



International  
Trade  
Centre

TRADE IMPACT  
FOR GOOD

# Operational Plan 2018



# OPERATIONAL PLAN 2018

# Contents

FOREWORD.....	iii
ACRONYMS.....	iv
1. Strategic background.....	1
2. ITC's vision and mission.....	2
3. Corporate scorecard 2018.....	3
3.1 Tier 1: Development context.....	3
3.2 Tier 2: Development results.....	4
3.3 Tier 3: Efficiency and effectiveness .....	7
4. Delivery of technical assistance in 2018 .....	9
4.1 Budget overview .....	9
4.2 Delivery by focus area and programme.....	10
4.3 Country outreach and project design.....	12
5. Strategic milestones for 2018: technical assistance .....	13
6. Partnering for sustainable development .....	16
7. Managing for results .....	16
7.1 Strengthening corporate results management .....	16
7.2 Deepening evaluation processes .....	16
7.3 Bolstering human resource management.....	17
7.4 Sparking innovation .....	17
7.5 Improving risk management .....	18
7.6 Engaging in the global conversation.....	18
APPENDIX I – 2018 PROJECTS BY REGION.....	19
APPENDIX II – PROGRAMME CONTRIBUTIONS TO THE SDGs .....	24
APPENDIX III – CORPORATE SCORECARD EXPLANATORY NOTE .....	26

## FOREWORD

ITC's Strategic Plan 2018-2021 is an ambitious framework that seeks to maintain the organization's upward trajectory, mobilize additional resources, and increase ITC's impact on the ground. The Strategic Plan will strengthen the relationship between ITC's work and other parts of the One-UN strategy, which is designed to deliver on the UN's 2030 Agenda for Sustainable Development.

Faced with continued strains on global growth and marginalisation of certain sections of the population in both developed and developing countries, the global community must improve the narrative on the benefits of multilateralism and must show how investing in trade can lead to inclusive growth and job creation. This is particularly important for the base of the pyramid within developing countries, where additional attention is needed to address priorities. ITC will remain flexible and responsive to requests from its clients. It will prioritize work in those areas and sectors which often suffer from market failure and where outcomes and results may not necessarily always be visible in the short term, but where the impacts ultimately can be transformational and generational in nature.

Trade remains a key engine for sustainable and inclusive economic growth, for employment, and for poverty reduction. Yet trade still faces serious headwinds. ITC will continue to support *good trade*, that is, trade that leads to more inclusive economic growth. ITC's emphasis will remain on helping micro, small, and medium-sized enterprises (MSMEs) to build their capacities to trade and enhance their competitiveness. Among the fundamentals of ITC's continued engagement are ensuring better access to relevant trade information and market intelligence to allow MSMEs to make informed business decisions; supporting greater connections to international markets for their goods and services; and helping them boost entrepreneurial skills.

Our Strategic Plan has set out a series of ambitious targets and milestones. Underpinning this is an even greater effort to place the economic empowerment of women at the heart of the organization's activities. The SheTrades initiative is just one example of how ITC has raised the bar with an ambitious and renewed commitment to bring an ever greater number of women entrepreneurs to global markets by 2020. To achieve these and other goals, partnerships are essential. The trust of ITC's funders and clients has led to a steady growth in the scope and depth of the organization's efforts. ITC has shown, and continues to show, good value for money. It is a partner that delivers. During 2018, the organization will further demonstrate this capacity as it continues to streamline its procedures, to increase its collaboration with local partners and to strengthen the networks with trade and investment support institutions.

The year 2018 will see larger and more ambitious projects taking effect. Among them will be global public goods such as the MSME Trade Helpdesk and the ITC Export Potential Map. Innovative approaches to trade improvements such as digital strategies under the 'e-Trade for Impact' and services roadmaps will be added to the organization's offerings. And ITC will continue to take into account new methodologies and technologies so that its efforts will deliver effective positive and long-lasting impacts in priority countries.

This year will have its challenges. The international discussion around trade, development assistance, and the multilateral system is a complex one. ITC will make it a priority to use its strategic partnerships within the UN family, as well as with the WTO and the private sector, to create a positive multiplier effect around its interventions and through its thought leadership. Our targets are ambitious. Our intent is to accomplish effective change on the ground - to use good trade to achieve inclusive and sustainable growth.



Arancha González  
Executive Director  
International Trade Centre

## ACRONYMS

AIM	Assess, improve, and measure
CEFTA	Central European Free Trade Agreement
DCED	Donor Committee for Enterprise Development
EAC	East African Community
EIF	Enhanced Integrated Framework
IEU	Independent Evaluation Unit
ITC	International Trade Centre
ITF	ITC Trust Fund
LDC	Least developed country
LLDC	Landlocked developing country
NTF IV	Netherlands Trust Fund Phase IV
NTM	Non-tariff measures
PIGA	Partnership for Growth and Investment in Africa
PSC	Programme support cost
RB	Regular budget from United Nations and World Trade Organization
SDG	Sustainable Development Goal
SIDS	Small island developing States
SITA	Supporting Indian Trade and Investment for Africa
MSME	Micro, small, and medium-sized enterprises
SVEs	Small and vulnerable economies
STDF	Standards and Trade Development Facility
TFA	Trade Facilitation Agreement, World Trade Organization
TISI	Trade and investment support institution
TPO	Trade promotion organization
TRTA	Trade-related technical assistance
UEMOA	West African Economic and Monetary Union
UNCTAD	United Nations Conference on Trade and Development
UN-SWAP	United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women
UNWTO	United Nations World Tourism Organization
W1	Window 1 of the ITC Trust Fund
W2	Window 2 of the ITC Trust Fund
WEDF	World Export Development Forum
WTO	World Trade Organization
XB	Extrabudgetary resources

# 1. Strategic background

The United Nations 2030 Agenda for Sustainable Development has served as one of the major inspirations for the development of ITC's Strategic Plan 2018-2021.

The Agenda's Sustainable Development Goals (SDGs) recognize the important role that trade can play in supporting global growth and job creation, and this perspective is central to ITC's ethos. Good trade creates effective and inclusive economic, social and environmental progress. ITC's vision is for trade to transform the situations of women, youth, and marginalized communities. To date, these groups have not always shared equally in the benefits of trade.

Technology and digitization are accelerating the pace of change and making us all aware of our growing interdependence within the global village. Climate change, ongoing regional conflicts, natural disasters, and abject poverty are not just developing country issues - they impact both developing and developed countries, and underline the need for global cooperation.

The threat of climate change and biodiversity loss, combined with the increasingly influential role of consumers in how goods and services are produced, is leading to a shift towards more sustainable business models. Traceability and transparency in value chains and the certification of ethical and environmentally sustainable business standards are becoming more widespread.

Putting countries at the centre of development cooperation is at the heart of the ongoing reform process of the UN development system. This approach will require a new nimbleness from development actors working globally, regionally, and locally, as they must increasingly coordinate their efforts in the interests of their clients. It is a paradigm shift that places pressure on all partners to think of themselves as service providers rather than as programme managers. ITC is responding by investing in various global public goods, which achieve results at scale. In addition, it is delivering in-depth interventions that are customized to meet country requests in partnership with key actors from the public and private sectors.

New forms of development partnership are anticipated through which beneficiaries are able to exercise more control over their development-cooperation choices, drawing on the comparative advantages of selected agencies participating in shared development platforms.

At the base of the pyramid, among the world's poor, government policies have the potential to make inclusive growth benefit those sectors where investments most effectively and directly address poverty and inequality. ITC is helping governments to target priority sectors by using data analytics to identify unfulfilled export potential and to link producers and MSMEs in these areas to regional and global markets. Such interventions have a multi-dimensional character - they simultaneously address job creation, economic empowerment and rural development.

Finally, ITC recognizes that it is imperative to show value for money: to demonstrate to those who provide funds that effective – and cost-effective – results are achieved. In 2018, the organization will lay the foundation for its journey towards 2030 by undertaking analytical work that demonstrates its outreach and effectiveness.

## 2. ITC's vision and mission

### Vision

**Good Trade.**

*Inclusive, sustainable, and  
consumer friendly trade that  
supports countries in  
achieving the SDGs*

---

### Mission

ITC's mission is to enhance inclusive and sustainable economic growth and development in developing countries, especially least developed countries and countries with economies in transition, through improving the international competitiveness of their domestic MSMEs.

### Goals

The goals deemed necessary for achieving ITC's mission are:

- Improved national business and trade environments for MSMEs;
- Improved performance of trade and investment support institutions (TISIs), so that they offer high-quality, sustainable business services to MSMEs; and
- Improved international competitiveness of MSMEs.

To implement its goals, ITC has organized its services around six focus areas and associated programmes. To measure progress, the organization uses a three-tier scorecard, with Tier 1 representing the SDG perspective, Tier 2 tracking corporate outcomes and outputs, and Tier 3 monitoring the success of ITC's corporate efficiency and effectiveness initiatives.

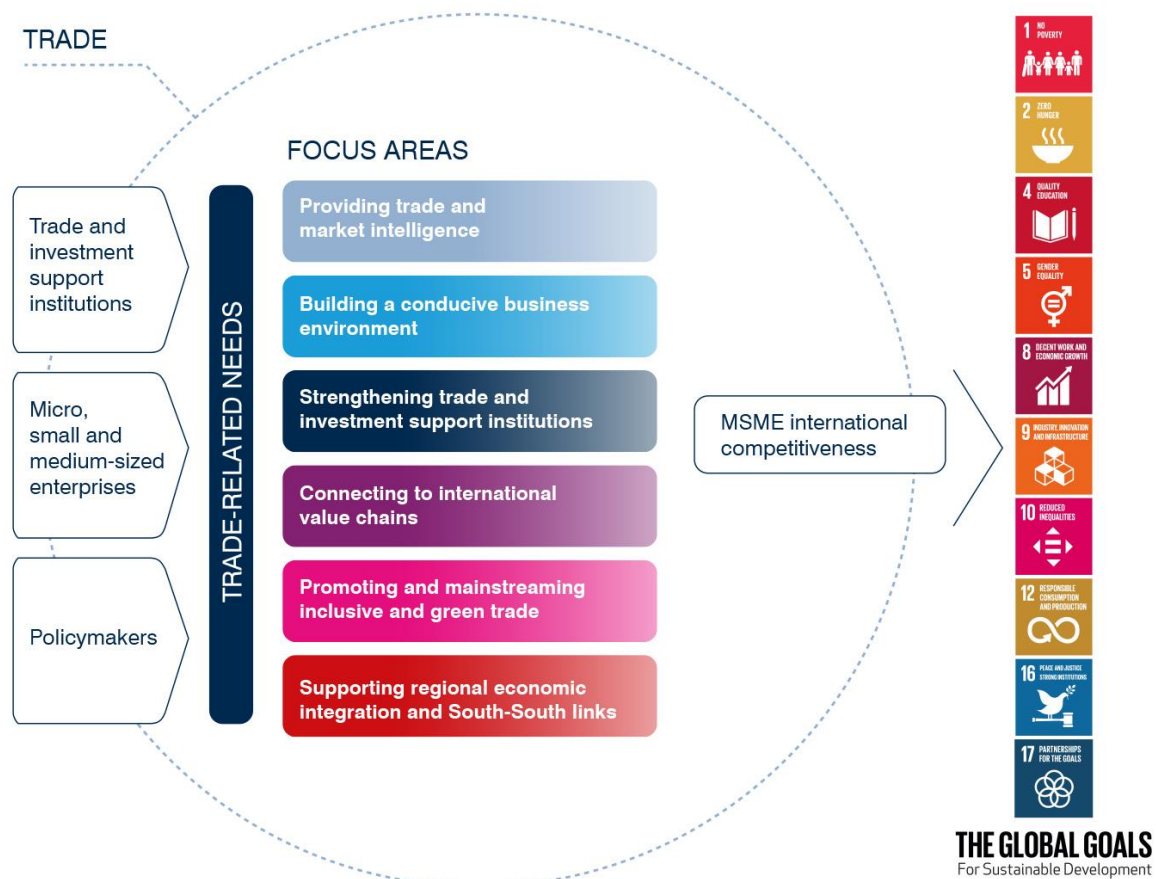
# 3. Corporate scorecard 2018

## 3.1 Tier 1: Development context

International trade and investment is explicitly recognized as a means for achieving the 2030 Agenda for Sustainable Development. ITC contributes to the SDGs by working with policymakers, trade and investment support institutions, and companies to support the international competitiveness of MSMEs - businesses which have proved to be major job creators and engines of inclusive growth.

In 2018, ITC will continue to contribute to the 2030 Agenda for Sustainable Development with a focus on 10 of the agenda's global goals, and with a related focus on 24 targets connected to those 10 SDGs (see Appendix II).

Figure 1: ITC and the Sustainable Development Goals





### 3.2 Tier 2: Development results

Tier 2 indicators and targets reflect the development outcomes and outputs that ITC will work towards in the 2018-2019 biennium through its portfolio of projects and programmes. In the UN Strategic Framework for the biennium 2018-2019, Programme 10, Subprogramme 6, the outcomes are referred to as 'expected accomplishments'. Compared with the previous biennium 2016-17, and as indicated below in bold type, the definitions of two outcomes were revised to make them clearer and more detailed (see explanatory note in Appendix III).

Tier 2: Development results OUTCOMES		Biennium 2016/17 actual	Biennium 2018/19 target	2018 target
Strengthened integration of the business sector into the global economy	Number of male and female beneficiaries reporting greater awareness of international trade as a result of ITC support	392,259	400,000	200,000
	<b>Number of cases in which trade-related policies and/or strategies and/or regulations have been introduced or changed in favour of the international competitiveness of small and medium-sized enterprises, with business sector input, as a result of ITC support</b>	(125)*	100	50
Improved performance of trade support institutions for the benefit of enterprises**	Number of institutions reporting improved operational and managerial performance as a result of ITC support	353	400	200
Improved international competitiveness of enterprises**	Number of enterprises <b>having made changes to their business operations for increased international competitiveness</b> as a result of ITC support	(17,931)*	15,000	7,500
	Percentile share of enterprises that are owned, operated, and controlled by women having made changes to their business operations for increased international competitiveness as a result of ITC support	45%	50%	50%
	Number of enterprises having transacted international business as a result of ITC support	3,833	4,000	2,000
	Percentile share of enterprises that are owned, operated, and controlled by women having transacted international business as a result of ITC support	40%	45%	45%

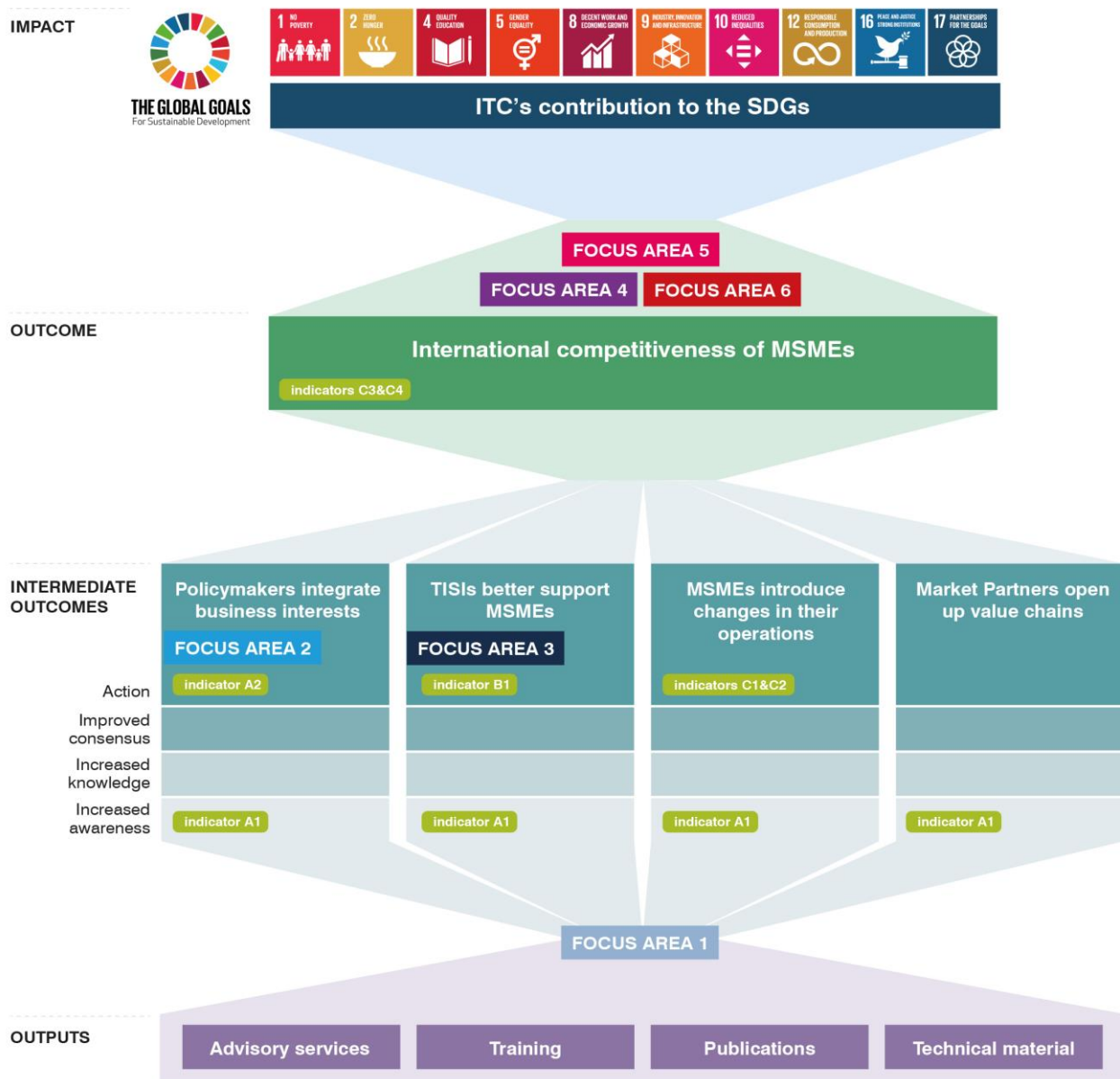
\* Actuals marked with an asterisk are not fully comparable to the 2018-19 biennium targets as the definitions of the indicators have changed (see Appendix III).

\*\* Micro, small, and medium-sized enterprises

Tier 2: Development results	Biennium	Biennium	
OUTPUTS	2016/17	2018/19	2018 target
	actual	target	
Advisory services provided	2,403	2,500	1,250
Training courses conducted	1,032	1,000	500
Participants trained	34,671	35,000	17,500
Publications produced or substantially updated			
Magazine issues	7	8	4
Books	13	10	5
Technical Papers	44	40	20
Newsletters produced	14	10	5
Technical material, including web-based tools, produced or substantially updated	30	25	13
Special events held			
World Export Development Forum	2	2	1
SheTrades Global	1	2	1
Forum on Trade for Sustainable Development	2	2	1
Trade Promotion Organization Network World Conference and Awards	1	1	1

ITC's 2018-2019 development results targets were established during the 2017 UN planning process and are split evenly across the two years of the biennium. They were based on certain budgetary assumptions and on projections of the future composition of the project portfolio, with the understanding that these factors may change over the course of the biennium.

Figure 2: ITC's approach to achieving MSME international competitiveness that contributes to inclusive and sustainable development



ITC measures its contributions with corporate indicators:

- A1** number of male and female beneficiaries reporting greater awareness of international trade as a result of ITC support
- A2** number of cases in which trade-related policies and/or strategies and/or regulations have been introduced or changed in favour of the international competitiveness of small and medium-sized enterprises, with business sector input, as a result of ITC support
- B1** number of institutions reporting improved operational and managerial performance as a result of ITC support
- C1** number of enterprises having made changes to their business operations for increased international competitiveness as a result of ITC support

- C2** percentile share of enterprises that are owned, operated and controlled by women having made changes to their business operations for increased international competitiveness as a result of ITC support
- C3** number of enterprises having transacted international business as a result of ITC support
- C4** percentile share of enterprises that are owned, operated and controlled by women having transacted international business as a result of ITC support

### 3.3 Tier 3: Efficiency and effectiveness

Efficiency and effectiveness indicators serve to monitor ITC's performance in areas related to the organization's general management, as well as in six particular areas of work identified in the Strategic Plan 2018-2021: results-based management, risk management, human resource management, resource mobilization, innovation, and communications. ITC strives to leverage its resources and to provide its services to beneficiaries in an efficient and effective manner.

Tier 3: Efficiency and effectiveness			
General management		2017 Actual	2018 Target
<b>Budget</b>	Regular budget (RB)	\$38 million	\$37 million
	Extra-budgetary budget (XB)	\$46 million	\$55 million
<b>Financial planning</b>	Percentage of variation between the forecast and actual outturn for each quarter	22%	10%
	Unqualified financial statements	Achieved	Target: achieved
<b>Oversight and compliance</b>	Percentage of open audit recommendations closed by the Board of Auditors in 2018	0%	60%
	Share of online learning in ITC's training activities (including blended learning; measured by number of participants)	35%	38%
<b>Carbon footprint</b>	Advanced travel arrangements (16-day rule) compliance rate, in %	34%	50%
<b>Results-based management and risk management</b>			
<b>Client satisfaction</b>	Percentage of clients that rate ITC services positively	96%	≥85%
<b>Focus on priority countries</b>	Percentage of country-specific extrabudgetary expenditures dedicated to LDCs, LLDCs, SIDS, sub-Saharan Africa, SVEs, and post conflict states	84%	≥ 80%
<b>Gender mainstreaming</b>	Percentage of UN-SWAP 2.0 indicators met or exceeded <sup>1</sup>	n/a	71%
<b>Risk management</b>	First ITC annual report on risk management completed	n/a	1
<b>Human resources management</b>			
<b>Staff engagement</b>	Average overall rating provided in the annual staff satisfaction survey (out of 5)	3.3	≥ 3.3

<sup>1</sup> The UN-SWAP Reporting Framework was revised (now UN-SWAP 2.0). The number of indicators was increased from 15 to 17, and the requirements that need to be fulfilled, so that an indicator is rated as 'met', also were increased.

<b>Diversity</b>	Percentage of women in professional and senior level positions	41%	46%
<b>Talent management</b>	Average days per full-time equivalent employee invested in learning and developing technical and managerial skills	5	5
	Average time to recruit fixed-term staff (in days)	120	120
	Average vacancy rate as percentage of all posts	5%	5%
<b>Resource mobilization</b>			
<b>Fundraising</b>	XB funds secured for (2018) 2019 and beyond	\$137 m	\$125 m
	Total value of projects under development and in discussion with funders	\$170 m	\$180 m
<b>Innovation</b>			
<b>Innovation</b>	Number of innovation actions	7	8
<b>Communications</b>			
<b>Outreach</b>	Annual growth in ITC audience through corporate events, info products, web sites, social media	13%	6%
	# of registered accounts to ITC Market Analysis Tools	700,000	800,000

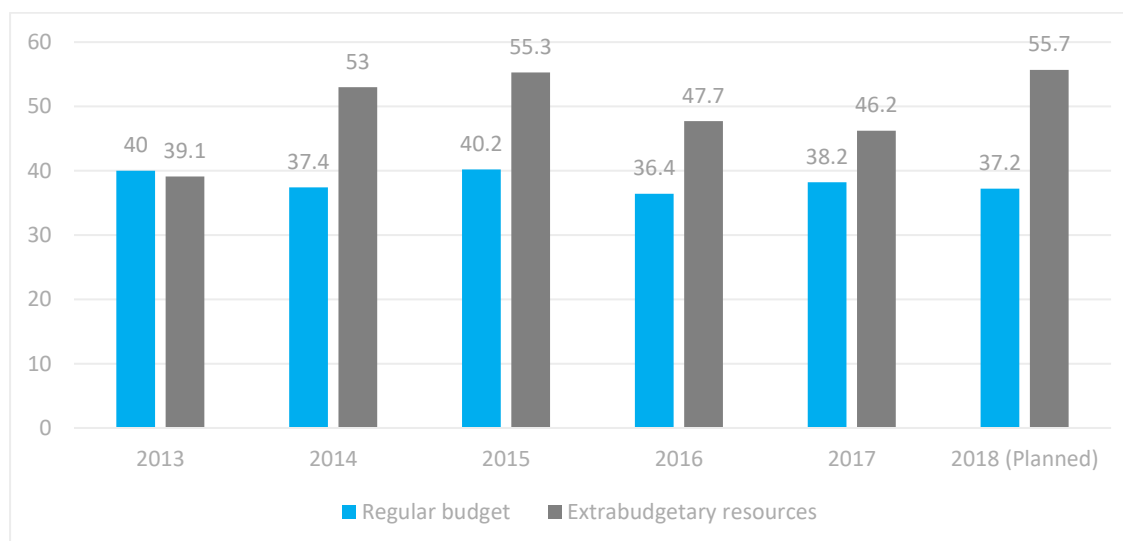
## 4. Delivery of technical assistance in 2018

### 4.1 Budget overview

ITC plans to deliver trade-related technical assistance worth \$93 million in 2018, representing an increase of nearly 10 per cent compared to 2017.

Such delivery is financed by two types of funds: the regular budget (RB) and extrabudgetary funding (XB), which includes programme support costs (PSC). The RB is provided in equal shares by the World Trade Organization and the United Nations. The XB complements RB funds and represents voluntary contributions by public and private funders to the ITC Trust Fund (ITF). Contributions to the ITF cover unearmarked and soft-earmarked funds (Window I) and funds that have been earmarked for projects (Window II). Income from the sale of products and services such as ITC publications and from subscriptions to online tools also flows to Window II of the ITF. PSC represents a percentage of all XB expenditure and is used to recover the incremental indirect costs incurred by supporting activities financed by XB contributions.

Figure 3: ITC's delivery of technical assistance by source of funding, 2013-2018 (in \$ million, gross)



By the end of 2017, ITC had signed 2018 Window I contribution agreements with Canada, Germany, Iceland, Norway and Sweden. Based on communications with other funders, ITC expects continued contributions to Window I from all 2017 funders and from a previous contributor. Contributions to the ITF's Window II are listed in Appendix I by programme region, project, funder, and expected delivery in 2018.

Table 1: ITC's delivery of technical assistance by source of funding, 2013-2018 (in \$ million, gross)

Source of funds	2013	2014	2015	2016	2017	2018 (Planned)
Regular budget	40.0	37.4	40.2	36.4	38.2	37.2
Extrabudgetary resources <sup>2</sup>	39.1	53.0	55.3	47.7	46.2	55.7
<b>Total</b>	<b>79.1</b>	<b>90.4</b>	<b>95.5</b>	<b>84.1</b>	<b>84.4</b>	<b>92.9</b>

<sup>2</sup> The values for extrabudgetary funds reflect gross expenditures. This includes PSC charged by ITC to XB-funded projects. The PSC charged is closely related to actual PSC spending during the same year, but actual PSC spending can vary from PSC as charged.

## 4.2 Delivery by focus area and programme

ITC delivers its trade-related technical assistance through 15 programmes. As defined in the Strategic Plan 2018-2021, each programme falls into one of the organization's six focus areas. Every programme translates the objective of its focus area into a cross-disciplinary solution approach, underpinned by a comprehensive theory of change.

The projects that ITC implements with its partners on the ground represent customized applications of the programme theories of change, which are designed around the specific needs of the targeted beneficiary groups. Therefore, the weight of each focus area and programme in ITC's portfolio can change from one year to another. Figure 4 and Table 2 below show the distribution of planned delivery under ITC's 2018 portfolio of projects by focus area and programme. Compared to 2017 actuals, the planned XB budget has increased by 22 per cent, from \$45 million to \$55 million, with total increases in XB budgets for five focus areas. The focus area with the largest increase is 'Promoting and mainstreaming inclusive and green trade'.

Figure 4: Distribution of ITC's planned XB-funded technical assistance delivery by focus area (in \$ million, gross)

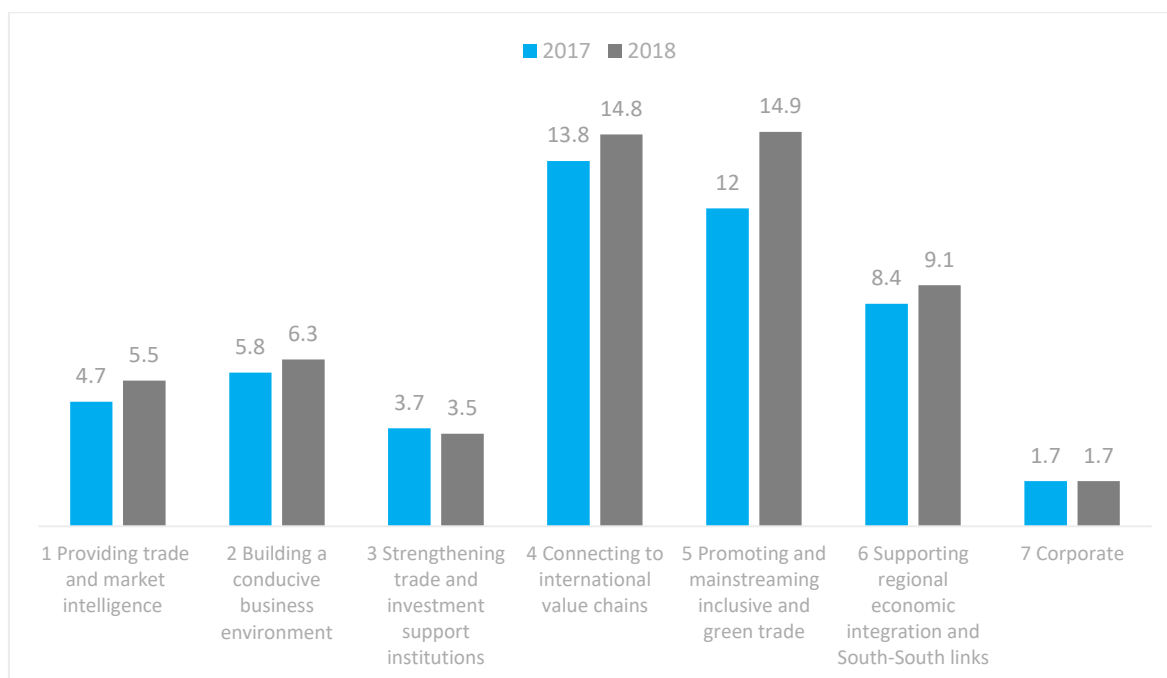


Table 2: Expected XB- funded technical assistance delivery in 2018 by programme (in \$'000, gross)<sup>3</sup>

Focus area and programme	2018 Budget (\$'000)
<b>1 Providing trade and market intelligence</b>	<b>5,460</b>
1.1 Transparency in trade	3,227
1.2 Non-tariff measures in goods and services	1,763
1.3 Competitive intelligence	470
<b>2 Building a conducive business environment</b>	<b>6,344</b>
2.1 Trade development strategies	2,665
2.2 Trade facilitation	2,218
2.3 Supporting trade negotiations and policy reform	1,461
<b>3 Strengthening trade and investment support institutions</b>	<b>3,471</b>
3.1 Strengthening trade and investment support institutions	3,471
<b>4 Connecting to international value chains</b>	<b>14,783</b>
4.1 Value added to trade	12,475
4.2 e-solutions: linking business to markets	2,308
<b>5 Promoting and mainstreaming inclusive and green trade</b>	<b>14,936</b>
5.1 Empowering women to trade	2,418
5.2 Empowering poor communities to trade	5,852
5.3 Youth and trade	2,315
5.4 Trade for sustainable development	4,351
<b>6 Supporting regional economic integration and South-South links</b>	<b>9,068</b>
6.1 Boosting regional trade	1,499
6.2 South-South trade and investment	7,569
<b>7 Corporate</b>	<b>1,685</b>
7.1 Corporate	1,685
<b>Total</b>	<b>55,747</b>

<sup>3</sup> A further breakdown is provided in Appendix I – 2018 projects by region



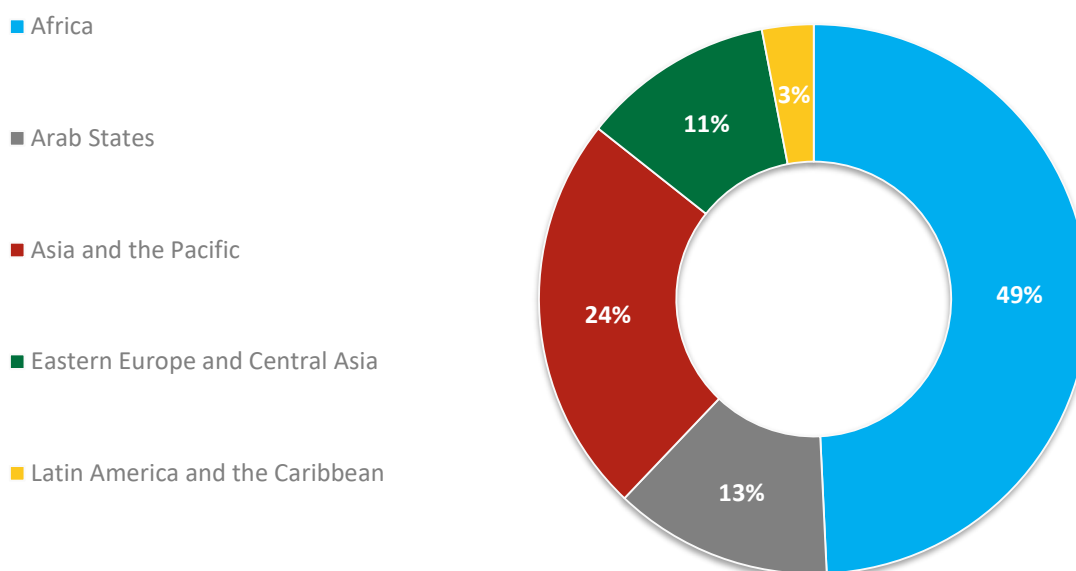
### 4.3 Country outreach and project design

ITC has a mandate to foster sustainable development and growth through trade. In implementing its mandate, ITC focuses on those clients with the greatest need for its assistance. In 2018, ITC again intends to provide over 80 per cent of its country-specific technical assistance to priority countries. Such countries include least developed countries (LDCs), landlocked developing countries (LLDCs), small island developing States (SIDS), Sub-Saharan Africa, post-conflict and fragile states, and small and vulnerable economies (SVEs).

In addition to country-specific projects designed in cooperation with national governments, ITC services are also provided through a portfolio of multi-country, regional, and global projects. Such ITC global public goods enable broad-based access to trade intelligence.

ITC also offers project-design services for countries that aim to mobilize resources for implementing MSME-centred trade policies and strategies. This is a service in its own right and requests for it may be made directly to ITC.

Figure 5: Regional distribution of ITC's planned technical assistance delivery in 2018, excluding global and multi-regional projects



#### Top 10 countries per region by planned delivery in 2018:

<ul style="list-style-type: none"> <li>The Gambia</li> <li>Rwanda</li> <li>Burkina Faso</li> <li>Kenya</li> <li>Ethiopia</li> <li>Mali</li> <li>Uganda</li> <li>United Republic of Tanzania</li> <li>Zambia</li> <li>Mozambique</li> </ul>	<ul style="list-style-type: none"> <li>Tunisia</li> <li>Morocco</li> <li>Egypt</li> <li>Libya</li> <li>Jordan</li> <li>Algeria</li> <li>Saudi Arabia</li> <li>State of Palestine</li> <li>Lebanon</li> <li>Djibouti</li> </ul>	<ul style="list-style-type: none"> <li>Afghanistan</li> <li>Sri Lanka</li> <li>Myanmar</li> <li>India</li> <li>Papua New Guinea</li> <li>Nepal</li> <li>Vanuatu</li> <li>Cambodia</li> <li>Lao People's Democratic Republic</li> <li>Bangladesh</li> </ul>	<ul style="list-style-type: none"> <li>Ukraine</li> <li>Tajikistan</li> <li>Kyrgyzstan</li> <li>Republic of Moldova</li> <li>Azerbaijan</li> <li>Armenia</li> <li>Georgia</li> <li>Belarus</li> <li>The former Yugoslav Republic of Macedonia</li> <li>Bosnia and Herzegovina</li> </ul>	<ul style="list-style-type: none"> <li>Saint Lucia</li> <li>Panama</li> <li>Colombia</li> <li>Honduras</li> <li>Nicaragua</li> <li>Costa Rica</li> <li>El Salvador</li> <li>Guatemala</li> <li>Haiti</li> <li>Trinidad and Tobago</li> </ul>
--	--	--	--	--

## 5. Strategic milestones for 2018: technical assistance

In its recently launched Strategic Plan 2018-2021, ITC specifies key deliverables that the organization has committed to implement in each of its six focus areas over the next four years. In each annual Operational Plan, ITC will highlight milestones it will reach during the year on its way to achieving the key deliverables of the Strategic Plan. In 2018, the first year of the current Strategic Plan, ITC plans to reach the following strategic milestones:

### Providing trade and market intelligence

#### Global Trade Helpdesk

- The helpdesk architecture will be further developed, with two additional international partnership agreements, additional funding, and three new databases to which users can link, on rules of origin, market price information, and quality-related trade information.

#### Non-tariff measures

- A first NTM survey on barriers to services trade will be launched and the NTM publication series will cover eight new countries.

#### SME competitiveness

- The 2018 SME Competitiveness Outlook, focusing on the MSME Business Ecosystem 4.0, will be produced and disseminated.
- SME competitiveness surveys will be conducted in four countries, including Kenya and Zambia.

#### SME Trade Academy

- The number of online course registrations will reach 20,000 (15 per cent annual growth) with registrations from over 150 countries.

### Building a conducive business environment

#### Trade-facilitation reforms

- Support will be provided to the governments of Sri Lanka, to the Central Asian republics and to East and West African countries to help them implement the WTO Trade Facilitation Agreement (TFA) for enhancing the efficiency of cross-border trade.

#### National quality strategy and regulatory frameworks

- National standards bodies and conformity-assessment services will be strengthened in Afghanistan, The Gambia, Burundi and Bhutan to enable better compliance with sanitary and phytosanitary (SPS)/technical standards.

#### Trade and investment development strategies

- Eighteen national trade roadmaps and sector-export strategies will be launched in The Gambia, Saint Lucia, Sri Lanka, Afghanistan and other countries, covering sectors such as information and communications technology, machinery, and food and beverages.
- Innovative approaches to merged trade and investment strategies will be developed and piloted in at least one country.

## Strengthening trade and investment support institutions

### Institutional strengthening

- At least 100 TISIs in Africa, Asia, Latin America and the Pacific will receive assessments and capacity-building engagements through expert advisory services, workshops, training, coaching, and major events.

### Impact assessment

- A new standardized approach for the management of impact reporting by trade-support institutions will be tested, with pilots carried out in five countries, followed by an initial assessment of the approach.

## Connecting to international value chains

### Value added to trade

- A new product supporting MSME access to finance and investment will be launched.
- A global textiles and clothing project will be launched in five countries, featuring modernized approaches for sector product development, sourcing, and circular-economy development.

### Market partnerships

- Alliances for action will be extended to three countries (Sierra Leone, Bhutan and Pakistan) and consolidated in Ghana, resulting in 5,000 new beneficiaries.

### e-trade solutions

- e-commerce support efforts, including a logistics initiative, will be launched in two countries.
- Training courses on three advanced topics (content management, customer relationship management and digital promotion) will be published.

## Promoting and mainstreaming inclusive and green trade

### SheTrades

- Commitments from partners will be ensured to connect 1.5 million women to markets by the end of 2018.
- SheTrades Invest will be launched, a SheTrades initiative to connect women to finance and investment.

### Youth and trade

- Some 2,400 youth in The Gambia, Guinea, Senegal, Afghanistan and Jordan will be provided with market-relevant skills. Twelve technical and vocational education and training (TVET) institutions and incubators in these countries will be better equipped to support the inclusion of youth in economic development.

### Poor communities in trade

- Some 2,600 producers in the informal sectors of Haiti, Kenya, Nepal, Ethiopia, Afghanistan, Burkina Faso and Mali will be connected to international ethical fashion markets.
- ITC's framework for migration and displacement will be finalized.

## **Trade for sustainable development**

- More than 3,000 SME/cooperative profiles across several sectors (tea, coffee, rice, quinoa, cocoa, palm oil, etc.) will be referenced in the ITC Sustainability Network. These SMEs and cooperatives have incorporated sustainable business models into their operations, thus allowing them to better integrate into global value chains.
- ITC's green hub concept will be piloted in selected countries to support SMEs in incorporating green business practices.
- The EU City Award for Fair and Ethical Trade will be presented in June 2018.
- The first Trade for Sustainable Development (T4SD)/ITC report on demand-side market data related to sustainable and responsible sourcing in EU markets will be released, capturing data from brands and retailers that will inform policymakers, industry, and consumers on demand trends in selected consumer product sectors such as fruit and vegetables, confectionary goods, chocolate, textiles/apparel, and electronics.

## **Supporting regional economic integration and South-South links**

### **Catalysing regional trade and investment**

- An improved trade environment will be achieved in the CEFTA and UEMOA regions by identifying and addressing non-tariff barriers and trade-facilitation and regulation-harmonization measures.
- Projects on promoting regional trade and investment will begin implementation in the Economic Community of West African States (ECOWAS), EAC and Central America.

### **Fostering South-South trade and investment**

- South-South trade and investment will be supported through such ITC projects as Promoting Investment for Growth in Africa (PIGA), Supporting Indian Trade and Investment for Africa (SITA), and a new undertaking titled Trade Promotion between China and Other Developing Countries along the Belt and Road Initiative.
- Trade and investment deals/leads of at least \$55 million will be concluded.

## 6. Partnering for sustainable development

Partnerships are at the heart of the SDG Agenda. In 2018, ITC will use its participation in the UN Sustainable Development Group to ensure greater coherence and partnership within the UN Development system. ITC will further strengthen its partnerships with the private sector and will conclude collaborative agreements with at least five companies.

## 7. Managing for results

The 2030 Agenda for Sustainable Development requires a United Nations development system that is fit for the purpose. The Secretary-General's reform agenda aims to bring the delivery of services closer to the clients served. ITC has already embarked on a dedicated programme to deepen its commitment to results-based management, to streamline its business processes, and to develop robust online project monitoring and evaluation tools. This process is not finished and will continue as an important feature of ITC's work in 2018.

The planned 12 per cent increase in ITC's financial delivery can only happen with a strong focus on efficiency and the streamlining of workflows. In 2018, ITC will invest in improving business processes to facilitate the implementation of the growing number of larger, more complex projects managed from project offices on the ground. A corporate working group will recommend changes in mission-critical areas including travel, procurement, and operational procedures for field offices.

ITC will invest in the development of in-house information technology (IT) services and will revamp its customer-relationship management system to make operations more efficient and to facilitate the work of project managers.

New processes will be introduced for the selection and oversight of implementing partners based on practical assessments of risks and responsibilities.

### 7.1 Strengthening corporate results management

ITC will strengthen its corporate results management by further deepening results-based management (RBM) and project-management standards as recommended by the Donor Committee for Enterprise Development (DCED). It will continue to improve its results assessments and its reporting on the organization's SDG contributions. Furthermore, in 2018, ITC will work towards achieving compliance with the standards of the International Aid Transparency Initiative (IATI), aiming at publishing data for over 60 per cent of its XB delivery by the end of the year. The UN Secretariat will introduce Umoja 2 for all Umoja users. This expansion of the current Enterprise Resource Planning (ERP) system will require engagement in the development phase and staff training when the new modules on budget planning, reporting, implementing partner management, and resource mobilization are deployed. It will also influence ongoing work on more precise costing. In addition, the organization will roll out training for all staff, consultants, and implementing partners on anti-fraud and anti-corruption efforts.

### 7.2 Deepening evaluation processes

ITC's Independent Evaluation Unit (IEU) will carry out reviews in 2018 of ITC topics, programmes, and projects selected on the basis of risk criteria, opportunities for learning, and contractual commitments. To support evidence-based decision-making, the IEU also provides evaluation advisory services to project managers handling funder-led evaluations (10 are planned for 2018);

support for self-evaluations; and help with mandatory project-completion reports. Evaluation training will be facilitated through the roll out of an e-learning tool for project staff.

Evaluation subject	Type of evaluation
<b>ONGOING</b>	
ITC's participation and performance in the UN Delivery as One System	Corporate-level evaluation
Certified Trade Advisers Programme (CTAP)	Programme evaluation
NTF III PRIME	Programme evaluation
Nepal: Pashmina enhancement and trade support (PETS)	EIF Tier 2 final evaluation
<b>NEW</b>	
ITC's performance at country level: synergies across projects and over time	Corporate-level evaluation
Trade facilitation	Programme evaluation

The IEU will contribute to the development of an impact-measurement tool for TISIs which will be piloted in five organizations in five countries during 2018. It also will contribute to the modification of the rigorous monitoring and evaluation tool called RISE so that its impact-assessment methodology will be adaptable for all ITC projects that deal with micro-entrepreneurs.

To accelerate evaluation-related learning within ITC and among key stakeholders, the IEU will place increased emphasis on the distribution of lessons and recommendations through different channels. As in previous years, the IEU's Annual Synthesis Report and evaluation briefing notes will also contribute to organizational learning. The IEU is ITC's focal point for the UN's Joint Inspection Unit (JIU) and for the OIOS Evaluation Division. It shares the system-wide findings of these entities and follows up on their recommendations as they relate to ITC.

### 7.3 Bolstering human resources management

In 2018, the following investments will be made:

- A 360-degree feedback and psychometric testing procedure will be applied in recruitment for key positions on a pilot basis.
- A workforce planning and training strategy will be employed to match the skills needed with recruitment methods and with the development of internal and external resources.
- Staff training will be carried out in areas related to agricultural development, technology, and trade.
- Targets on diversity for ITC's workforce will be pursued to meet commitments made as part of ITC's Gender Parity Strategy 2020.

### 7.4 Sparking innovation

ITC's innovation lab, with its vision of an ITC that inspires and delivers cutting-edge solutions based on the lab's mission to unleash the full potential for creativity and innovation of ITC staff, will continue to focus on two workstreams: 'facilitating project innovation' and 'promoting an innovation culture'. The lab also will support new partnership initiatives. The lab offers services to project and process managers that facilitate the development of initiatives that lead to incremental and radical innovations at ITC. It serves as a platform for exchange, inspiration, collaboration, and co-creation, and for championing concrete innovative projects across ITC. It connects ITC to innovation networks elsewhere as a way of bringing ideas, resources and expertise to the organization. And it acts as a repository of information regarding innovation actions at ITC.

## 7.5 Improving risk management

ITC will continue to ensure that internal and external risks are identified and managed at the project, unit, and corporate levels. In 2018, ITC will:

- Develop an approach for monitoring risks concerning all key result areas of the Strategic Plan;
- Publish a risk-management manual detailing protocols, procedures, tools, and techniques to be used at ITC;
- Design and organize training sessions for project-level risk management; and
- Prepare the first ever annual report analysing risk management in 2018, including conclusions for improvements to ITC's risk-management work in 2019.

## 7.6 Engaging in the global conversation

In 2018, ITC will implement a new communications strategy. The organization will use a range of communications channels to highlight the importance of MSME competitiveness and the importance of connecting MSMEs to international markets. ITC's communications efforts also will facilitate client access to its services. Outreach and visibility will be increased through events, media interviews, expanded content and briefings; information products such as publications, technical papers, advocacy material, press releases, web news stories, updates, and videos (including collaboration with key partners within and beyond the UN development system); and through social media platforms to raise awareness of international competitiveness issues and their importance for development.

ITC will produce its quarterly *International Trade Forum* magazine and its flagship publication, the *SME Competitiveness Outlook*, and will write op-eds and speeches to maintain its thought leadership position in the area of MSME international competitiveness. As part of its focus on effective advocacy, ITC also will revamp its corporate website. The organization will track the effectiveness of its communications efforts by measuring and analysing web visits, media mentions and social media activity.

Key ITC events to be held in 2018:

ITC corporate events	Location	Date
SheTrades Global	Liverpool, United Kingdom	June
5 <sup>th</sup> Forum on Trade for Sustainable Development	Geneva, Switzerland	September
18 <sup>th</sup> World Export Development Forum	Lusaka, Zambia	September
12 <sup>th</sup> World Trade Promotion Organization Network Conference and Awards	Paris, France	October

## Appendix I – 2018 projects by region

Projects by region	1 Providing Trade and Market Intelligence	2 Building a Conductive Business Environment	3 Strengthening Trade and Investment Support Institutions	4 Connecting to International Value Chains	5 Promoting and Mainstreaming Inclusive and Green Trade	6 Supporting Regional Economic Integration and South-South Links	7 Corporate	Funders	Budget 2018 (\$'000)
Africa									
Associate expert: Regional Office for Africa (B323)						■		Ministry of Foreign Affairs of the Netherlands	30
Burkina Faso et Mali : Création d'emplois équitables et développement durable de microentreprises dans les chaînes de valeur liées au secteur du « lifestyle » (B276)					■			European Commission - Directorate-General for International Cooperation and Development	3,500
Comoros: Improving the competitiveness of vanilla, ylang-ylang, and clove exports (A863)				■				EIF Executive Secretariat	65
Indian Ocean Rim Association (IORA): Economic empowerment of women (A285)					■			Australian Agency for International Development	40
Malawi: Improving trade statistics and trade information systems (A864)	■							European Commission - Directorate-General for International Cooperation and Development	44
Mano River: Value-chain development for cocoa and associated crops (NTF IV) (B586)			■	■	■			Ministry of Foreign Affairs of the Netherlands	660
NTF IV Kenya (B601)				■				Ministry of Foreign Affairs of the Netherlands	50
NTF IV programme management (B584)				■	■			Ministry of Foreign Affairs of the Netherlands	200
Partnership for Investment and Growth in Africa (main phase) (B340)						■		Department for International Development, United Kingdom of Great Britain and Northern Ireland (the)	3,000
Poor Communities and Trade Programme (A874)					■			Japan International Development Agency	26
Poor Communities and Trade Programme (B649)					■			ITF Window 1	99
Projet d'Appui à la Compétitivité du Commerce et à l'Intégration Régional (PACCIR/ UEMOA) (B216)						■		European Commission - Directorate-General for International Cooperation and Development	1,230
Refugee Employment and Skills Initiative (RESI): Linking refugees in Kenya to market opportunities (Component 1) (B381)					■			Centre for the Promotion of Imports from Developing Countries, Netherlands (the)	260
Rwanda: Enabling the future of e-commerce (B330)				■				Federal Ministry for Economic Cooperation and Development, Germany	1,810
Senegal: Export development of IT and IT-enabled services (NTF IV) (B390)				■	■			Ministry of Foreign Affairs of the Netherlands	400
SheTrades Coffee (B637)				■	■			ITF Window 1	200
Sub-Saharan Africa: Sustainable finance conferences and trainings for financial institutions and SMEs (B319)			■	■	■			African Guarantee Fund	150
Supporting Indian Trade and Investment for Africa (SITA) (A854)						■		Department for International Development, the United Kingdom	3,420
Tanzania: Integration of horticulture supply/value chains into tourism - SECO component (B265)				■				Rural Development Administration of the Republic of Korea State Secretariat for Economic Affairs, Switzerland	200
The Gambia: Youth empowerment project (YEP) (B179)		■		■	■			European Commission - Directorate-General for International Cooperation and Development	3,000
UEMOA: Projet de développement des exportations sous AGOA (B414)				■		■		Union économique et monétaire ouest africaine	166
Uganda: Export development of IT and IT-enabled services (NTF IV) (B387)				■	■			Ministry of Foreign Affairs of the Netherlands	400



Projects by region	1 Providing Trade and Market Intelligence	2 Building a Conducive Business Environment	3 Strengthening Trade and Investment Support Institutions	4 Connecting to International Value Chains	5 Promoting and Mainstreaming Inclusive and Green Trade	6 Supporting Regional Economic Integration and South-South Links	7 Corporate	Funders	Budget 2018 (\$'000)
Zambia: Green jobs (A813)			■	■				International Labour Office Country Office for Zambia, Malawi, and Mozambique	33
<b>Arab States</b>									
Algeria - National trade strategy to support Algeria's economic diversification (AFTIAS) (B603)		■						International Islamic Trade Finance Corporation	200
Arab States: Aid for Trade initiative (A895)	■	■	■					International Islamic Trade Finance Corporation	110
Arab States: Development of SME exports through virtual market places (A676)	■	■		■				World Bank	590
Djibouti: Feasibility study to set up a handicrafts export village (AFTIAS) (B604)					■			International Islamic Trade Finance Corporation	15
Egypt: Establishing a specialized export promotion department within the Export Development Bank of Egypt (AFTIAS) (B606)			■					International Islamic Trade Finance Corporation	200
Egypt: Improving the international competitiveness of the textile and clothing sector (GTEX) (B673)				■				State Secretariat for Economic Affairs, Switzerland	250
Global: Networking and knowledge management for the textile and clothing sector (GTEX) (B451)				■				State Secretariat for Economic Affairs, Switzerland	224
Jordan: Refugee employment and skills initiative (RESI) (B450)				■	■	■		Ministry of Foreign Affairs of Japan	31
Lebanon: Export Competitiveness of SMEs in the IT and nuts sectors (AFTIAS) (B607)	■		■	■		■		International Islamic Trade Finance Corporation	150
Libya: Trade academy (B409)			■		■			Ministère des Affaires étrangères et du Développement international, France	780
Morocco: Export development for employment creation (A749)			■	■	■			Foreign Affairs, Trade and Development Canada (DFATD)	130
Morocco: Improving the international competitiveness of the textile and clothing sector (GTEX) (B674)				■				State Secretariat for Economic Affairs, Switzerland	200
North Africa: Engaging MSMEs and the Arab diaspora to support export-driven economic growth (B438)				■	■			Ministry of Foreign Affairs of Japan	85
Overcoming trade obstacles related to non-tariff measures in the Arab countries (A538)	■							United States Agency for International Development	1,197
Projet de développement et de promotion du tourisme en République de Djibouti (A993)			■	■				EIF Executive Secretariat	129
Saudi Arabia: Development of dates sector in Medina region (AFTIAS) (B605)				■		■		International Islamic Trade Finance Corporation	250
State of Palestine: reform and development of markets, value chains, and producers' organizations (B580)				■	■			Food and Agriculture Organization Palestine	150
Sudan: Supporting economic stabilization through accession to the World Trade Organization (B446)		■						Ministry of Foreign Affairs of Japan	2
Syria: Developing production capacity and linking internally displaced populations to international markets (B434)				■	■			Ministry of Foreign Affairs of Japan	30
Tunisia: Improving the international competitiveness of the textile and clothing sector (GTEX) (B672)				■				State Secretariat for Economic Affairs, Switzerland	350
<b>Asia and the Pacific</b>									
Afghanistan: Ethical lifestyle initiative for the economic reintegration of returnees and internally displaced persons (B439)					■			European Commission - Directorate-General for International Cooperation and Development	1,588
Afghanistan: Trade-related assistance (A764)		■						European Commission - Directorate-General for International Cooperation and Development	1,600
Asian LDCs: Enhancing export capacity for intra-regional trade (A850)						■		Ministry of Commerce, China	258
Associate expert: Office for Asia and the Pacific (B221)				■				Ministry of Foreign Affairs of Japan	50
Feasibility study for value addition in the fruit and vegetable sector of Sri Lanka (B531)			■	■				World Trade Organization	20

Projects by region	1 Providing Trade and Market Intelligence	2 Building a Conducive Business Environment	3 Strengthening Trade and Investment Support Institutions	4 Connecting to International Value Chains	5 Promoting and Mainstreaming Inclusive and Green Trade	6 Supporting Regional Economic Integration and South-South Links	7 Corporate	Funders	Budget 2018 (\$'000)
Indian Ocean Rim Association (IORA): Economic empowerment of women (A285)					■			Australian Agency for International Development	80
Myanmar: Improving food safety and compliance with SPS measures to increase export revenues in the oilseeds value chain (A648)				■				World Trade Organization	327
Myanmar: Inclusive tourism development with focus on Kayah state (consolidation) and a new state (extension) (NTF IV) (B386)				■				Ministry of Foreign Affairs of the Netherlands	969
Nepal: Pashmina enhancement and trade support (A907)				■				EIF Executive Secretariat	32
NTF IV Programme Management (B584)				■	■			Ministry of Foreign Affairs of the Netherlands	50
Pacific: Economic empowerment of women (Women and Trade Phase II) (A775)					■			Australian Agency for International Development	99
Poor Communities and Trade Programme (A874)					■			Japan International Development Agency	13
Poor Communities and Trade Programme (B649)					■			ITF Window 1	201
SheTrades Pacific (B644)					■			ITF Window 1	250
Sri Lanka: Trade related assistance (A306)		■		■				European Commission - Directorate-General for International Cooperation and Development	3,000
Supporting Indian Trade and Investment for Africa (SITA) (A854)						■		Department for International Development, the United Kingdom	380
Trade Promotion between China and Other Developing Countries along the Belt and Road Initiative (B568)	■					■		Ministry of Commerce, China	200
<b>Eastern Europe and Central Asia</b>									
Eastern Partnership: Ready to Trade - an EU4Business Initiative (B252)				■				European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	1,600
Global: Networking and knowledge management for the textile and clothing sector (GTEX) (B451)				■				State Secretariat for Economic Affairs, Switzerland	149
Kyrgyzstan: Improving the international competitiveness of the textile and clothing sector (GTEX) (B676)			■	■				State Secretariat for Economic Affairs, Switzerland	400
Support for facilitation of trade between CEFTA parties (B444)		■				■		European Commission, Directorate-General for Trade	380
Tajikistan: Improving the international competitiveness of the textile and clothing sector (GTEX) (B675)		■	■	■	■			State Secretariat for Economic Affairs, Switzerland	400
Ukraine National Export Strategy (B614)		■						Deutsche Gesellschaft für Internationale Zusammenarbeit (HQ), Germany	474
Ukraine: Linking SMEs in the fruit and vegetables industry to global and domestic value chains (A303)		■		■				ITF Window 1	700
Tajikistan: Enabling market access for agricultural products through improved food safety systems (B312)		■	■	■				Swedish International Development Cooperation Agency	
								World Trade Organization	250
<b>Latin America and the Caribbean</b>									
Caribbean: Development of value-added products and intra-regional trade to enhance livelihoods from coconuts (A325)				■				European Commission - Directorate-General for International Cooperation and Development	250
Central America: Linking women business enterprises (WBEs) with the global gifts and home decoration market (A314)				■	■			European Commission - Directorate-General for International Cooperation and Development	400
Colombia PUEDE : Peace and unity through rural economic development and exports (B599)				■	■			Business Development Fund	64
Haiti: Ethical fashion initiative (A922)					■			United States Agency for International Development	38

Projects by region	1 Providing Trade and Market Intelligence	2 Building a Conducive Business Environment	3 Strengthening Trade and Investment Support Institutions	4 Connecting to International Value Chains	5 Promoting and Mainstreaming Inclusive and Green Trade	6 Supporting Regional Economic Integration and South-South Links	7 Corporate	Funders	Budget 2018 (\$'000)
Poor Communities and Trade Programme (A874)					■			Japan International Development Agency	7
St. Lucia: Strengthening the institutional infrastructure for export promotion (A332)			■					ITF Window 1	408
								Saint Lucia Trade Export Promotion Agency	
<b>Global and multi-regional</b>									
AIM for Results: Improving TISI performance and measurement (B633)			■					ITF Window 1	1,000
Associate expert: Sustainable and inclusive value chains (B198)					■			Federal Ministry for Economic Cooperation and Development, Germany	13
Associate expert: Sustainable and inclusive value chains (B307)				■				Ministry of Foreign Affairs of the Netherlands	148
Associate expert: Enterprise and institutions (B412)			■	■	■			Federal Ministry for Economic Cooperation and Development, Germany	142
Associate expert: Trade facilitation and policy for business (B699)						■		Federal Ministry for Economic Cooperation and Development, Germany	151
Associate expert: Trade facilitation and policy for business (B393)		■						Ministry for Foreign Affairs of Finland	124
Business development fund							■	ITF Window 1	586
DCP partnership and coordination (B650)							■	ITF Window 1	260
DEI Coordination and Innovation Fund (B647)							■	ITF Window 1	50
Demonstrating impact for TIPOs: Towards a global standard (B507)			■					ITF Window 1	77
DMD partnership and coordination (B620)							■	ITF Window 1	50
Economic Partnership Agreements (EPAs) in Asia-Pacific and European Union (EU) Phase II (B500)	■							National Graduate Institute for Policy Studies, Japan	109
e-learning (B648)	■							ITF Window 1	108
e-solutions (B636)				■				ITF Window 1	313
Export Potential Map (A341)	■							Centre for the Promotion of Imports from Developing Countries, Netherlands (the)	35
Export strategy design and management (B630)		■						ITF Window 1	340
Fellowship: Mo Ibrahim Foundation (B203)			■			■	■	Mo Ibrahim Foundation	114
Global Trade Helpdesk (B572)	■							State Secretariat for Economic Affairs, Switzerland	500
Improving transparency in trade through embedded market-analysis tools (B352)	■							Public Procurement Service of the Republic of Korea	15
Improving transparency in trade through market analysis tools as a global public good (B336)	■							European Commission - Directorate-General for International Cooperation and Development	2,066
								ITF Window 1	
								Revolving Fund MAR	
Information technology services and support - 2018 (B625)							■	ITF Window 1	185
Innovation Lab (B662)							■	ITF Window 1	200
Market price information (B627)	■							ITF Window 1	150
Revolving Fund for Modular Learning System in Supply Chain Management (MLS-SCM) (B189)				■				Revolving Fund MLS-SCM	230
Non-tariff measures (B626)	■							ITF Window 1	500
New York Office (B624)							■	ITF Window 1	20
Office of Executive Director cabinet (B623)							■	ITF Window 1	200
RBM (B622)							■	ITF Window 1	100
Sector Enterprise Competitiveness (SEC) Revolving Fund (B190)				■				Revolving Fund SEC	50
Secondee from Republic of Korea (B600)	■							Public Procurement Service of the Republic of Korea	260
SheTrades (B641)					■			ITF Window 1	400
SheTrades connect (W&T Phase III) (B638)					■			ITF Window 1	400

Projects by region	1 Providing Trade and Market Intelligence	2 Building a Conducive Business Environment	3 Strengthening Trade and Investment Support Institutions	4 Connecting to International Value Chains	5 Promoting and Mainstreaming Inclusive and Green Trade	6 Supporting Regional Economic Integration and South-South Links	7 Corporate	Funders	Budget 2018 (\$'000)
SheTrades coordination (B642)					■			ITF Window 1	350
SheTrades invest (B643)					■			ITF Window 1	100
SME Competitiveness Survey and Outlook (B631)	■	■	■	■	■	■		ITF Window 1	687
Support for trade negotiations (B629)		■						ITF Window 1	200
Trade and Investment Support (TIS) Revolving Fund / e-learning (B155)	■							Revolving Fund TIS	30
Trade facilitation (B628)		■						ITF Window 1	850
Trade for sustainable development (T4SD) (B036)					■			Deutsche Gesellschaft für Internationale Zusammenarbeit (HQ), Germany European Commission, Directorate-General for Trade European Feed Manufacturers' Federation Finance in Motion GmbH, Germany State Secretariat for Economic Affairs, Switzerland Sustainable Agriculture Initiative Platform United States Agency for International Development European Commission, Directorate-General for Trade	2,498
Trade for sustainable development (T4SD) (B645)					■			ITF Window 1	1,740
Trade in services (B026)		■				■		Ministry of Commerce, China	257
Trade in services (B632)		■						ITF Window 1	100
Trade Support Institutions (TSI) Revolving Fund (B205)			■					Revolving Fund TSI	70
Value added to trade (B635)				■				ITF Window 1	938
WTPO (TPO Network World Conference and Awards) (B665)			■					ITF Window 1	239
Trade in services (B026)		■					■	Ministry of Commerce, China	257
<b>TOTAL</b>									<b>55,747</b>

ITC is grateful for contributions to the ITC Trust Fund Window 1 (ITF Window 1) in 2018 and in past years from Canada, China, Denmark, Finland, Germany, Iceland, India, Ireland, Norway and Sweden.

## Appendix II – Programme contributions to the SDGs

Sustainable Development Goals and targets that ITC contributes towards	Programmes <sup>4</sup>
<p><b>Goal 1</b> End poverty in all its forms everywhere.</p> <ul style="list-style-type: none"> <li>1.2: Reduce proportion of men, women and children of all ages living in poverty.</li> <li>1.7: Create sound policy frameworks based on pro-poor and gender-sensitive development strategies.</li> </ul>	<ul style="list-style-type: none"> <li>All programmes</li> </ul>
<p><b>Goal 2</b> End hunger, achieve food security and improved nutrition, and promote sustainable agriculture.</p> <ul style="list-style-type: none"> <li>2.3: (1) Double productivity and incomes of small-scale food producers, in particular women, and (2) provide access to knowledge, markets, and opportunities for value addition.</li> <li>2.4: Ensure sustainable food-production systems.</li> </ul>	<ul style="list-style-type: none"> <li>Non-tariff measures</li> <li>Transparency in trade</li> <li>Trade for sustainable development</li> <li>Value added to trade</li> <li>Empowering poor communities to trade</li> </ul>
<p><b>Goal 4</b> Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.</p> <ul style="list-style-type: none"> <li>4.4: Ensure youth and adults have relevant skills for employment, decent jobs, and entrepreneurship.</li> </ul>	<ul style="list-style-type: none"> <li>Youth and trade</li> </ul>
<p><b>Goal 5</b> Achieve gender equality and empower all women and girls.</p> <ul style="list-style-type: none"> <li>5.5: Ensure women’s full and effective participation in business and trade and equal opportunities.</li> <li>5a: Support women’s equal rights to economic resources.</li> <li>5b: Enhance use of enabling technology to promote the empowerment of women.</li> </ul>	<ul style="list-style-type: none"> <li>Empowering women to trade</li> <li>e-solutions</li> <li>Trade for sustainable development</li> <li>Empowering poor communities to trade</li> </ul>
<p><b>Goal 8</b> Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all.</p> <ul style="list-style-type: none"> <li>8.2: Achieve higher levels of economic productivity through diversification, technological upgrading, and innovation.</li> <li>8.3: (1) Promote policies that support productive activities, decent job creation, entrepreneurship, creativity, and innovation, and (2) encourage formalization and growth of micro, small, and medium-sized enterprises.</li> <li>8.9: Implement policies to promote sustainable tourism that creates jobs and promotes local cultures and products.</li> <li>8.11: Increase Aid for Trade support.</li> </ul>	<ul style="list-style-type: none"> <li>All programmes</li> </ul>
<p><b>Goal 9</b> Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation.</p> <ul style="list-style-type: none"> <li>9.3: Increase access of SMEs to financial services and integration into value chains and markets.</li> <li>9b: Ensure a conducive policy environment for industrial diversification and value addition.</li> </ul>	<ul style="list-style-type: none"> <li>Transparency in trade</li> <li>Trade development strategies</li> <li>Value added to trade</li> </ul>

<sup>4</sup>The theories of change underlying each of these programmes are customized to meet the needs of specific beneficiary groups and implemented, with partners, as projects. In Appendix I, the link of each project to the relevant programmes is shown.

<p><b>Goal 10</b> Reduce inequality within and among countries.</p> <ul style="list-style-type: none"> <li>• 10.1: Achieve income growth of the bottom 40%.</li> <li>• 10.8: Implement special and differential treatment for developing countries, in particular least developed countries, in accordance with WTO agreements.</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Supporting trade negotiations</b></li> <li>▪ <b>Value added to trade</b></li> </ul>
<p><b>Goal 12</b> Ensure sustainable consumption and production patterns.</p> <ul style="list-style-type: none"> <li>• 12.2: Achieve sustainable management and efficient use of natural resources.</li> <li>• 12.6: Support companies in adopting sustainable practices and in integrating sustainability information into their reporting cycles.</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Transparency in trade</b></li> <li>▪ <b>Trade for sustainable development</b></li> <li>▪ <b>Value added to trade</b></li> <li>▪ <b>Empowering poor communities to trade</b></li> </ul>
<p><b>Goal 16</b> Promote peaceful and inclusive societies for sustainable development, provide access to justice for all, and build effective, accountable, and inclusive institutions at all levels.</p> <ul style="list-style-type: none"> <li>• 16.6: Support effective, accountable, and transparent institutions at all levels.</li> <li>• 16.7: Ensure responsive, inclusive, participatory, and representative decision-making.</li> <li>• 16.8: Ensure participation of developing countries in the institutions of global governance.</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Strengthening trade and investment support institutions</b></li> <li>▪ <b>Supporting trade negotiations</b></li> </ul>
<p><b>Goal 17</b> Strengthen the means of implementation and revitalize the global partnership for sustainable development.</p> <ul style="list-style-type: none"> <li>• 17.10: Ensure a universal, rules-based, open, non-discriminatory, and equitable multilateral trading system under the WTO.</li> <li>• 17.11: Support significantly increased exports of developing countries, doubling the least developed countries' share of global exports by 2020.</li> <li>• 17.12 Realize timely implementation of duty-free, quota-free market access on a lasting basis for all least developed countries consistent with WTO decisions, including through ensuring that preferential rules of origin applicable to imports from LDCs are transparent, simple, and contribute to facilitating market access</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>All programmes</b></li> </ul>

## Appendix III – Corporate scorecard explanatory note

Tier 2 indicators and targets reflect the development outcomes and outputs that ITC will work towards in the 2018-2019 biennium through its portfolio of projects and programmes. In the UN Strategic Framework for the biennium 2018-2019, Programme 10, Subprogramme 6, the outcomes are referred to as 'expected accomplishments'. Compared with the previous biennium 2016-17, there are three important changes:

**First, the definitions of three indicators have changed to reflect a clearer and more detailed scrutiny of the results.** The targets and results are therefore not fully comparable to the previous biennium. In particular, the indicator on trade policies now reads that these policies, strategies and/or regulations '*...have been introduced or changed in favour of the international competitiveness of small and medium-sized enterprises...with business sector input*', as opposed to '*improved with business sector input*' in the earlier formulation. The two indicators on MSMEs and female-owned, operated, or controlled MSMEs now read '*...enterprises having made changes to their business operations for increased international competitiveness*', as opposed to the earlier formulation '*...enterprises reporting improved international competitiveness*'. The changed indicators are listed with their new 2018-19 definitions and marked by asterisks in the Tier 2 table on page 4. To measure, monitor, and report on these refined indicators, ITC has put in place an even stronger validation mechanism, which requires more extensive interaction and surveying of beneficiaries to obtain proofs of measurable changes at the outcome and impact levels.

**The second change is quantitative** and concerns the targets of comparable indicators. These are generally revised upwards, both for all the beneficiaries reporting increased awareness on international trade, and in the area of MSME beneficiaries achieving international competitiveness. ITC is continuing to pursue gender equality and women's economic empowerment by further increasing the target share of female-owned, operated, or controlled MSME beneficiaries (now 45 per cent and 50 per cent, up from 40 per cent and 40 per cent, respectively, in the last biennium). ITC has maintained the same targets related to TISI strengthening. Recent evaluations have confirmed that the majority of TISIs need longer-term support to sustainably build their capacities. Hence, with given resources, there is a trade-off between the number of TISIs served and the depth of support provided to each individual organization. ITC has made a strategic choice to invest more to build individual TISIs' capacities, especially in emerging export sectors. As for trade-related policies, strategies, and regulations, the current target is a result of stable demand for trade-related technical assistance in this area, and the relatively long time span required to achieve the targeted outcomes.

**The third change is a result of ITC's deepened strategic focus** on providing trade-related technical assistance to disadvantaged groups: women, youth, and poor communities in priority countries. This often translates into longer, more intensive, and more challenging interventions in countries such as Afghanistan, Lebanon, Sudan, and The Gambia. ITC's project budgets are consequently aligned with these priorities. All programmes, except in the 'Strengthening trade and investment support institutions' and the 'Corporate' areas, have increased budget allocations this year. In 2018, the focus area with the largest increase is 'Promoting and mainstreaming inclusive and green trade', with four programmes spearheading ITC's focus on gender, youth, and poor communities, and its focus on the environment, through the trade for sustainable development programme.

**ITC mission:**

ITC enables small business export success in developing and transition countries by providing, with partners, sustainable and inclusive trade development solutions to the private sector, trade support institutions and policymakers.

The designations employed and the presentation of material in this publication do not imply the expression of any opinion whatsoever on the part of the International Trade Centre concerning the legal status of any country, territory, city or area or of its authorities, or concerning the delimitation of its frontiers or boundaries.

This document has not been formally edited by the International Trade Centre.

February 2018  
Original: English

© International Trade Centre 2018





**Street address**  
International Trade Centre  
54-56 Rue de Montbrillant  
1202 Geneva, Switzerland



**P:** +41 22 730 0111  
**F:** +41 22 733 4439  
**E:** [itcreg@intracen.org](mailto:itcreg@intracen.org)  
[www.intracen.org](http://www.intracen.org)

**Postal address**  
International Trade Centre  
Palais des Nations  
1211 Geneva 10, Switzerland