

CUTS INTERNATIONAL, GENEVA

STRATEGIC BUSINESS PLAN 2013-2017

I. INTRODUCTION AND BRIEF HISTORY

CUTS International, Geneva (hereinafter referred to as CUTS Geneva) was established as CUTS Geneva Resource Centre in November 2007 as a non-profit NGO under the relevant Swiss and Geneva cantonal laws. To better reflect its sphere of activities, it was renamed as CUTS International in May 2011. CUTS Geneva is part of the CUTS family of organisations.

Establishment of CUTS Geneva was the fulfilment of the dream of Pradeep S Mehta, Secretary General CUTS, to have a credible, Southern, pro trade, pro equity NGO voice in Geneva, the centre of multilateral trade and other important international economic and social discussion and negotiations. Based on the unique advantages of CUTS, it aimed to link Geneva with grassroots, Missions and International Organisations with non-state actors, and trade with other relevant issues (e.g. agriculture and food security, climate change, competition, investment and economic regulation, consumer protection, etc.) to provide holistic analysis, solutions and services to all relevant stakeholders with a view to promoting development.

Potential beneficiaries of the work of CUTS Geneva include all the key stakeholders in and from developing countries: governments and inter-governmental organizations, parliamentarians, civil society organizations, and the private sector.

CUTS Geneva completed all the formal requirements under the relevant Swiss/Geneva cantonal laws, secured a well-located premises, contracted a small but well-qualified and dedicated staff in a short period of six months. It was formally launched in July 2008 at an impressive event in the presence of the representatives of Geneva Mission, IGOs and NGOs.

The period of almost five years, i.e. from July 2008 till end 2012, can be divided into two phases. The first phase of about three years focussed on consolidation. During this period CUTS Geneva implemented two big projects (“Fostering Equity and Accountability in the Trading System” funded by the William and Flora Hewlett Foundation of the US and “Building an Inclusive East African Community” with funding support from the GTZ of Germany); established formal and informal links with many other IGOs and NGOs, demonstrated the need of its credible and neutral work, and established itself as an important actor in Geneva.

The second phase that is still continuing is one of strategic growth based on the unique advantages of CUTS to fill in the gaps while avoiding duplication. Several new projects are undertaken (e.g. “Facilitating Equitable Agricultural Development in sub-Saharan Africa” funded by the Hewlett Foundation of the US, preparation and publication of a Negotiators’ Handbook funded by the Ministry of Foreign Affairs of Sweden and FES of Germany, “Promoting Agriculture-Climate-Trade Linkages in the EAC” with funding support from the Swedish International Development Cooperation Agency); research and analytical studies are prepared (e.g. for the ITC, the Commonwealth Secretariat, GTZ, etc.); tailored and demand-

driven services are provided to groups of developing countries (e.g. work on EIF and A4T, support to LDCs particularly in preparations for the LDC IV held in 2011, establishment and regular functioning of informal forums for SAARC, EAC, Eastern and Southern Africa, and Western African countries); and bridges are built among various groups of stakeholders (e.g. state and non-state actors, developing and developed countries, Geneva and grassroots).¹

CUTS Geneva is now well-positioned to play a positive role to support international economic dialogue, strengthen the multilateral trading system, and provide the much-needed services to developing and Least-Developed countries on issues and their interlinkages related to international trade, competition and investment, agriculture and food security, environment and climate change, governance and regulatory reform, and consumer protection. This Strategic Business Plan provides a roadmap for its further consolidation and strategic growth in the next five years.

II. GUIDING LIGHTS

Following are the Vision, Mission, Goal and Objectives of CUTS Geneva that remain the guiding lights as it consolidates and expands.

Vision

To pursue social justice and economic equity within and across borders by persuading governments and empowering people

Mission

To establish and promote a pro-trade pro-equity credible Southern NGO voice as well as the means to achieve this in the policy making circles working on trade and development and other related issues in Geneva.

Goal and Objectives

The goal of CUTS Geneva is to contribute to the achievement of development and poverty alleviation through trade and investment in their economic, environmental, social and political dimensions. Specific objectives include:

- Improving inclusivity in relevant policy-making processes and decisions through better participation of developing countries' stakeholders including the grassroots
- Building capacity of policy-makers, negotiators, and other important stakeholders through demand-driven and need-based research and analysis
- Contributing to deeper and broader understanding of relevant issues through targeted and research-based outputs
- Enhancing policy coherence at all levels through the analyzing of and raising the profile of pertinent issue linkages

¹ A list of all completed and on-going projects and other work is at Annex 1.

- Facilitating mutual learning through information and knowledge sharing in networks
- Stimulating common interests among developed and developing countries through advocacy, dialogues and networking

III. PROGRAMME AREAS

Based on the knowledge, expertise and experience already built up, as well as the needs of various groups of developing countries as expressed by themselves, the thematic and geographical focus of CUTS Geneva work programme will be in the following areas:

Thematic Focus

There are a number of thematic areas where developing countries' need neutral, objective and holistic assistance, and where CUTS Geneva has built competence. These include:

Strengthening of multilateral trading system and integration of developing countries

Multilateralism is facing formidable challenges and the multilateral trading system (MTS) is under serious threat of becoming weaker. This must be avoided as the MTS is a critical global public good. A strong, rule-based, and equitable MTS is in the interest of both the developed and developing countries. Therefore, it is the need of the hour to increase the engagement of all stakeholders in the WTO and not to withdraw due to the stalemate in the Doha Round. It is particularly important to facilitate the participation and integration of developing countries in the MTS as they comprise the vast majority of the membership and their support to the MTS can be the main source of strength in the 21st century.

Under this broad thematic, following sets of issues can be covered:

- Selected issues under the Doha Round
- Trade facilitation
- Preparations for and participation in the WTO Ministerial Conferences
- Core WTO functions such as Trade Policy Reviews (TPRs), Dispute settlement, work of key committees (Agriculture, Technical Barriers to Trade (TBT), Sanitary and Phytosanitary Standards (SPS), etc)
- Trade-related capacity building (focus on A4T and EIF)

Regulatory reform, particularly issues related to competition policy and investment

Regulatory issues are increasingly important to deal with to ensure sustained and sustainable growth and development. Balanced, transparent and well-crafted regulations in all spheres of economic activity can provide an enabling environment for overall growth and development. They can also accommodate social and environmental concerns and other public policy objectives. However, crafting the regulations is not enough: there should also be institutional, technical and human capacity for their effective implementation.

Following can be covered under this broad theme:

- Competition
- Investment
- Consumer protection
- Sectoral regulations

Regional integration and South-South cooperation

Regional integration can provide for larger economic spaces, alignment of policies and pooling of resources, and a building block towards global integration. Developing countries can particularly benefit from appropriate regional integration as individually they often lack the economic resources and political clout. However, regionalism should not lead to a fragmented world and “regional fortresses”.

Following are some of the issues to be covered under this theme:

- Regional integration among developing countries
- Relationship among sub-regions, regions, and with the global institutions and processes
- South-South cooperation
- North-South cooperation
- Trilateral cooperation (South-South-North)

Trade in services, particularly environmental and energy services

Trade in services is taking an increasing share of global production and exchanges. Even in LDCs, services now comprise a larger share of national GDPs. Services are the backbone of modern economies, provide employment and livelihood opportunities to growing populations in developing countries, capture a substantial share in the value-chains, and are often at the centre of public policy interventions.

While the spectrum of services is very broad and sectoral regulations are often targeted at specific service sectors, following are some of the issues to be covered under this theme:

- Environmental services
- Energy services
- Trade in tasks and services

Issue-linkages, e.g., trade, agriculture, climate change and food security

Sectoral policies remain a key instrument for sectoral development. However, these policies must not be developed and implemented in isolation. The real world does not work in “silos” and there are important linkages across specific sectors and issues. A key task therefore is to understand these linkages, improve information exchange and coordination among relevant stakeholders, and develop and implement holistic policies. The breaking of “silos” should take place not only at the national but also the international level where international organisations

often tend to work within their narrow areas of specialisation without adequate knowledge-exchange and collaboration with other relevant international organisations.

Some of the linkages/issues to be covered under this theme include:

- Trade, agriculture and climate change
- Trade, investment and competition
- Geneva Consensus on Trade and Investment among international organisations

Inclusive policy processes

Policy making, whether at the national, regional or international level, should not be the preserve of a few. Inclusivity of policy processes will ensure higher quality of policies as well as their better implementation. Involvement of relevant stakeholders in the processes will bring in invaluable knowledge and insights, balance various interests, and create a sense of ownership.

Some issues to be covered under this theme include:

- Awareness-raising and transparency
- Multi-stakeholder networks
- Inclusive policy making processes
- An Inclusive Policy Making Index (IPMI) based on the methodology of the Inclusive Trade Policy Making Index (ITPMI) already developed by CUTS Geneva

Geographic/Country Focus

The thematic work will focus on identified groups and sub-groups of developing countries to ensure that it respond to specific needs and to avoid a one-size-fits-all approach. At the same time, links will be built with other sub-groups and groups to ensure information and knowledge exchange and create synergies.

The identified groups include the following:

- Regional Economic Communities in Africa (e.g. EAC, SADC, COMESA, ECOWAS, etc.)
- South and South-East Asia (e.g. SAARC, ASEAN)
- Pacific Islands
- LDCs
- Small, Vulnerable Economies (SVEs)
- Small Commonwealth States

IV. SLOT ANALYSIS

CUTS Geneva undertook a detailed exercise in 2009 to identify its internal strengths and limitations as well as external opportunities and threats. The resulting SLOT (strengths, limitations, opportunities, threats) analysis guided CUTS Geneva efforts to efficiently and effectively achieve its Goal and Objectives. This SLOT analysis was revised in the summer of 2010 to incorporate lessons learnt during the intervening period and to prepare for the CUTS-wide organizational assessment and planning retreat held in Jaipur, India in June 2010. This SLOT analysis was further reviewed in early January 2013 and the updated SLOT analysis is in the table below.

Strengths	Limitations
<ul style="list-style-type: none"> • Grassroots connections • Wide network of collaborators • Ability to leverage the name and expertise of CUTS • Good management • Professional strengths of existing staff • Adequate premises and facilities • Committed funding till September 2014 • Physical presence of CUTS in Sub-Saharan Africa and Greater Mekong Region • Cost efficiency due to support from India, e.g. related to administration, IT, research and publications • Organizational culture characterized by dedication and commitment 	<ul style="list-style-type: none"> • Limited human resources • Limited financial resources • Lack of core institutional funding
Opportunities	Threats
<ul style="list-style-type: none"> • Need for new work on development policy and practice due to the current economic situation • Need to bridge feedback and accountability loops among constituencies • Critical need for additional research and capacity building of stakeholders on issue linkages • Inadequate Southern civil society presence in Geneva • Need for work on consumer interests and consumption values • Need for advocacy on competition 	<ul style="list-style-type: none"> • Relatively new in Geneva • Several competitors in Geneva • Donor fatigue • Changing donor priorities • Evolution of project funding processes and methodologies • The rise of consultancy firms, which have more resources and expertise to compete for donor projects through bidding • Inadequate utilization of outputs by beneficiaries • Continued stalemate in Doha Round

<p>and investment issues</p> <ul style="list-style-type: none"> • CUTS outpost in an OECD country that allows for wider dissemination of as well as feedback on its work • Closure of several organisations and offices in Geneva working on trade and development-related issues, e.g. ITCB, AITIC, IGTN, IATP, and UNECA and UNDP Trade Unit, creating a vacuum that needs to be filled 	
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Annex 2 contains an action plan to face the limitations and threats by utilising strengths and opportunities.

V. FUTURE STRATEGY

Informed by the SLOT analysis and based on its unique experience and strengths in an evolving setting, following are important elements of CUTS Geneva strategy to achieve its Goal and Objectives in the next five years.

RAN-T Methodology

CUTS has developed a unique methodology to undertake its activities in order to achieve its Vision and Mission. This methodology consisted of three elements: research, advocacy and networking (RAN). The three are organically linked. This section outlines the CUTS Geneva approach for implementing the ‘three instruments’ of RAN, while adding another dimension, i.e. training, as the fourth key component.

CUTS Geneva focus will be on policy-oriented research and analysis, involving the evaluation and analysis of primary data and secondary evidence to arrive at conclusions and recommendations. The purpose of CUTS Geneva research and analysis will be to prepare and present robust inputs to the trade and development policy community and civil society organizations in Geneva; policy makers, private sector, farmers and civil society organizations in national capitals in its project countries; and to all relevant stakeholders at the national, regional and international levels. Research and analysis will aim to fill in the current gaps in knowledge, create new knowledge, and collate existing knowledge for effective use by stakeholders. Specific areas for research and analysis will be identified based on CUTS Geneva annual work plans, approved projects and in consultation with relevant stakeholders.

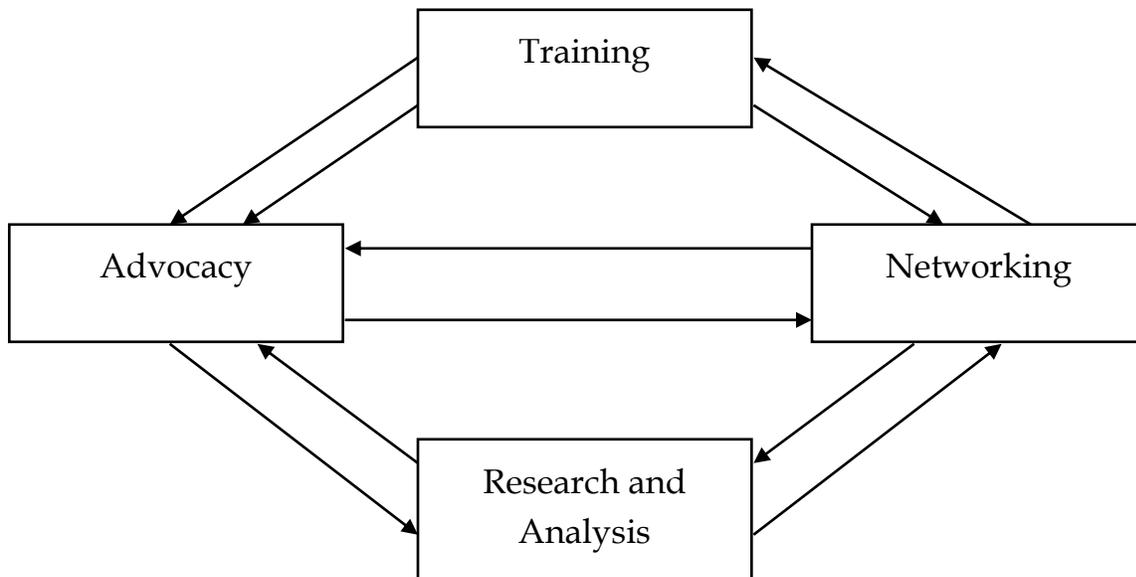
CUTS Geneva advocacy refers to the generation of awareness about the conclusions and recommendations resulting from its research and analysis and dissemination of other knowledge/information relevant to achieve its Goal and Objectives. It will also include capacity

building of relevant stakeholders needed for the implementation of the recommendations. The purpose of advocacy will be to seek changes at local, national, regional and international level, which are necessary for achieving both the long term and medium term objectives of CUTS Geneva projects and other work through targeted publications and messages, events and dialogues, media interaction and press releases, and bilateral meetings.

CUTS Geneva networking will involve the creation of both formal and informal networks of relevant stakeholders through which research and analysis can be validated and advocacy can be effectively conducted. The purpose of networking will be to bring together relevant stakeholders in the project countries, Geneva trade and development community, experts, and representatives of inter-governmental and non-governmental organizations to enhance contacts, share information, knowledge and expertise, and contribute to the development of a critical mass for effective advocacy for change. While working with various networks based on specific objectives of a project, every effort will be made to create synergies among them. Similarly, networks established under executed projects will be transformed to serve the new projects wherever possible.

In addition to the RAN, and based on its experience, CUTS Geneva has also utilized training as a unique tool in its arsenal. This training has been instrumental in building capacity of multi-stakeholders in Geneva and the Eastern and Southern African countries. Hence, CUTS Geneva will use the expanded methodology, termed as RAN-T, where T stands for training. Training will aim to offer focussed, targeted, and demand-driven workshops, seminars, on-line courses, etc to various groups of stakeholders in the substantive areas of work of CUTS Geneva. Training products will be developed based on training assessment needs and will aim to build capacity as needed.

and drawing upon the material prepared under the research component of the RAN-T strategy. The four elements of CUTS Geneva RAN-T will be organically linked as shown in the diagram below. Research and analysis will be the basis for advocacy, training, and informing/educating stakeholders through networking. The networks will be accessed to provide inputs and insights for research and analysis, to validate the research findings, and to be the targeted recipients of training. Similarly, lessons learnt from advocacy will be preserved to guide future research and analysis as well as training. Finally, the networks will be used to support advocacy as well as will be targets of advocacy campaigns. These organic linkages will enhance the effectiveness of RAN-T.



Communication Strategy

Effective communication is critical to achieving the Goal and Objectives of CUTS Geneva – a research-based advocacy organization that seeks to create an enabling environment for inclusive growth and development, particularly for developing and the Least-Developed Countries (LDCs). CUTS Geneva is conscious that every organization requires a dynamic communications strategy and it should not be perceived as an optional or fringe activity or in any way less important than the substantive research and analytical work.²

CUTS Geneva communication strategy is therefore a key instrument which is based on “S.M.A.R.T. (Specific, Measurable, Attainable, Realistic, and Time-bound)” methodology developed by the Spitfire Strategies for the Communication Leadership Institute to help non-profit organizations make smart communication choices.³ Main elements of this methodology include the following steps which guide the preparation of communication plan for each project and significant activity of CUTS GRC:

- Identification of the broad goal, specific objectives and key stakeholders/leaders (audience) who can have the power to contribute to the attainment of the change being sought
- Identification of the internal and external strengths and challenges related to the goal, objectives and audience

² For example, see Hershey C. 2005. *Communications Toolkit: A guide to navigating communications for the nonprofit world*. Available at: www.causecommunications.org/clients-cause.php

³ For more information visit www.spitfirestrategies.com and www.communicationsleadership.org.

- Understanding the current position and core concerns of target audience and deciding the theme and message accordingly
- Outlining specific communication activities targeted at each audience
- Outlining indicators to measure success through outcomes

More generally, and based on its experience of implementing several projects and undertaking a number of activities in Geneva and many developing and Least-Developed countries since its inception, CUTS Geneva has identified three broad audiences in relation to three distinct criteria for targeting to achieve its Goal and Objectives. Communication tools that are most suitable to interact with each audience have also been identified. The criteria, relevant audiences, and effective communication tools are as described below.

- Information dissemination and awareness-raising: For change to take place and be acceptable, the broad audience of all interested stakeholders should be well informed and aware of the set of options and their pros and cons. However, this audience may not have the technical knowledge of the issue and may not even need it. Hence, the communication with this audience should be simple, precise, based on easily understood facts, and free of technical jargon. Moreover, the communication should be regular without being oppressing. CUTS Geneva responds to this need by developing a user-friendly web site, releasing Action Alerts (short and targeted advocacy messages) and press releases on key issues, and airing its messages through electronic media periodically.
- Capacity building: Another audience consists of those stakeholders who have some technical knowledge and whose role requires expanding that knowledge and expertise. They are also often involved in deeper debates and decision-making on the issue. This audience includes relevant governmental, inter-governmental, and non-governmental representatives that are below the policy-making level; academics; and private sector umbrella organizations. Their capacity building is important to improve and deepen their knowledge so that they can participate in the debates and negotiations fully and effectively, and can also transmit the knowledge to those around them hence influencing opinions and decision making. CUTS Geneva capacity building communications take many forms, e.g. research papers and publications, expert presentations, articles and chapters in journals and academic publications, etc. These provide an objective, factual and robust analysis of the issues with clear conclusions and recommendations. These communications are disseminated to the audience concerned through both electronic and hard copy means.
- Influencing decision- and policy-making: While awareness-raising of the broad audience and the capacity building of the expert audience ultimately influence decision- and policy-making, CUTS Geneva directly targets the decision- and policy-makers as well. These are ministers, high level government officials, and policy makers at the inter-governmental and relevant non-governmental organizations including the private sector. They often have limited time and do not need to know the full technical details of every issue. However, they must have access to credible information and analysis, presented succinctly and concisely. CUTS Geneva uses policy briefs, issue papers, and advocacy monographs to communicate with this audience. These are shorter pieces based on research that presents the main elements of an otherwise a comprehensive analysis. The

objective is to assist the decision- and policy-makers assess the pros and cons of an issue to enable them to take a decision/make a policy that can achieve the objective of sustainable development. In addition to the dissemination of these pieces through electronic and hard copy means, their main findings are also communicated to the decision- and policy-makers through presentations in small group meetings as well as bilaterally.

CUTS Geneva communication strategy also envisages regular feedback loops to assess its effectiveness. Such feedback loops and assessment will facilitate directing the required attention and resources where most needed and will lead to improvements.

Human Resources

CUTS Geneva is headed by a Director. At present (April 2013), it has a Senior Programme Officer, and two Assistant Programme Officers dealing with substantive work and programme implementation with help from a part-time external expert, supported by an Administrative Officer in charge of administrative work and financial issues. In addition, CUTS Geneva usually has some interns who are university students needing practical experience in areas of their studies. CUTS Geneva gives them a minimum of 2-month internship after having decided that it corresponds to the organisational requirements and their learning needs. Moreover, and based on availability of resources, Research Trainees who receive a stipend are employed to work on specific project activities.

CUTS Geneva aims to supplement the human resources in line with its project and programme needs ensuring that adequate, well-qualified and committed human resources are available.

An organigram at Annex 3 reflects the current CUTS Geneva situation.

Financial Resources

Resource mobilisation is a planned, continuous and sustained exercise to access financial resources that are needed to implement CUTS Geneva Vision, Mission, Goal and Objectives. CUTS Geneva pursues a strategic approach to resource mobilization that is based on the following key principles:

- Aiming towards long term self-sustainability of CUTS Geneva, and contributions to other organisations in CUTS family
- Strengthening the core areas of expertise and work (mainly related to international trade and development with linkages to other issues) while selectively expanding into other areas
- Focussing on securing core grant, substantial programmes and projects while selectively seeking short term consultancies and assignments with favourable cost-benefit ratios (Geneva is a high-cost operation and cannot be sustained through short term consultancies, assignments, studies, overheads etc that can, at best, supplement the shortfall in resources to be secured through core / programme / project grants)

- Investing in persistent and consistent follow up since securing programme/project support often takes a year or more and requires commitment of substantial time and resources on follow up and complying with donor requirements
- Building on goodwill of current donors and securing long term partnerships/commitments with them by outstanding delivery on existing projects, while selectively looking for new donors

Monitoring and Evaluation Framework

CUTS Geneva maintains full transparency regarding all activities, projects, partners, and expenses. This transparency allows for effective monitoring and evaluation. CUTS Geneva financial management systems are robust and have handled multi-million US\$ projects. In fact, reputed external auditors that have conducted the audit of CUTS Geneva have expressed satisfaction with its financial management system and the financial rules.

Moreover, several internal and external monitoring and evaluation mechanisms exist for CUTS Geneva as well as for specific projects. Internal mechanisms include: monthly internal substantive and financial reporting; regular visits by senior management of CUTS for evaluation of various activities and undertake immediate corrective steps where needed; and various policies and office procedures. Main external mechanisms for CUTS GRC are: General Assembly consisting of eight eminent personalities that meets at least once every year; the Executive Committee consisting of five members that meets at least twice every year; and the Stakeholders Forum that meets at least once every year. The monitoring and supervisory roles and functions of these organs are clearly spelled out in the CUTS Geneva constitution. CUTS Geneva secretariat also submits quarterly reports to these organs in addition to the reports and documents that are prepared and submitted to their meetings. Finally, CUTS Geneva arranges an annual audit of its accounts through a reputed independent, external auditor.

In addition, specific projects have their own built-in mechanisms for monitoring and evaluation. These include: regular substantive and financial reports to the project donor; constitution of a Project Advisory Committee consisting of relevant experts that receives regular reports on projects and provides advice; and special project audits when required.

Finally, CUTS Geneva plans to undertake institutional audits of the organization from time to time to identify its strengths and limitations through external experts which will be used to ensure that CUTS Geneva undertakes all actions necessary to achieve its Goal and Objectives in a sustained and sustainable manner.

Various reporting, monitoring, supervision and evaluation mechanisms mentioned above ensure that institutional performance is continuously assessed and the emerging risks are identified early on and responded to immediately. These are also presented in a graphic form in the below matrix.

Monitoring and Evaluation Matrix

<i>Coverage/Nature</i>	<i>Internal</i>	<i>External</i>
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<p><i>Organizational</i></p>	<p>Organisational policies and rules</p> <p>Office and accounting procedures</p> <p>Monthly substantive and financial reports</p> <p>Annual work plans and reports</p> <p>Visits by senior CUTS staff</p> <p>Staff retreats</p>	<p>General Assembly</p> <p>Executive Committee</p> <p>Stakeholder Forum</p> <p>Annual audit of accounts by reputed independent, external auditors</p> <p>Organizational assessment by external consultants</p>
<p><i>Project-Specific</i></p>	<p>Operations Strategy Notes (OSNs) for implementation of each project</p> <p>Regular financial and substantive reports to donor agencies</p>	<p>Project Advisory Committees (PACs)</p> <p>Special project audits</p>

Annex 1

ONGOING AND COMPLETED PROJECTS SINCE INCEPTION

CUTS GRC has undertaken a number of projects related to various aspects of trade and development related capacity building through research, awareness-raising and advocacy, and networking. Substantive coverage of these projects included political economy of trade policy making; agriculture trade, development and trade facilitation; Economic Partnership Agreement (EPA) negotiations between the EU and the EAC; regional integration; WTO Doha Round issues; development dimension and Small, Vulnerable Economies; WTO institutional reform; addressing Technical Barriers to Trade (TBT) in market access negotiations; Aid for Trade, Enhanced Integrated Framework, and Diagnostic Trade Integration Studies; and various aspects of LDC issues, including preparation for the UN LDC IV to be held in 2011, trade-food security-climate change linkages, and preserving the history and lessons of Doha Round, etc. Following are summary details of the on-going and executed projects till December 2012.

Title of the project	Funding Agency	Objectives	Budget	Duration and remarks
Informal quarterly forum Geneva Missions delegates of East African Community (EAC) countries	Internal resources	Facilitating discussions on issues of interest to EAC countries' Geneva Missions delegates with technical inputs from CUTS Geneva	-	Regular quarterly meetings since February 2010
Informal quarterly forum for South Asian Geneva Missions'	Internal resources	Providing the South Asian Geneva Missions delegates an opportunity to discuss issues of interest to them in the WTO in an informal setting and with the help of background notes by CUTS Geneva	-	Regular quarterly meetings since March 2009

delegates				
Events at WTO and UNCTAD Ministerial Conferences, Annual WTO Public Forums and UNCTAD Public Symposiums, WTO Global Aid for Trade Reviews and Trade Policy Reviews of selected developing and least-developed countries	Internal resources	Organization of events/sessions to disseminate CUTS Geneva research and messages to a wider audience, and develop and strengthen its networks	-	Regular organization of events/sessions during important/key events in Geneva, particularly by WTO and UNCTAD
Promoting Agriculture-Climate-Trade Linkages in the EAC (PACT EAC)	Swedish International Development Cooperation Agency (Sida)	Multi-stakeholders capacity building on trade-climate change-food security linkages and improving EAC participation in the WTO, through integrated research, advocacy, networking and training activities	CHF 4.0 million	October 2011 – September 2014
Paper on Transfer of Technology	Commonwealth	To prepare an analytical paper with clear recommendations to develop and	GB£ 3000	March 2013 – May 2013

for Commonwealth Small States and LDCs	Secretariat	promote an agenda on ToT in the WTO for Commonwealth Small States and LDCs		
Preparation and Publication of a Negotiators' Handbook on the WTO Doha Round negotiations	MFA Sweden, FES Geneva Internal Resources	To seek chapter contributions on both the substantive issues and selected developing country alliances from key developing country WTO negotiators and publish them in a volume for reference and use by other developing country negotiators	USD 264,000	June 2010 – September 2011
Facilitating Equitable Agricultural Development in sub-Saharan Africa (FEAD)	The William and Flora Hewlett Foundation of the US	To promote farmer-friendly and private sector-oriented agricultural development in Kenya, Tanzania and Uganda	USD600,000	April 2011 – June 2012
Fostering Equity and Accountability in the Trading System (FEATS)	The William and Flora Foundation	Ensuring and enhancing positive linkages between trade and development in Africa by developing the capacity of governments to proactively and positively respond to trade issues through policy research, advocacy and networking.	USD 2.1 million	April 2008 – March 2011
Building an Inclusive East African Community	GTZ of Germany	Support to CSOs in EAC countries to examine implications of EPAs and regional integration through research, awareness-raising and advocacy.	Euro 600,000	January 2009 – December 2010

(BIEAC)				
Contributions to UN LDC IV 2011	Commonwealth Secretariat Commonwealth Foundation Internal resources	To actively contribute to the preparations and outcome of UN LDC IV through various events and substantive papers/studies	No direct funding received. Commonwealth Foundation and Commonwealth Secretariat facilitated participation of some persons in the African Pre LDC IV African CSO Forum in Arusha, Tanzania on 3 November 2010.	Held a Dialogue jointly with AITIC on 18 May 2010 in Geneva, invited to brainstorming by the group of Geneva-based NGOs (IDEAS Centre and ICTSD) resulting in a paper in October 2010, invited to the UNCTAD Pre LDC IV Event in Geneva on 28 October 2010 to make key recommendations, assisted ARC Nairobi in organising an African CSO Forum on 3 November 2010 in Arusha resulting in a Message from Arusha, and collaborating with Commonwealth Secretariat to prepare research studies on LDC issues.
Substantive Editing of Rwanda DTIS	ITC	To substantively edit the revised DTIS and Action Matrix for Rwanda	USD 10,000	January - June 2010.
Study of Enhanced	GTZ of	A legal/technical study to assess possible coordination role of EIF in Aft, regional	Euro 17, 340	October 2009 - January 2010

Integrated Framework (EIF)	Germany	projects and expansion of beneficiaries beyond LDCs.		
Update of Research paper on DDA development dimension for SVEs	Commonwealth Secretariat	To update the study done in April 2009 and to prepare a 3-page summary of the revised version	GBP 1500	November 2009
CUTS-FES Publication on WTO Institutional Reform Issues	Internal resources	Review of chapters and coordination of editing and publication	-	June - July 2009
Clarifications to the WTO Agreement on Technical Barriers to Trade (TBT)	Government of India, Department of Commerce (through IIFT)	GOI contracted CUTS Geneva to provide comments on NTB proposals and suggest a draft text for horizontal changes to the TBT Agreement as part of NAMA negotiations in the WTO	USD 5,000	April - June 2009
CUTS-WTO Outreach Workshop	WTO and internal resources	Build capacity of CSOs in eastern Africa to understand WTO rules.	USD 45,620	February - April 2009
Research paper on Doha Development Agenda (DDA)	Commonwealth Secretariat	Research to be part of research on a number of topics for SVEs on DDA negotiations	GBP 3,000	March - April 2009

development dimension for Small, Vulnerable Economies (SVEs)				
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Annex 2

UTILISING STRENGTHS AND OPPORTUNITIES AND OVERCOMING LIMITATIONS AND THREATS

CUTS Geneva has consolidated the main elements of limitations and threats as challenges, and strengths and opportunities as opportunities, and then prepared an indicative action plan to face the challenges and utilize the opportunities. The consolidated set of challenges represents the main constraints that CUTS Geneva can expect to face to implement its work programme whereas the set of opportunities contains elements that can facilitate this implementation. Hence the indicative action plan is intended to ensure that the implementation challenges are clearly recognized and adequately addressed. This is presented in the table below.

A. Challenges and Action Points

Challenge 1: Supplement and maximize the use of limited human resources		
<i>Action Points</i>	<i>Tools to Achieve the Outcome</i>	<i>Expected Outcome</i>
Engage qualified persons as short term Research Trainees (maximum 6-month tenure) at a stipend	Identify existing resources to engage Research Trainees when most needed Explore research-oriented short term projects	Better research outputs
Deputation of trained staff from other CUTS Centres to CUTS Geneva on 3-months assignments	Request HQs to consider funding such deputations Build such provisions in future projects	Optimal use of CUTS-wide human resources
Challenge 2: Secure financial resources, including institutional core funding support where possible, in the face of declining interest of donors to support work in Geneva		
<i>Action Points</i>	<i>Tools to Achieve the Outcome</i>	<i>Expected Outcome</i>
Extension of on-going projects (i.e. PACT-EAC, Negotiators' Handbook)	Develop follow-up proposals	Secured funding for extended periods for the on-going projects

Get new projects	<p>Increase efforts to identify donor interests and to present to them the advantages of CUTS model</p> <p>Invite and involve donors in meetings/events</p> <p>Improve visibility <u>and brand image</u> by participating in high level meetings and organizing side-events <u>or “flagship events”</u></p> <p>Identify opportunities for joint fund-raising with selected partners</p>	Secured funding for future project work
Strive for core institutional funding	<p>Increase efforts to explore governments/foundations with similar strategic objectives as those of CUTS Geneva</p> <p>Strengthen relationship with RECs in Africa to leverage medium term fund-raising</p>	Stable funding for medium term
Challenge 3: Improve reliability of project partners in the field		
<i>Action Points</i>	<i>Tools to Achieve the Outcome</i>	<i>Expected Outcome</i>
Improve personal contacts with partners	Increase advocacy and travel budget	Improved reliability of chosen partners
Review/appraisal of partners to identify better partners for future projects	<p>Establish framework for appraisal of partners</p> <p>Sharing of information within the CUTS family of organizations regarding experiences with partners</p>	
Challenge 4: Establish and increase relevance in the space with multiple players and issues		
<i>Action Points</i>	<i>Tools to Achieve the Outcome</i>	<i>Expected Outcome</i>
Identifying vacant spaces/niches	<p>Step-in to fill the existing spaces in Geneva</p> <p>Watch for spaces being vacated due to change of focus/restructuring of other organizations etc. and step-in where relevant</p>	CUTS Geneva becomes the leading credible Southern pro-trade, pro-development NGO voice in Geneva

Challenge 5: Assisting the beneficiaries to connect CUTS work with their mandates and adequately use the CUTS outputs		
<i>Action Points</i>	<i>Tools to Achieve the Outcome</i>	<i>Expected Outcome</i>
Improve networking in Geneva	More regular personal contacts with the beneficiaries of CUTS work Facilitate informal, small group meetings with beneficiaries Improve subject-specific outreach	Improved impact of CUTS work in Geneva and countries
Target in-country beneficiaries	Identify and target the nodal desk officers in capitals Identify the right time to target in-country beneficiaries	
Challenge 6: Improve long term sustainability of outcomes		
<i>Action Points</i>	<i>Tools to Achieve the Outcome</i>	<i>Expected Outcome</i>
Address sustainability of outcomes in project design	Include a section on outcome sustainability, including specific activities, in every project document	Improved sustainability of outcomes
Undertake strategic post-project work	Include tasks related to long term outcome sustainability in job description/assignments of programme staff Regularly update databases of active and effective “champions” among beneficiaries/stakeholders Regularly review post-project outcomes to assess the sustainability of their outcomes	

B. Opportunities and Action Points

Opportunity 1: Leveraging presence in an OECD country

<i>Action Points</i>	<i>Tools to Achieve Outcome</i>	<i>Expected Outcome</i>
Organize events in Geneva	Joint events with Geneva IGOs and NGOs	Enhanced visibility, and image, and brand image of CUTS in the OECD world
Disseminate CUTS work in Geneva	Use public events for targeted dissemination of work by CUTS family of organizations	
Expand CUTS visibility to Brussels and other key OECD capitals	Increase advocacy and travel budget Encash supported participation opportunities to attend relevant events in OECD capitals	
Opportunity 2: Connecting CUTS grass root work with Geneva based trade and development community		
<i>Action Points</i>	<i>Tools to Achieve Outcome</i>	<i>Expected Outcome</i>
Identify relevant CUTS grassroots work	CUTS functional/geographical centres to regularly feed grassroots inputs to CUTS Geneva	CUTS established as a grassroots-based research and advocacy CSO
Extend CUTS reach to French-speaking constituency	Get more French-speaking resources in CUTS Locate external resources for French translation of CUTS work	

Annex 3

CUTS International Geneva Organigram

