	10
5. Members with dissenting points of view are given ample opportunity to express their point of view.	0%	30%	30%	0%	30%	10

UN CPC/5th Committee	Excellent	Good	Poor	Very poor	Can't say	Response Count
1. Meetings are conducted in a manner which ensures: a) Open communication	10%	10%	0%	0%	70%	10
b) Meaningful discussion	0%	11%	0%	0%	78%	9
c) Timely resolution of issues	0%	11%	0%	0%	78%	9
d) Independence from management	11%	0%	0%	0%	78%	9
2. Meetings are appropriate in terms of: a) Number	0%	11%	0%	0%	78%	9
b) Length of presentations	0%	11%	0%	0%	78%	9
c) Time available for discussion	0%	11%	0%	0%	78%	9
d) Content	0%	11%	0%	0%	78%	9
3. Pre-meeting material is appropriate and is: a) Useful	11%	0%	0%	0%	78%	9

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b) Timely	0%	11%	0%	0%	78%	9
c) In an efficient format	11%	0%	0%	0%	78%	9
d) In the right amount of detail	11%	0%	0%	0%	78%	9
4. Members have adequate opportunity to participate	0%	11%	0%	0%	78%	9
5. Members with dissenting points of view are given ample opportunity to express their point of view.	11%	0%	0%	0%	78%	9



### Annex III: General stakeholder survey results

What has been your relation with ITC in the past 6 years?	
I participated in an ITC conference	12
I used ITC's web-based services	9
I participated in a project with ITC	10
I participated in an ITC training event	10
My country/organization supports ITC as a donor	1
My organization cooperates with ITC as a partner	6

How familiar are you with the programmes of the ITC and other providers of trade-related technical assistance (TRTA)?	Very familiar	Somewhat/ Slightly Familiar	Not familiar	Response Count
Trade intelligence (market analysis and research tools and training)	56%	44%	0%	18
Support to policy makers	19%	56%	13%	16
Strengthening trade support institutions (TSIs)	44%	47%	12%	17
Strengthening competitiveness of enterprises	38%	44%	19%	16
Providing multi-disciplinary trade support	29%	53%	18%	17
<b>Average</b>	<b>37%</b>	<b>49%</b>	<b>12%</b>	

How does the assistance of ITC rate on the following issues?	Excellent	Good	Fair	Poor	Can't Say	Response Count
Up to date understanding of national and local conditions?	24%	59%	6%	6%	6%	17
Technical expertise in trade support, providing cutting-edge solutions, tools or training?	39%	56%	0%	0%	6%	18
Assessing the priorities/needs for assistance, with full participation of intended beneficiaries?	22%	61%	11%	0%	6%	18
Ensuring "ownership" in country, accompanying not directing?	19%	63%	6%	6%	6%	16
Adapting project designs and advice to the needs of the beneficiaries?	6%	76%	6%	0%	12%	17
Aligning and working well with national systems/ counterparts?	17%	67%	0%	0%	17%	18
Harmonizing: Coordinating/ cooperating with other development partners?	18%	41%	18%	6%	18%	17
Use of local expertise, consultants and materials?	11%	44%	22%	6%	17%	18
Contacts/ visibility in country?	11%	44%	17%	17%	11%	18
Practical ability to work with the private sector?	25%	56%	6%	0%	13%	16
Sufficient funding and project duration to achieve objectives?	6%	50%	22%	6%	17%	18
Shares of project spending reaching the beneficiaries (after international overheads)?	0%	38%	25%	0%	38%	16
Managing for results: Useful (and shared) planning, monitoring, reporting evaluation and learning on the results being achieved?	12%	53%	18%	0%	18%	17
Efficient/ timely project development from conception to implementation?	18%	47%	18%	6%	12%	17
Efficient administrative processes, procurement or contracting?	0%	38%	25%	6%	31%	16

Completing projects on schedule/ within budget?	0%	56%	25%	0%	19%	16
“Value for money”- Economical, efficient and effective use of resources to achieve the intended outcomes, compared to possible alternatives?	13%	50%	19%	0%	19%	16
Contributing to durable capacity improvements in countries?	12%	71%	0%	6%	12%	17
Follow-up, continuing contact after projects to check on results/ lasting usefulness / lessons? - ITC	6%	41%	29%	6%	18%	17
<b>Average</b>	<b>13%</b>	<b>53%</b>	<b>14%</b>	<b>4%</b>	<b>15%</b>	

<b>Overall, how does the assistance of ITC rate in the following areas?</b>	<b>Excellent</b>	<b>Good</b>	<b>Fair</b>	<b>Poor</b>	<b>Can't Say</b>	<b>Response Count</b>
Building awareness through providing trade intelligence and building the capacity to use it?	50%	38%	6%	0%	6%	16
Support to policy-makers to strengthen business integration into the global economy?	29%	50%	7%	0%	14%	14
Increasing the capacity of Trade Support Institutions to support businesses?	33%	47%	7%	0%	13%	15
Strengthen international competitiveness of enterprises through training and support?	19%	69%	6%	0%	6%	16
Serious attention and contributions to: a Economic improvement?	20%	67%	7%	0%	7%	15
b. Social improvements (re. poverty reduction, gender equity, opportunities for youth)?	13%	53%	13%	7%	13%	15
c. Environmental sustainability?	13%	40%	20%	0%	27%	15
d. Building capacities to sustain benefits?	13%	53%	27%	0%	7%	15
<b>Average</b>	<b>24%</b>	<b>52%</b>	<b>12%</b>	<b>1%</b>	<b>12%</b>	

<b>What is ITC's potential?</b>	<b>Yes</b>	<b>No</b>	<b>Can't Say</b>	<b>Response Count</b>
Do you see unmet or undeserved TRTA markets/ product needs/ client groups that could be served by ITC? If Yes, please give examples below	50%	19%	31%	16
Can you see potential for new sources or additional TRTA funding for ITC-type projects? If Yes, please give examples below	44%	31%	25%	16
Is there scope and need for scaling-up, extending and/or replicating more widely ITC-type projects? If so, in what types of activities, countries? (Add below)	81%	0%	19%	16
Do you see potential for ITC to work more in productive partnerships with others in its projects? If yes, please give examples below.	75%	0%	25%	16

<b>On the basis of your knowledge and experience of ITC, which description/s would best reflect how it mainly operates now in countries and how it should in future?</b>	<b>Now</b>	<b>Aim</b>	<b>Response Count</b>
A long-term development cooperation partner agency (with the capacity to mount multi-year country programme of trade support in countries)?	60%	40%	15
A multilateral agency offering continuing specialised services?	67%	33%	15
A specialist resource to call upon when needed and funded?	83%	17%	12

## ANNEX IV: Summary of 2006 Evaluation Findings

<b>Strategic Recommendations</b>	
<b>Harmonization and Accountability</b>	
1.	<i>The Evaluation recommends to donor governments</i> that increased harmonization of donor support for ITC be undertaken as a priority, if possible in the form of a program-based approach (PBA), with the objective of reducing transaction costs and improving overall programme coherence and effectiveness.
2.	<i>The Evaluation also recommends to the governments supporting ITC and concerned with its future direction</i> that the governance and accountability structures for ITC be re-examined, with a view to providing a smaller and more effective mechanism for overall programme review, assessment and policy guidance as a core element of the governance structure. Such a mechanism should complement and support the existing Joint Advisory Group and the parent governance organs
3.	As a first step towards implementation of these recommendations, <i>the Evaluation recommends that interested governments</i> should establish a process for initial review of the governance structure of ITC and the design of further steps for greater harmonization, and report on their consideration to the next meeting of the Joint Advisory Group. This catalytic mechanism would best reflect the present realities of inter-governmental support for ITC.
4.	The current overload of technical oversight mechanisms appropriate to UN secretariat bodies <i>should be reviewed by ITC, the JAG and the UN and WTO secretariats</i> with a view to releasing some of ITC's available staff resources for performance-oriented programme management, an objective that ITC and its supporting bodies share as a priority.
<b>Strengthening Operational Performance</b>	
5.	<i>ITC should undertake</i> a strengthening of key management processes, together with the development of an appropriate change management process, as a priority over the coming 12 months, and report on initial steps to the Joint Advisory Group.
6.	<i>The Evaluation also recommends to ITC:</i> <ul style="list-style-type: none"> <li><input type="checkbox"/> More systematic needs assessment, combined with management improvements to measure costs and monitor utilisation for ITC products, should be undertaken to ensure that those products are relevant and cost-effective and avoid unnecessary product proliferation.</li> <li><input type="checkbox"/> Development and implementation of more country-specific projects should complement ITC's role in supporting global products and networks. This could best be achieved by increasing the overall scale of ITC activities to allow an adequate minimum level of operations in a selected number of individual countries and overall economies of scale.</li> </ul>
<b>Supporting Trade and Development</b>	
7.	<i>The Evaluation recommends that ITC institute</i> the operational tool of an "MDG lens" in the development and implementation of all of its programmes and projects.
8.	<i>The Evaluation also recommends</i> that the "MDG lens" be paralleled by the development <i>by ITC</i> of a structured set of indicators to measure results, including in terms of trade development, poverty reduction and gender equity, at all levels, and by a reporting and monitoring system that includes ITC's programme delivery partners.
9.	<i>The Evaluation also recommends to ITC and the governments supporting ITC</i> that: <ul style="list-style-type: none"> <li>• The extent to which the emphasis on country-specific operations can be strengthened should be reassessed in the context of available resources, and further increases in resources, in particular, should be targeted at the country level.</li> <li>• In a context of unchanged resources, greater emphasis on country-specific activities and followup should include a high degree of country selectivity, at least in any given short or medium term time period</li> <li>• If key management and institutional reforms can be implemented, however, then consideration should be given to increasing the scale of ITC operations, with a greater focus on country specific projects.</li> </ul>

## Operational Recommendations

### Harmonization and Accountability

10. In undertaking steps to increase harmonization of extra-budgetary financing, *donor agencies should consider* greater use of multi-year advance commitment authority and reduction of the adverse effects of late availability of funding for the year or years for which it is to apply.
11. Steps to facilitate a harmonized approach to financing *should be taken by ITC itself* as soon as possible, in particular the movement to a single fiscal year for ITC operations and preparation of an integrated programme and budget covering all of ITC's operations, whether financed from the regular budget or from extra-budgetary resources.
12. In developing a new, smaller and more expert mechanism as part of the governance structure, *governments should consider* this as a replacement for some of the existing mechanisms, such as the Informal JAG and the Consultative Committee of the GTF, so as to minimize the administrative costs of governance and accountability.
13. The new arrangement should include designated responsibility for the members of such a mechanism, which should be relatively small, but representative of both donor governments and the various geographical groupings of beneficiary governments on a rotational basis.

### Strengthening Operational Performance

14. A carefully designed change management process should be developed in consultation with staff to provide for an effective transition and to renew and develop a common culture and strategy for the organisation.
15. ITC's initial preparations for, and experience with, Results-Based Management should be carried forward as a priority, and should include as the next step the development of an appropriate performance management framework at the corporate level based on logical framework analysis, with a structured set of indicators for monitoring and assessing results.
16. A parallel step in moving forward with RBM should be the use of a logical framework matrix for all major programs under the Global Trust Fund.
17. Development of indicators for monitoring results and achievement of objectives should include indicators for use by ITC's partner agencies and measurement of results at the end-user level in beneficiary countries, including outcomes with respect to poverty reduction, gender equity and environmental sustainability.
18. ITC's evaluation function should be strengthened and made independent from operational functions. Evaluation should be linked to the implementation of RBM.
19. Consideration should be given to re-instituting the earlier practice of a regular series of independent programme or sub-programme evaluations for review by an expert core body of the governance structure.
20. The purpose and objectives of the human resource management function should be reviewed, including its capabilities for a strategic human resource development role.
21. An agreed set of managerial competences should be developed as a basis for strengthening future recruitment, staff development, promotion and career planning.
22. The introduction of RBM should be reinforced by introducing performance indicators in the performance appraisal system including the new management.
23. The roster of consultants should be enhanced by improving the information base.
24. Improved measures of the costs of ITC products and projects should be a priority, and such measures should be monitored and subject to review by one of ITC's supervisory bodies.
25. ITC should establish a strategic marketing and priority identification function whose role would include a systematic needs assessment for the services and products that ITC can best provide, and advice on launching or discontinuing products. This should be a core part of the continuing effort to maintain relevance and focus in ITC operations and strengthen higher level outcomes and impacts.

## Operational Recommendations (2)

### Supporting Trade and Development

26.	As part of the use of an “MDG lens”, ITC should explore innovative programmes that could improve the export readiness of enterprises from the informal sector, with special benefits for lower income groups and women entrepreneurs.
27.	ITC should also work with its TSI partners in the development of an overall ITC performance management framework centred on the identification of intended results and specification of objectively verifiable indicators, together with a system to allow its TSI partners to monitor and report on results.
28.	ITC should set performance standards for partnering organisations as a condition of their certification to partner with ITC. Particular proposals to this end are made in the Report.
29.	ITC should build on the current activities of the Executive Forum to develop analysis of TPO/TSI performance indicators.
30.	ITC should work with partners in trade support networks to develop indicators to monitor results for poverty reduction, gender equity and environmental sustainability.
31.	ITC should seek to provide increased support for strengthening the sustainability of its TSI partners.
32.	Sustaining and building on co-operation between ITC, WTO and UNCTAD should be a continuing priority, particularly in establishing relationships among the new leadership of all three organizations and in maintaining coordination at the operational level.
33.	As a small <i>niche</i> provider of TRTA, ITC should build and sustain new partnerships in the future, especially to develop new programming related to poverty reduction and gender equity.
34.	ITC should find appropriate means to strengthen its field presence at the country level to better interact with development partners and provide greater continuity in country level operations. Options should be costed and discussed with ITC’s governance bodies and funding partners.