



International  
Trade  
Centre

TRADE IMPACT  
FOR GOOD

# Results Based Management

## SME Competitiveness Survey (SMECS)

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# Key objectives of the SME competitiveness survey

## Corporate approach:

- « *Competitiveness is the demonstrated ability to design, produce and commercialize an offer which fully, uniquely and continuously fulfils the needs of targeted market segments, while connecting with and drawing resources from the business environment and achieving sustainable return on resources employed*» (SME Competitiveness Outlook 2015)



## Project level: streamlined needs and impact assessment

- One harmonized (but modular) survey
- One ITC data set (beneficiary characterization and results measurement “**at the click of a button**”)



# Advantages of harmonized survey for ITC RBM

## **Time saver:**

- No need to design an enterprise survey from scratch
- No need to spend time formatting or processing data

## **Cost saver:**

- No need to pay for a survey tool
- Reduction of staff/consultant's time spent on survey management

## **Reporting:**

- SMECS offers a standardised way of reporting
- SMECS designed to be aligned with ITC corporate outcome indicators

## Corporate outcome indicator:

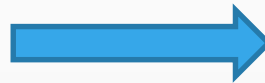
### # of enterprises having transacted international business

Corporate Target 2018-19

4,000

## SMECS harmonized question:

In the last full calendar year, what were this establishment's total annual sales for all products and services?



Change can be measured after two rounds. Control groups can be used if available.

## Corporate outcome indicator:

**# of enterprises having made changes to their business operations for increased international competitiveness**

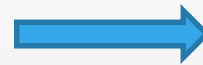
Corporate Target 2018-19

15,000

### Example 1: Project focus on training firms to get certified

SMECS Question: Does this establishment's main product or service hold any of the following types of internationally recognized certificates?

- Safety certificate
- Quality or performance certificate
- Sustainability certificate
- Other type of certificate



Change in this metric can be measured after two rounds. Controls groups can be used if available.

## Corporate outcome indicator:

**# of enterprises having made changes to their business operations for increased international competitiveness**

Corporate Target 2018-19

15,000

### Example 2:

**Project focus on improving private actors' capacity to trade and participate in GVC**

SMECS Question: How often does your company assess the performance of your suppliers?

- 0 Rarely
- 1
- 2
- 3
- 4
- Often



Change in this metric can be measured after two rounds. Controls groups can be used if available.

## Corporate outcome indicator:

**# of enterprises having made changes to their business operations for increased international competitiveness**

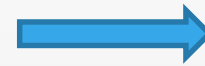
Corporate Target 2018-19

15,000

### Example 3: Project focus on improving SME operational capacities

SMECS Question: Does your company keep the following types of records?

- Revenues
- Expenses
- Liabilities
- Assets



Change in this metric can be measured after two rounds. Controls groups can be used if available.

# SMECS contains questions related to SDG impact indicators

## Module A: Contact information (2mins)

- Keep track of who ITC's beneficiaries are

## Module B: Establishment Information (8mins)

- Standardised and SPPG compliant.
- Capture important metrics like women & youth employment, exports

## Module C: Capacity to Compete (pick and mix)

- Quantity and cost requirements
- Quality requirements
- Time requirements

## Module D: Capacity to Connect (pick and mix)

- Connecting to buyers
- Connecting to suppliers
- Connecting to institutions

## Module E: Capacity to Change (pick and mix)

- Financial requirements
- Skills requirements
- Innovation and IP requirements

## Module Z: Project Specific

- Questions for logframe, needs assessment

- ⇒ Employment
- ⇒ Economic growth
- ⇒ Inclusiveness (young, gender)
- ⇒ Environmental sustainability

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 Questionnaire created by jsameer, 3/21/2018 1:18:37 PM  
 Last modified by jsameer, 3/21/2018 11:05:56 PM  
 Not shared with anyone

Sections: 6, Sub-sections: 12,  
 Questions: 106,  
 Questions with enabling conditions: 3  
 Questions with validation conditions: 12  
 Rosters: 0  
 Variables: 0

**Survey Solutions**

## SMECS Questionnaire v15-1 - Strategic Framework

**SURVEY IDENTIFICATION INFORMATION**  
**QUESTIONNAIRE DESCRIPTION**

**MODULE A: CONTACT INFORMATION**  
 No sub-sections, No rosters, Questions: 9.

**MODULE B: ESTABLISHMENT INFORMATION**  
 Sub-sections: 2, No rosters, Questions: 25, Static texts: 3.

**MODULE C: CAPACITY TO COMPETE**  
 Sub-sections: 4, No rosters, Questions: 22, Static texts: 1.

**MODULE D: CAPACITY TO CONNECT**  
 Sub-sections: 3, No rosters, Questions: 21.

**MODULE E: CAPACITY TO CHANGE**  
 Sub-sections: 3, No rosters, Questions: 23.

**MODULE F: POST INTERVIEW QUESTIONS (TO BE FILLED BY INTERVIEWER)**  
 No sub-sections, No rosters, Questions: 6.

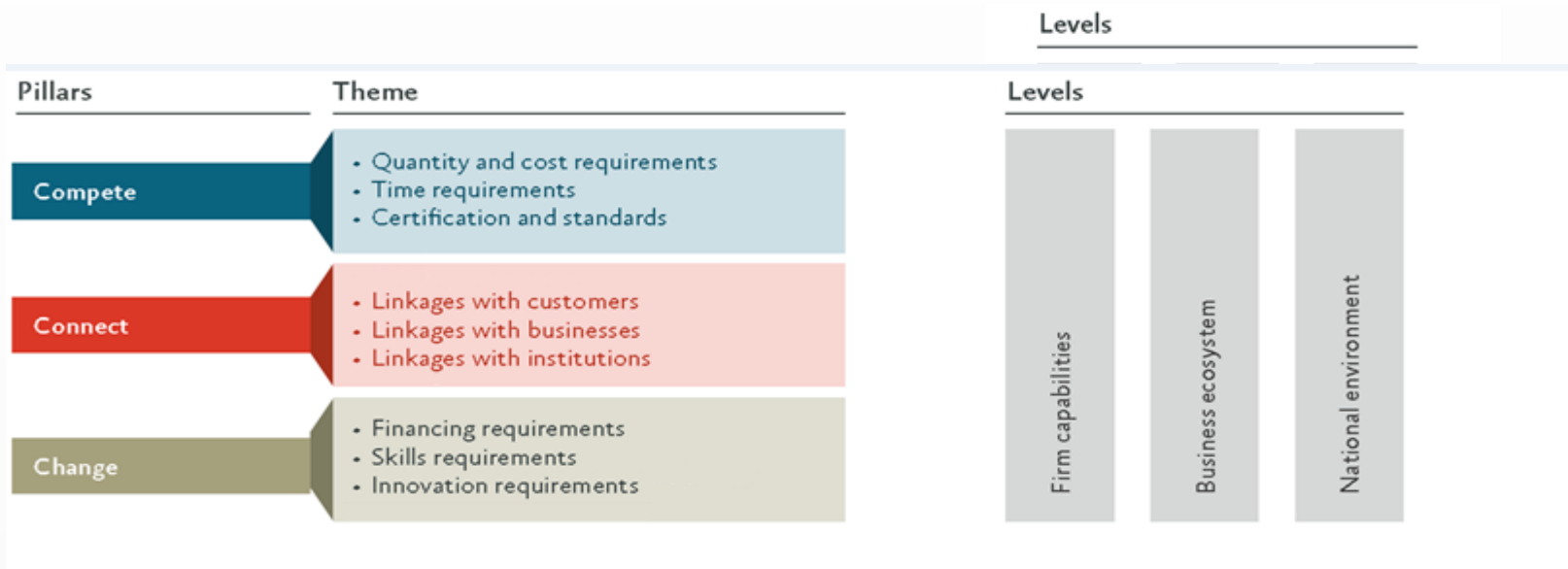
**APPENDIX A — INSTRUCTIONS**

**APPENDIX B — OPTIONS**

**LEGEND**



# SMECS: to connect, compete and change



Currently, the SMECS database contains data on **1427 enterprises**.

This is projected to rise to 3000 by the end of 2018.



# SMECS for needs assessment



## SME COMPETITIVENESS IN GHANA

ALLIANCES FOR ACTION



In collaboration with



Firm-level



Business ecosystem



# SMECS to measure progress: NTFIII Uganda

## Change is the SME competitiveness scores between 2015 and 2017

### Overall SME Competitiveness

- Score 61 -> 65

### Certification and standards

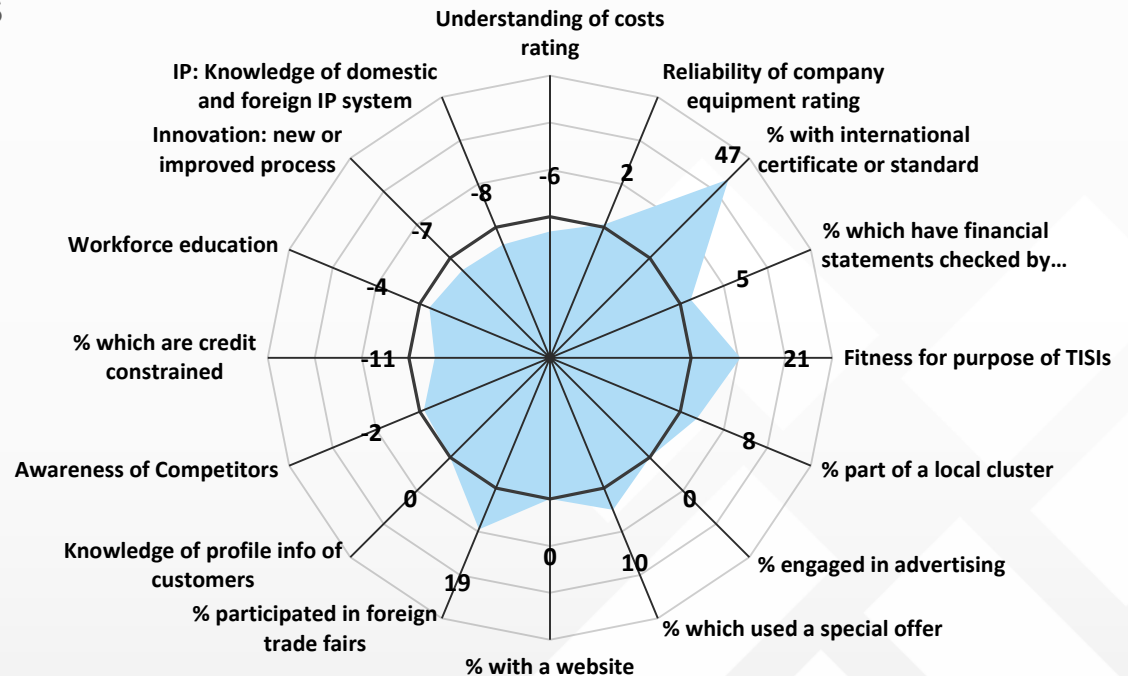
- Score 32 -> 79

### Fitness for purpose of TISIs

- Score 42 -> 63.

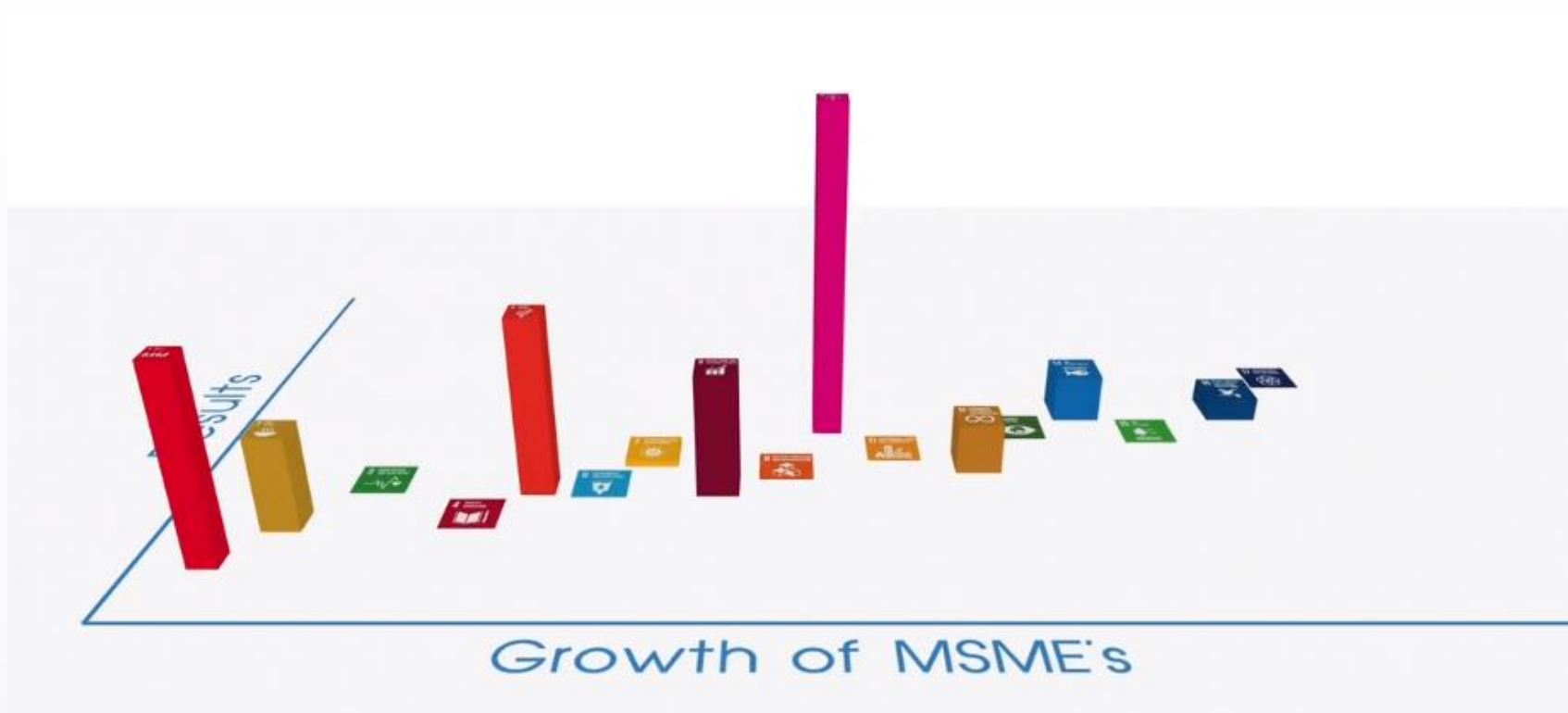
### Trade fair participation

- Score 52 -> 71



# SMECS

Measuring results of technical assistance ...



... to measure progress towards the Sustainable Development Goals