

2011

2012

2013

2014

2015

2016

STRATEGIC PLAN 2012 – 2015

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.

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ABBREVIATIONS

A4T	Aid for Trade
EIF	Enhanced Integrated Framework
ITC	International Trade Centre
LDCs	Least developed countries
LLDCs	Landlocked developing countries
RBM	Results-based management
SIDS	Small island developing State
SMEs	Small and medium-sized enterprises
SSA	Sub-Saharan Africa
TPOs	Trade promotion organizations
TRTA	Trade-related technical assistance
TSI	Trade support institution
UNCTAD	United Nations Conference on Trade and Development
WTO	World Trade Organization

INTRODUCTION

The ITC Strategic Plan for 2012–2015 revises and updates the 2010–2013 Plan. It presents the organization’s objectives and milestones for increasing the impact of its technical assistance activities in developing countries. While this Strategic Plan is rooted in the concepts and accomplishments of the previous one, it also represents an important step forward for the organization in terms of a more integrated approach for delivery and results measurement of ITC interventions, and in terms of a corporate direction to incrementally demonstrate the socio-economic impact of ITC’s work.

The Strategic Plan affirms ITC’s mission to enable export success for small and medium-sized enterprises (SMEs) in developing and transition-economy countries, by providing, with partners, sustainable and inclusive development solutions to policymakers, trade support institutions (TSIs) and the private sector. In order to succeed in this mission, the Strategic Plan outlines and explains four strategic areas of focus:

1. Improving the availability and use of trade intelligence;
2. Enhancing trade support institutions and policies for the benefit of exporting enterprises;
3. Strengthening the export capacity of enterprises to respond to market opportunities; and
4. Mainstreaming inclusiveness and sustainability into trade promotion and export development policies.

The 2012–2015 Strategic Plan is presented in four parts:

- **Part I** outlines past ITC achievements, which lay the foundation for the ITC’s future strategic direction;
- **Part II** highlights new and emerging challenges and opportunities in the global trade environment facing ITC clients;
- **Part III** describes ITC’s strategic areas of focus;
- **Part IV** summarizes ITC’s approach to monitoring and measuring its results and impact.

PART I – ITC’S STRATEGIC ACHIEVEMENTS (2010–2011)

During 2010–2011, ITC committed itself to generating better value for money for both its partner and donor countries. It achieved this by progressively moving from a decentralized business model, based on a relatively large number of small projects and stand-alone tools, towards a more integrated way of working with clients; increasing its portfolio of large programmes; responding to development objectives and needs; and improving project portfolio governance.

ITC and the Aid for Trade agenda

It is now widely acknowledged that without market capacities the opportunities of market access and consequent social and economic development cannot be grasped by the most vulnerable countries. In this regard, Aid for Trade (A4T) has been recognized as an engine of sustainable development with direct links to supporting the private sector in its central role of advancing innovation, creating wealth, income and jobs, mobilizing domestic resources and contributing to poverty reduction.¹

Since ITC is exclusively a technical assistance agency, it clearly does not cover the full spectrum of the A4T agenda. Nonetheless, ITC has fully contributed to A4T by delivering interventions that strengthen SME export capacities in developing and transition-economy countries and providing them with the institutional backstopping that they need from government and TSIs.

ITC has also become a recognized partner of “Aid” and “Trade” multilateral organizations:

- ITC has partnered with the World Bank, the World Trade Organization (WTO) and the United Nations Conference on Trade and Development (UNCTAD) to develop an ambitious platform of “Transparency in International Trade”;
- ITC is one of six partner agencies in the Enhanced Integrated Framework (EIF) multi-donor programme and is currently preparing a joint work plan to facilitate the emergence of Tier-2 projects from least developed countries (LDCs);
- ITC is part of several “One-UN” initiatives geared towards coordinating efforts for private-sector capacity building in developing countries; and
- ITC is a recognized interlocutor of several regional economic integration initiatives, especially in sub-Saharan Africa.

For these reasons, ITC prides itself as being the only “100% Aid for Trade” organization and had its contributions to the A4T agenda noted by the WTO General Council in December 2011². More specifically, “Ministers reaffirm[ed] the ITC’s role in improving and enhancing trade support institutions and policies for the benefit of exporting efforts; and in strengthening the export capacity of enterprises to respond to market opportunities. Ministers [also] encourage[d] the ITC to support and assist developing countries and to address business environment and market access issues affecting the private sector.”³

ITC Strategic Framework results

Five business lines or competence areas were defined in order to build the capacities of ITC’s three client groups: policymakers, TSIs and the private sector. ITC was previously organized around 17 loosely connected lines of business, whereas now its activities are organized around the five major competence areas, dealing with export strategy, trade policy, strengthening TSIs, trade intelligence and exporter competitiveness. Focusing on the core business avoids duplicating the work of other agencies and ensures that ITC intervenes where it can make a real difference.

1 See Political Statement from the 4th High Level Forum on Aid Effectiveness, Busan 2011.

2 See WT/MIN(11)/11 and WT/MIN(11)/W/2.

3 See WT/MIN(11)/11 and WT/MIN(11)/W/2.

ITC CLIENTS



Figure 1: Building capacities of ITC clients

The corporate results of ITC along this client-based strategic framework are presented below for the two last biennia.

FIRST EXPECTED ACCOMPLISHMENT	
(a) Strengthened integration of the business sector into the global economy through enhanced support to policymakers.	
INDICATORS OF ACHIEVEMENT	
(i) Increased number of export development strategies developed and implemented, including cases in which trade is integrated into national development strategies as a result of ITC support, to enable decision makers to develop effective trade and export development programmes and policies.	
<i>Performance measures</i> (number of trade development strategies)	
2008/09 results: 33	2010/11 results: 51
(ii) Increased number of country networks having generated multilateral trading system-related activities through support from ITC, to enable decision makers to understand business needs and create an environment conducive to business.	
<i>Performance measures</i> (no. of country networks)	<i>Performance measures</i> (no. of proposals)
2008/09 results: 74	2010/11 results: 113
	2008/09 results: n/a ⁴
	2010/11 results: 32
(iii) Increased number of cases in which country negotiating positions have been enriched through analytical input and business sector participation, with the support of ITC, to enable decision makers to integrate business dimensions into trade negotiations.	
<i>Performance measures</i> (number of negotiating positions)	
2008/09 results: 50	2010/11 results: 52

⁴ In 2010–2011, indicator a (ii) was a double-barrelled measure: « increased number of country networks... and increased number of proposals... ». This double-barrelled measure did not exist for the 2008–2009 biennium.

SECOND EXPECTED ACCOMPLISHMENT
(b) Increased capacity of TSIs to support businesses.
INDICATORS OF ACHIEVEMENT
(i) Increased number of TSIs having improved their ranking on the ITC TSI benchmarking scheme through support provided by the organization.
<i>Performance measures</i> (number of TSIs) 2008/09 results: 22 2010/11 results: 137
(ii) Increased number of policy proposals involving ITC support having been presented by TSIs to the competent authorities.
<i>Performance measures</i> (number of policy proposals) 2008/09 results: 21 2010/11 results: 66

THIRD EXPECTED ACCOMPLISHMENT
(c) Strengthened international competitiveness of enterprises through ITC training and support.
INDICATORS OF ACHIEVEMENT
(i) Increased number of enterprises enabled to formulate sound international business strategies through ITC training on export management issues, delivered directly or indirectly.
<i>Performance measures</i> (number of enterprises) 2008/09 results: 495 2010/11 results: 2,497
(ii) Increased number of enterprises enabled to become export-ready through ITC training activities focusing on export-readiness, delivered directly or indirectly.
<i>Performance measures</i> (number of enterprises) 2008/09 results: 238 2010/11 results: 1,700
(iii) Increased number of enterprises having met potential buyers and, as a result, having transacted business through ITC support.
<i>Performance measures</i> (number of enterprises) 2008/09 results: 381 2010/11 results: 1,620

Focusing on results and integration of delivery

Six programme delivery responses were also identified as a way to focus the organization's priorities and intervention logic. The delivery responses were to:

1. **Focus on the needs of LDCs, landlocked developing countries (LLDCs), small island developing States (SIDS), and sub-Saharan Africa (SSA).** This group of countries accounted for 55% of ITC's total delivery in 2010 and 2011;
2. **Build export capacity through integrated country solutions.** A majority of ITC projects are country programmes;
3. **Develop regionally structured solutions.** During 2010–2011, ITC delivered a number of regional programmes in African, Caribbean and Pacific (ACP) countries; the Common Market of Eastern and Southern Africa (COMESA); the Economic Community of Central African States (ECCAS); the Economic Community of West African States (ECOWAS); the Forum of Caribbean ACP States (CARIFORUM); and the MAGHREB countries of Northwest Africa, through the Enhancing Arab Capacity for Trade (EnACT) programme.

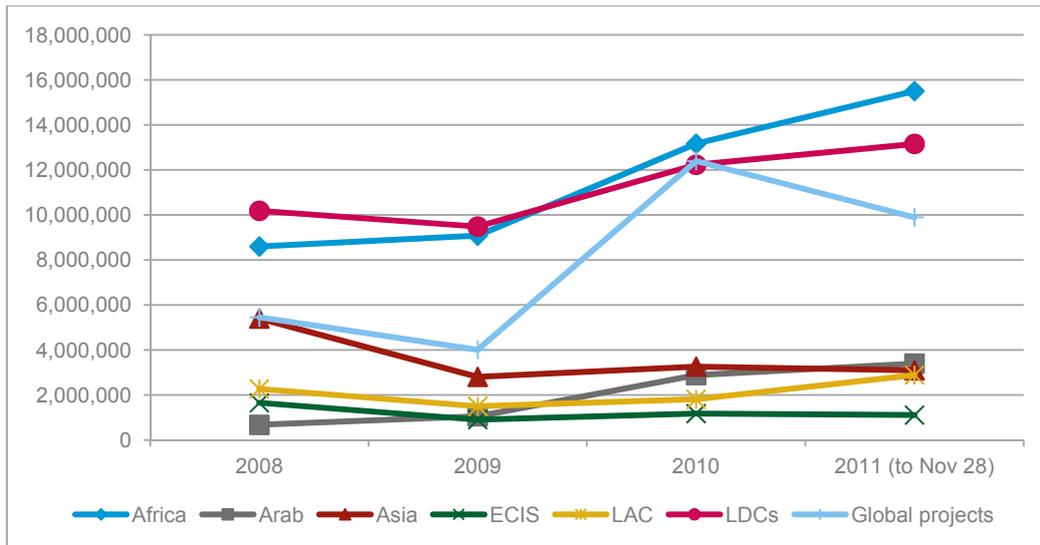


Figure 2: Delivery by region 2008–2011

4. **Deliver global public goods for globally accessed solutions.** In addition to mature services (Standards MAPs, Non-Tariff Measures Databases), a wide range of ITC publications, events, market analysis tools and market news reports were launched in support of this objective.
5. **Target the Millennium Development Goals (MDGs).** ITC’s mandate falls under MDG 8: developing a global partnership for development, where access to technology and pharmaceuticals are specifically monitored. Examples of ITC’s specific contribution to MDG 8 include promotion of the use of mobile telephone e-readiness tools for business generation in remote areas, and facilitation of South-South cooperation in the pharmaceutical sector;
6. **Focus on outputs and impact.** Significant progress was made in the 2010–2011 period with regard to embedding results-based management (RBM) in ITC. Major achievements were the launch of the Project Quality Assurance Group, the integration of harmonized project design templates and approval processes, and ongoing training for project managers.

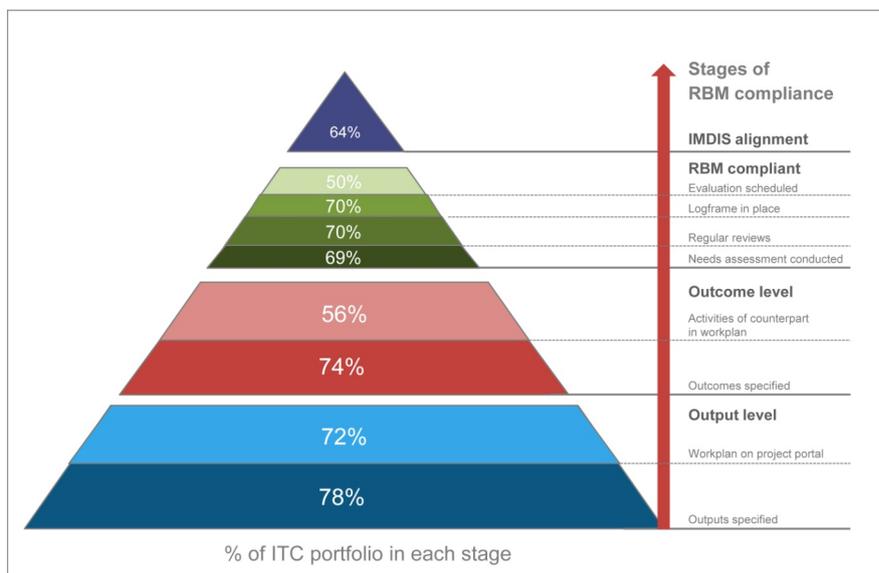


Figure 3: ITC’s RBM compliance in 2011 (by project value)

Mainstreaming large programmes management

ITC has taken steps to develop larger programmes and projects so as to minimize transaction costs, and has partnered with national, regional and international players to avoid fragmentation in its interventions. Large programmes now account for more than 50% of ITC's delivery. In the last biennium (2010–2011), a special unit was created in the Office of the Executive Director to develop methodologies for managing large programmes and projects. This unit successfully contributed to ITC's transition towards large programmes and projects, and has capitalized on a valuable set of lessons learned and best practices developed.

Having fulfilled its mandate, the unit was subsequently dissolved and reintegrated into the operational divisions in order to disseminate and mainstream good project management practices. Related evaluations of three large ITC programmes were also conducted in 2011. They confirmed overall positive results of ITC's larger projects approach, while providing useful lessons to further improve quality in large project management.

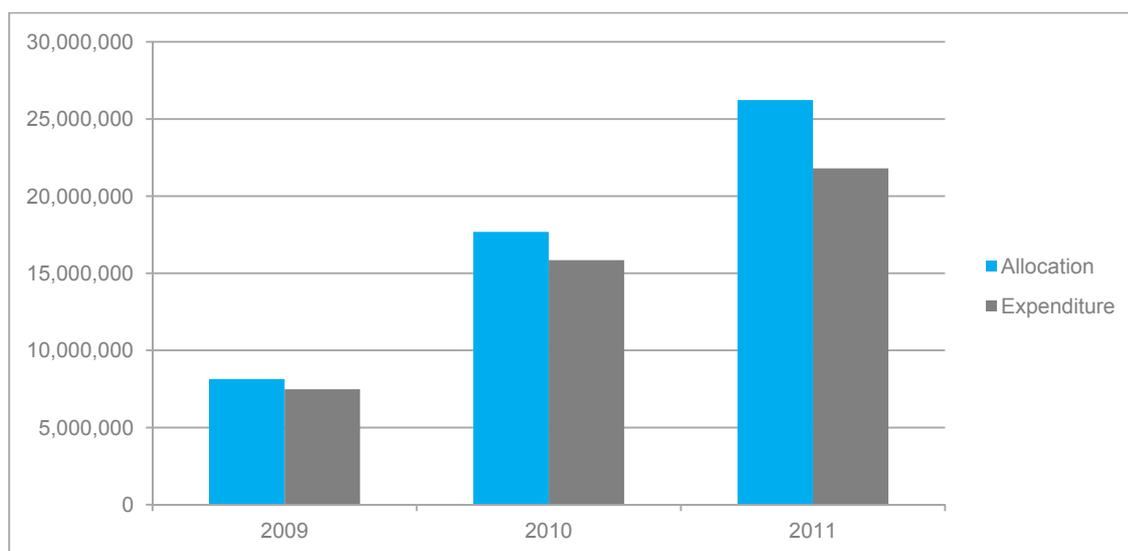


Figure 4: Large programme growth 2009–2011

Sustainable and inclusive development

In the 2010–2013 Strategic Plan, ITC places special emphasis on the need for its interventions to lead to export growth that is sustainable and inclusive. This goal has been a major factor in the selection and formulation of ITC projects that, for instance, target sectors providing employment to the poor.

ITC has promoted innovation to adapt its trade-related technical assistance (TRTA) to take into account cross-cutting development issues such as gender mainstreaming, sustainable development and poverty reduction.

- ITC's Women and Trade Programme empowers women in business and trade, and assists TSIs to reach out to women entrepreneurs (see MDG 3). Through the programme, ITC has developed specific expertise on helping women entrepreneurs achieve improved export success and be included in decision making;
- The Trade and Environment Programme promotes environmental sustainability through 'green' adaptations of trade practices (see MDG 7). Under this programme, ITC's approach directs TRTA towards production systems that explicitly include a commitment to environmental sustainability; promotes innovative trade finance and mentoring mechanisms that specifically target 'green' entrepreneurs; and mainstreams mechanisms to further the 'greening' of LDC economies;

- ITC's approach to Corporate Social Responsibility (CSR) stresses the importance of creating fair-trade linkages between marginalized communities and global value chains. ITC's Poor Communities and Trade Programme embodies this approach by supporting capacity-building projects that link poor communities to international markets (see MDG 1). Moving away from a charity-based CSR model, ITC promotes market-driven private-sector partnerships that help to strengthen the capacities of disadvantaged communities while creating jobs and generating profits that are reinvested in those communities.
- ITC has also begun working with women informal cross-border traders (ICBTs) in East Africa and South Sudan in an effort to transition ICBTs into the formal economy. ITC will continue to build on lessons learnt from these initiatives in order to refine its technical assistance model for ICBTs and relevant TSIs.

GREEN PRODUCTION AND TRADE IN VIET NAM

The 2010 – 2012 Green Production and Trade Programme in Viet Nam is an example of a large programme being delivered by ITC in partnership with other agencies.

Based on a Government-approved 2007 Craft Sector Strategy in Viet Nam and available funding from the MDG Achievement Fund, ITC pursued a joint UN intervention aimed at integrating core competencies of relevant agencies in order to address the numerous identified challenges in Viet Nam's craft sector. Following a series of inter-agency and in-country provincial consultations, a US\$ 4 million dollar joint programme on Green Production and Trade was launched in 2010.

In partnership with the Vietnam Trade Promotion Agency and the national handicraft exporters association, the programme will enable 50 SMEs and more than 4,000 poor farmers of raw materials and household craft producers to develop better integrated, more productive and environmentally-sustainable "green" value chains. The ultimate goal of the programme is for poor growers, collectors and producers to improve their products' competitiveness and thereby obtain viable access to profitable 'green' markets.

At the end of 2011, more than half of the target beneficiaries have gained access to training on the use of cleaner production methods and environmentally-friendly designs; coaching from foreign designers on 'green' market requirements; and critical exposure to international trade fairs and respective buyers. Already, SMEs have begun to adjust their product offerings to reflect new sustainable product collections that are being displayed at international fairs attracting thousands of foreign buyers from the EU, the United States, Japan and elsewhere.

Efficiency and governance

ITC has achieved significant progress in monitoring and managing its internal and external efficiencies and governance. One area of progress has been an increase in delivery supported by regular budget (RB) posts (see figure 5).

Internally, senior management regularly receives reports on matters concerning: project implementation, financial management, human resources management, support services management, and large project management. There is also a Management Action Group, composed of middle management chiefs of sections and senior management directors of divisions, who meet throughout the year to discuss key strategic and operational issues.

Externally, while the Joint Advisory Group (JAG) remains the central governing and reporting body of ITC, the organization has extended and intensified its consultation processes with other major stakeholders involved in guiding its activities. In particular, the Consultative Committee of the ITC Trust Fund (CCITF), comprising ITC donors and beneficiary countries, plays a key role in providing guidance to the organization.

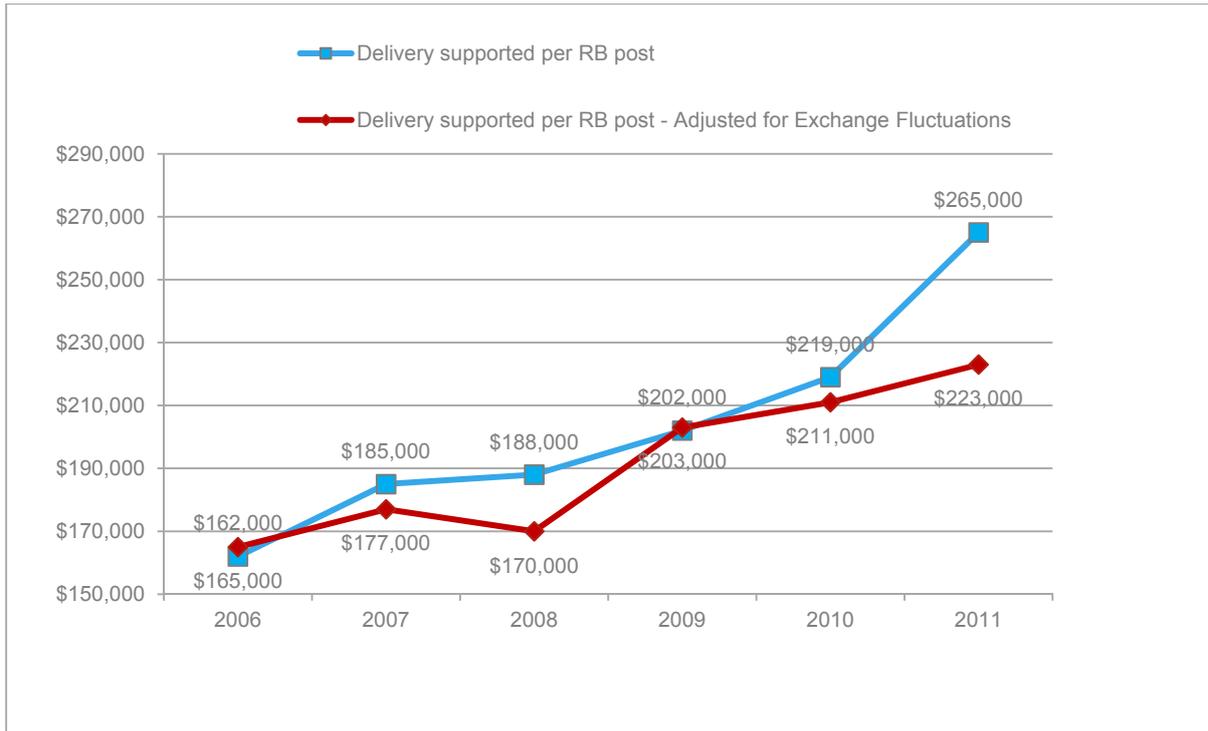


Figure 5: Leveraging RB productivity

PART II – ITC STRATEGIC ENVIRONMENT (2012 AND BEYOND)

Global trade trends

Certain global trade trends affect the ability of SMEs from developing and transition-economy countries to achieve export success. Such trends include the instability of global markets; increasing marginalization of LDCs; globalization of value chains and the consequent fragmentation of production processes; and South-South dynamism in the global economy.

Instability of the global economy continues to be a prevailing characteristic of the global environment. World trade rebounded strongly in 2010, with global imports reaching US\$ 15 trillion – just shy of the US\$ 16 trillion record set in 2008. In spite of continuous growth in world imports in 2011, major economies were burdened by persistent high unemployment, unsustainable levels of sovereign debt and fiscal unbalances and the associated risk of another global economic recession. The export performance of developing and transition-economy countries remains uneven, with large, rapidly industrializing countries outperforming world trade growth, while LDCs and other vulnerable economies struggle to compete internationally with their undiversified export portfolios.

Uncertainty about world economic prospects affects developed and developing nations alike. However, the uncertainty poses unique challenges for exporting and export-ready SMEs in developing and transition-economy countries, since economic downturn in industrialized countries, especially if prolonged, negatively influences demand for exports and levels of development cooperation aid. Decrease in export demand is particularly detrimental to SMEs who may, more often than not, be new entrants to markets.

The situation of developing and transition-economy countries is further exacerbated by the ongoing marginalization of LDCs. As highlighted during the Fourth United Nations Conference on the Least Developed Countries in 2011, while there is upward progress against several economic and human well-being indicators in developed and dynamic developing countries, LDC trends are close to flat-lining.⁵ In spite of modest per capita growth and human and institutional successes over the last decade, LDCs still experience an overall lack of sustained progress due to, inter alia, their high dependence on primary commodities, and particularly agriculture. In addition to their dependence on stagnant export sectors, most LDCs are also significantly indebted and suffer from low investments in the hard infrastructure and institutional frameworks required to drive change in these countries.

Globalization of value chains and the consequent fragmentation of production processes, otherwise known as international production sharing, creates another significant challenge to SMEs in developing and transition-economy countries. The private sector is moving ahead with innovative ways to globalize while changing trade patterns. The majority of the most vulnerable countries, however, are trying to understand the implications of these changes, which are rapid and profound.

Trade transparency and understanding of what is happening in global markets are key elements in building private-sector confidence. Access to data is therefore critical, and to this end ITC works with partners such as WTO, UNCTAD and the World Bank to make trade and market data information available – free to developing and least developed countries – so that users can better understand supply and demand trends, and seek out new markets and opportunities in which to diversify. Beyond access to trade intelligence, opportunities arising from international production sharing may be missed by SMEs in non-industrialized countries due to lack of critical supply mass and capacities of fulfilling increasingly specialized and private terms of standards and quality.

In contrast to some of the trends discussed above, there are other global trends which may be characterized as being favourable to developing and transition-economy countries. These include the economic rise of some developing countries and the consequent increase in South-South trade dynamism, and the continuing importance of regional integration, which can be leveraged to increase

⁵ United Nations Press Release, Dev/2863 (29 March 2011).

SME export success among developing and transition-economy countries. These trends signify new and, in some cases, higher value market opportunities for SMEs.

Opportunities and strategies linked to global trade trends, which are endorsed and later referred to in Part III of the Strategic Plan, are as follows:

- Leveraging South-South partnerships with emerging economies such as China, India, Brazil and South Africa (BRICS) has vast potential to enable export success of SMEs in developing and transition-economy countries and limit the negative effects of the economic uncertainty among industrialized countries;
- Increasing focus on interregional trade and regional integration are important avenues for addressing challenges that particularly affect developing and transition-economy countries, such as lack of value addition among commodity producers, logistics bottlenecks and limited technological and value chain complementarities among countries;
- Overcoming the challenges resulting from fragmented production processes must involve the use of state-of-the-art trade intelligence services;
- Uncertainty in the economic outlook and financial capacities of traditional ITC donors may trigger a review of the organization's overall fundraising strategy.

Trade policy landscape

The Doha Round of trade negotiations at the WTO has been ongoing since November 2001 and has yet to be concluded. The fate of the Doha Round notwithstanding, WTO remains the principal forum where developing and transition-economy countries have the bargaining power to negotiate and enforce commitments and rules governing international trade for the ultimate benefit for their respective private sectors. Not surprisingly, the extent of WTO accession bids and negotiations from developing and transition-economy countries remain encouragingly dynamic. WTO's Eighth Ministerial Conference in 2011 provided an opportunity to congratulate Russia and Montenegro for taking the last and decisive step towards accession to a rules-based trading system – the preferred way of participating in the global market economy. It was also a way to celebrate the simultaneous accessions of Samoa and Vanuatu, two LDCs that ITC supported by facilitating consensus building and private-public dialogue on WTO accession issues.

Beyond the multilateral sphere of the WTO negotiations, developing and transition-economy countries face increasing challenges in the form of regulatory regimes that may negatively affect private-sector investment in export activity "behind the border". For example, the decrease in tariff barriers is being matched by an increasing number of non-tariff requirements (e.g. sanitary and phytosanitary measures and technical barriers to trade), with which SMEs must comply in order to achieve export success. The compliance structure is further complicated by the web of requirements that are either official regulations or private voluntary standards. The lack of a comprehensive monitoring mechanism for these requirements and conditions has led to a high degree of non-transparency, creating sometimes insurmountable barriers to trade for SMEs.

The private sector, including businesses and NGOs, is developing a complex set of private voluntary standards and labels in order to respond to consumer preferences for global distribution channels that support sustainable development. Against this background, ITC has developed a unique e-platform that disseminates information on voluntary standards, makes possible comparisons, and enables informed decision making about compliance with private standards and labels. ITC is also intending to further develop its capacity-building effort on compliance with voluntary standards applied to some niches of products (organic, biodiversity). ITC has also been recognized for pioneering the exploration of the fast-developing ethical fashion demand, through which we deliver skill-building and employment opportunities to people living in some of the worst slums of Africa.

With a rapid increase in preferential trade agreements (PTAs) – approximately 300 coming into force in 2010 – exporters face a very complex regulatory environment. This complexity disproportionately hurts SMEs in developing and transition-economy countries because they lack the logistical and human resources to readily react to threats and opportunities emerging from the PTAs. In light of the 2011 statistic that "only 16% of global merchandise trade receives preferential treatment, if trade within the

European Union is excluded”,⁶ there must be a concerted effort, especially for the sake of SMEs in developing and transition-economy countries, to forge greater coherence between the WTO negotiations and preferential trade agreements.

Opportunities and strategies linked to the trade policy landscape, which are endorsed and later referred to in Part III of the Strategic Plan, are as follows:

- Supporting WTO accession and subsequent WTO compliance by developing and transition-economy countries, and particularly LDCs, remains an important tool for advocacy and an awareness-building tool for achieving SME export success;
- Enhancing regional integration initiatives through trade support institutions and policies of developing and transition-economy countries is a critical area of focus;
- New private-sector initiatives (e.g. voluntary standards, ethical trade, and environmental preference of consumers) are critical areas of focus for trade information, identification of market opportunities and compliance capacity building.

Global development agenda

While export promotion and development is not explicitly referred to in the United Nations Millennium Declaration, the WTO Doha Development Round has provided significant contributions to the trade and development agenda. Over the past 10 years, the international economic consensus has conclusively evolved from the simplistic assumption that global trade liberalization would be enough to bridge the gap between developing and developed economies. It is now widely acknowledged that without market supply-side capacities the opportunities of market access cannot be grasped by the most vulnerable countries.

Since the Hong Kong WTO Ministerial, the increasing focus on development and trade, together, has resulted in a growing support for the A4T agenda. For example, in 2011, the World Bank Group adopted a 10-year strategy on Aid for Trade⁷. Similarly, the recent 2011 Busan political statement clearly showed that A4T is recognized as a legitimate entry in the international aid policy agenda. Also, as observed during the Third Global Aid for Trade Conference held at the WTO in July 2011, resources dedicated to the A4T agenda have significantly increased. Based on OECD monitoring, A4T today accounts roughly for one third of global aid commitments, including the WTO EIF initiative for LDCs.

The Millennium Declaration, adopted by the United Nations General Assembly in 2000, remains the universal mandate for development. In view of the 2015 target deadline, the world development agenda is poised to re-examine development goals and expand their coverage with respect to more inclusive post-MDG development principles. Some post-MDG principles that have won consensus in development cooperation policies and aid effectiveness platforms⁸ include:

- **Ownership of development priorities by developing countries.** This can only be achieved through country and regional-specific approaches that involve customized needs assessment and joint programming, implementation and results measurement with country or regional stakeholders;
- **Focusing on results, impact and mutual accountability.** Donor and beneficiary countries are increasingly demanding a clear demonstration of results-monitoring and measurement in order to increase transparency and the likelihood of success of development interventions;
- **Supporting private-sector development as an engine of inclusive and sustainable growth.** It is widely recognized that the private sector plays a central role in creating wealth, income and jobs thereby contributing to poverty reduction; and

⁶ World Trade Report 2011, ‘The WTO and preferential trade agreements: from co-existence to coherence’, page 44.

⁷ Leveraging Trade for Development and Inclusive Growth. World Bank Group 2011.

⁸ See the 2005 Paris Declaration on Aid Effectiveness and the Accra Agenda for Action as well as the 2011 Busan Political Statement on the Fourth High Level Forum on Aid Effectiveness.

- **Building more inclusive development partnerships** (e.g. “emerging donors” from the South, civil society, private sector). Developing countries experiencing relatively strong economic growth have already begun to assume ‘donor’ and ‘mentoring’ functions in support of international development cooperation.

Two other very prominent development issues, which are of particular importance to developing and transition-economy countries, are the economic empowerment of women and environmental sustainability. Women play a critical role in trade and development. Although gender inequality exists in varying degrees across the world, women entrepreneurs in developing and transition-economy countries, in light of additional prevailing circumstances that are peculiar to these countries, suffer disproportionately from unequal access to global trade intelligence and trade opportunities. For example, unlike their female counterparts in developed countries, women entrepreneurs in poorer countries are challenged with severely reduced economic standing (reduced rights to own property, limited access to finance); social wellbeing (poor access to health services and education); and living conditions (lack of opportunities to secure employment or to be self-employed).⁹ Leading up to 2015 and beyond, gender equality and the economic empowerment of women, and explicit calls to engender development initiatives (e.g. EIF, United Nations agency corporate requirements, and donor development policies), will continue to increase and gain support.

With respect to environmental sustainability, the United Nations places sustainable development as a top priority on the United Nations and international community agenda. Leading up to the 2012 United Nations Conference on Sustainable Development (*Rio+20*), there is an increasing consensus regarding the need to reaffirm sustainable development commitments such as those articulated in the Millennium Declaration and Agenda 21. Such commitments, which are becoming increasingly relevant, include the pursuit of economic growth and sustainable development that is job-intensive, sustained, inclusive and equitable; full and productive employment for all, including women and young people; and SME skills enhancement and entrepreneurial skills development.

Opportunities and strategies linked to the global development agenda, which are endorsed and later referred to in Parts III of the Strategic Plan, are as follows:

- TRTA must prioritize the broadening of developing and transition-economy countries’ export base and diversification to new markets;
- Demonstrating results in terms of enhanced capacities and socio-economic impact is an important means of increasing transparency and mutual accountability among all stakeholders. In order to monitor, measure and ultimately ensure impact for clients, results-based strategies of aid and TRTA providers must set clear objectives and targets and use robust monitoring and evaluation frameworks;
- TRTA must be more closely adapted to the needs of the client country. South-South country dynamics demand a customized and integrated set of interventions for developing countries involving more sophisticated state-of-the-art trade solutions, as contrasted with a more traditional set of trade solutions required by transition economy countries;
- Future development initiatives must continue to prioritize the economic empowerment of women and environmental sustainability, as well as inclusiveness in trade promotion policies.

⁹ ‘Gender and Economic Empowerment in Africa’, 8th Meeting of the Africa Partnership Forum.

PART III – ITC’S STRATEGIC PRIORITIES

ITC’s overarching objective remains to maximize support to developing countries and economies in transition for sustainable and inclusive trade promotion and export development within the global economy. To that end, ITC’s strategic challenges are to:

- Improve the availability and use of trade intelligence;
- Enhance trade support institutions and policies;
- Increase enterprise competitiveness; and
- Mainstream inclusiveness and sustainability into trade promotion and export development policies and initiatives.

Improving availability and use of trade intelligence

In order to increase the participation of developing countries and economies in transition in the world economy and to assist them in benefiting from export opportunities, one of ITC’s key objectives is to improve the availability and use of gender-disaggregated trade intelligence. Trade intelligence includes information, analysis, publications and thought leadership on specific trade-related challenges, needs, trends and opportunities applicable to trade promotion and export development in developing countries.

Trade intelligence as a global public good

Maintaining and disseminating state-of-the-art trade intelligence on market opportunities and market access conditions (tariff and non-tariff) on and for all developing countries is at the heart of ITC’s historical mandate. Trade intelligence is the prime tool to address trade capacity constraints faced by developing countries and economies in transition. ITC will continue to identify promising and accessible opportunities for these countries by positioning its trade intelligence activities and services to explore sectors, trade-related challenges and thematic issues that are closely linked to sustainable and inclusive export growth. Examples of focus areas include trade in services (for example, creative industries and tourism), LDC terms of trade, non-tariff barriers, private voluntary standards and corporate social responsibility.

Although ITC’s trade intelligence is primarily targeted at providing developing countries and economies in transition with information on relevant trade data and analysis, developed countries and companies can also benefit from ITC’s trade intelligence offered as public good. For example, through thought leadership; advocacy at international forums; research and publications; dissemination of trade information through the internet and social media tools; and organization of major trade-related events such as the World Export Development Forum (WEDF), the World Conference of Trade Promotion Organizations (WTPO), and ad hoc meetings, ITC seeks to increase trade transparency and awareness among developing and developed countries alike. As a result, countries and enterprises will be better equipped to analyse trade-related needs and develop appropriate policies and initiatives that will benefit enterprises in developing countries and economies in transition.

A better understanding of women and trade

Economic research is increasingly demonstrating the negative impact of gender inequality in international trade: the economic losses resulting from gender inequalities must be contrasted with the productivity gains associated with women’s empowerment in export industries. ITC’s corporate objective is to improve the availability and use of trade intelligence to ensure that it is accessible to all, men and women alike. This commitment extends to providing trade intelligence that is gender-disaggregated. As part of ITC’s innovative Women and Trade Programme, ITC is expressly committed to systematically mainstreaming a gender-responsive approach in all areas of its work, and particularly in its provision of trade intelligence – which ITC considers to be a fundamental tool for addressing trade capacity constraints.

Key milestones that ITC will achieve during 2012–2015 with regard to improving availability and use of trade intelligence are to:

- Increase the reach and impact of ITC advocacy and publication activities through regular public debates and easy-access publications;
- Contribute to the Transparency in International Trade (TNT) partnership with UNCTAD, the African Development Bank and the World Bank in order to maintain global leadership and state-of-the-art delivery of trade intelligence tools;
- Deepen methodologies for gender-based analysis of the use of and the impact of awareness-related activities.

Enhance trade support institutions and policies

The political attention on exports in developing countries and economies in transition tends to focus on a handful of major commodities and/or industries, often operated by big national companies. Unbalanced focus may jeopardize potential resources and the infrastructure needed to support non-traditional export sectors, and the web of SMEs that operate in them. This is often combined with a lack of capacity among TSIs and weak organization of export constituencies themselves. In response to these challenges, and in line with its historical mandate, ITC's second corporate objective is to further help developing countries to strengthen their trade promotion and export development institutions and policies.

Strengthening public-private dialogue

ITC will continue to improve its inclusive and participatory methodologies for facilitating public-private dialogue through its work on trade policy issues, including WTO accessions of LDCs, national trade policy and regulatory reform, and national export strategies. Country ownership and human capital capacity-building will remain underlying principles in these initiatives. ITC will especially assist TSIs to be an integral part of the legitimate and democratic process of policymaking in their countries.

ITC will continue to be at the forefront of advocacy for mainstreaming trade in national and regional planning frameworks, particularly through its work in national, regional and sector export development strategies. It will do so by continuing to engage with the business sector and disadvantaged groups and communities in strategy design processes. Indeed, the involvement of SMEs, women and poor communities goes well beyond advocacy to encompass the joint identification of priorities and the design and implementation of technical assistance responses. ITC will also continue to innovate in the area of export strategy design and management by elaborating pragmatic approaches to export development and competitiveness.

ITC will continue to strengthen public-private dialogue by playing a facilitating role for the accession of LDCs to the WTO and fostering the development of better organized and more representative constituencies favouring the policies and strategies needed for a sustainable and inclusive SME exporting environment. For example, ITC will help TSIs to influence government trade policies for export success by building their technical and organizational capacity for effective business advocacy.

Building capacity of TSIs

TSIs represent a natural priority target of ITC interventions, particularly government administrations, trade promotion organisations¹⁰ (TPOs) and generic TSIs (e.g. chambers of commerce and sector associations). ITC's yearly average number of TSIs whose capacities were enhanced during 2010–2011 was 36 out of the possible 964 operating in the developing world.¹¹ Because ITC does not have a physical presence in most of its beneficiary countries, it relies on this sizeable network of TSIs to instil the concept of export impact for good at the country and regional levels. TSIs will therefore be empowered to independently disseminate ITC tools and initiatives and become the vehicle through which most of ITC's impact is achieved.

10 Central institution for a country's export promotion efforts.

11 ITC Market Analysis and Research, November 2011.

In order to deliver better trade promotion and export development solutions, ITC will enhance its in-depth understanding of TSIs, both through developing its TPO benchmarking capacities and its understanding of TSI strengthening needs. Based on such knowledge, ITC will also integrate its portfolio of services for TSI strengthening, by moving toward the elaboration of customized “protocols” of intervention (or trade solutions) for TSI capacity building. The concept of protocols aligns with the 2011 Busan principle of democratic ownership and is critical for the delivery of standardized state-of-the-art services, fine-tuned according to the peculiarities of each country’s demands and needs.

Innovative trade promotion and export development solutions

In recent years, ITC has focused its innovation on three dimensions:

- Leveraging technology in TRTA delivery (access to market information, networking platform, finance solutions);
- Introducing cross-cutting objectives related to sustainable development (environment, gender, poverty reduction) into the design of export development solutions; and
- Promoting TSI participation in networks supported by ITC.

These efforts will be further pursued within the framework of this Strategic Plan, with a special emphasis on prioritizing gender-responsive trade intelligence and TSI service offers.

Another aspect of ITC’s future innovation relates to South-South institutional cooperation. The export development solutions demanded by the more advanced developing economies tend to be more complex and sophisticated. In order to remain a relevant partner for this group of countries, ITC will actively invest in improving its services based on benchmarking and sharing of best practices. In doing so, the organization will also move towards greater cost sharing with these partner countries to ensure that ITC resources remain focused on the poorest beneficiaries.

Key milestones that ITC will achieve during 2012–2015 with regard to enhancing institutions and policies are to:

2012–2013

- Develop a coherent ITC country needs assessment methodology;
- Strengthen public-private collaboration and networks of institutions, in formulation, implementation and monitoring of national trade policies, regulation and national export strategies;
- Improve statistical knowledge of the TSI population and networks in developing countries;
- Develop a reference platform of good practices as a global public good for TPOs (benchmarking);
- Continuously invest in the innovation of services to TSIs geared toward their specific needs;
- Promote evidence-based gender-focused services in ITC’s offering to TSIs.

2014–2015

- Capitalize on lessons learned from the benchmarking platform to improve ITC’s needs assessment methodologies and offer of services to TSIs;
- Leverage opportunities through new South-South partnerships to promote transfer of specific trade promotion solutions from emerging developing countries to most vulnerable countries;
- Capitalize on lessons learned in promoting public-private collaboration in national policies and strategies, including the promotion of a regional integration agenda.

Maximizing ITC impact on enterprise competitiveness and export performance

As a relatively small international organization, ITC cannot by itself satisfy the global demand for TRTA. Thus, ITC needs to optimize its delivery capacity and achieve an appropriate degree of segmentation of its interventions. While it appears possible to adopt a direct volume approach in the most vulnerable

countries (LDCs, LLDCs, SIDS) based on direct interventions with SMEs, in more advanced developing and transition-economy countries, ITC must rely more heavily on an indirect approach based on a multiplier delivery mode through TSIs. In both approaches, ITC also needs to adopt a sector selectivity approach that will target specific key sectors and significantly increase ITC's focus and results for enterprise competitiveness and enhanced export performance.

As is the case for ITC's offer of services to TSIs, the organization will also focus on better integrated TRTA protocols for direct support to enterprise competitiveness. Such protocols will address the needs of SMEs and will be based on a bespoke selection of ITC's interventions in fields of competences, including trade intelligence, quality management, standards compliance, improvement in logistics, trade law assistance, and access to trade finance.

Direct technical assistance to SMEs in LDCs

Statistical research reveals a relatively modest base of exporters in LDCs, LLDCs, SIDS and SSA. In light of this, ITC's corporate objective to increase the competitiveness of export-ready and exporting enterprises to respond to global market requirements is achievable in volume terms, particularly in the case of LDCs.

PROFILING EXPORTING SMES IN LDCS, LLDCS, SIDS AND SSA

Excluding the BRICS countries, Hong Kong (China) and Singapore, the average number of exporting SMEs is estimated to be about 10 times lower in LDCs (approximately 250) compared to other developing countries (approximately 2,400).

Further analysis reveals that:

- Among the group of LDCs: LLDCs (excluding Nepal) and SIDS represent 183 and 83 exporting SMEs respectively out of the overall 250 approximation.
- Among the 'other developing countries', the average number of exporting SMEs is only about 402 for LLDCs and 363 for SIDS, which is in strong contrast to the overall 2,400 approximation.

When clustered geographically, regions dominated by LDCs (e.g. sub-Saharan Africa), LLDCs (e.g. Central Asia) or SIDS (e.g. Oceania and Caribbean) typically comprise a small number of exporting SMEs per country, not exceeding 320 – Caribbean: 311 per country; sub-Saharan Africa: 270 per country; Central Asia: 267 per country; and Oceania: 120 per country).

In stark contrast are the large numbers of exporting SMEs operating in middle-income (and relatively large) economies such as the Middle East, Northern Africa, Latin America, South-East Asia and Eastern Europe. The number of SMEs involved in international trade from these countries range from an average of about 2,000 in Northern Africa to about 4,900 in Latin America (including Brazil; 2,800 excluding Brazil) and 5,600 in South-East Asia.

Source: ITC Market Analysis and Research data and World Bank Enterprise Surveys, November 2011.

Based on data collected during 2010–2011, ITC has an annual capacity to train 1,250 enterprises in basic business and export management issues, and coach 750 enterprises to generate exports. ITC research found that there are on average 250 exporting SMEs in a LDC, and it has been active in approximately 40 LDCs. These figures show that ITC could realistically achieve direct impact and full coverage of the exporting SME population in LDCs. For instance, ITC and any one of its LDC clients could realistically set quantitative targets and achieve results such as an horizontal increase of 10% (25 enterprises) in the population of export-ready SMEs and/or to strengthen the capacities of 10% (25 enterprises) of the already exporting SME population over a reasonable period of time. Such quantitative targets will be even more significant by moving from a horizontal to a sector-based approach, which may cover an essential part of countries' exports.

Leveraging TSI multiplier effect in other developing countries

In relatively advanced developing countries, the larger number of exporting enterprises (2,400) places direct assistance to exporting SMEs beyond the reach of ITC's current direct delivery capacity. Accordingly, in addition to gradually increasing ITC's field presence for direct TRTA delivery, ITC will

leverage its interventions through stronger partnerships with local TSIs and trade development agencies.

TSIs represent the natural source of replication and indirect delivery of ITC services (“one-to-one-to-many”). In years to come, in order to be able to build a statistical model to measure their expected impact on the SME population, ITC will seek to build its own capacity and that of partner TSIs to systematically capture multiplier effects of indirect ITC interventions. Partnerships with regional banks and bilateral development agencies will also offer an avenue for replicating and mainstreaming ITC methodologies and services in larger-scale private sector development programmes.

Prioritizing women-owned enterprises

Reducing transaction costs for women-owned enterprises to access information, finance and markets is identified as a key strategy for re-balancing gender participation in economic development and for fostering productivity. As a result of ongoing dialogue with beneficiary and donor countries on TRTA programme design, ITC intends to systematically propose TRTA approaches that benefit women-owned enterprises and sectors with high employment and other economic benefits for women.

Improving the sector portfolio

In response to the global challenge to expand the export base of developing countries, particularly LDCs, ITC will diversify its sector coverage to be able to offer technical assistance to a wider range of enterprises. Currently, the sector portfolio is significantly concentrated on traditional agricultural commodities (e.g. coffee, mangoes, and cotton) and handicrafts (e.g. leather products). In future, ITC will explore other export sectors with high potential and interest to developing countries to identify the “value zones” for their exports earnings. Such sectors may potentially include trade in services, intellectual property-based export value (creative industries, branding of goods and services). ITC thus intends to contribute substantially to achieving the objective of doubling the share of LDCs’ exports by 2020 by also broadening their export base.

Key milestones that ITC will achieve during 2012–2015 with regard to strengthening exporter capacity are to:

2012–2013

- Refine statistical knowledge of the exporting SME population in developing countries and estimates of ITC’s potential direct delivery capacities to SMEs in LDCs;
- Deepen knowledge of women-owned enterprises and women labour intensive sectors in LDCs;
- Elaborate coherent service “protocols” for enterprise competitiveness;
- Elaborate coherent service “protocols” for strengthening TSIs;
- Develop a statistical proxy measurement of ITC “multiplier effect” (one-to-one-to-many).

2014–2015

- Pursue new sector niches and fields of competence for TRTA activities, especially in trade in services and creative industries;
- Develop partnerships with other multilateral and bilateral agencies to leverage ITC impact in private-sector strengthening programmes;
- Increase and mainstream the use of IT-enabled solutions (e.g. e-learning and distance learning) in TRTA activities, for instance to reduce transaction cost for women-owned enterprises in market access;
- Measure baselines of TSI multiplier effect based on ITC observed activities.

Mainstreaming inclusiveness and sustainability into trade promotion and export development policies

While trade is widely recognized as an important contributor to countries' growth strategies, it has also been recognized that export growth is not an end in itself and that export growth does not automatically translate into wider human development results. Accordingly, ITC has been actively integrating gender-responsive, poverty-reducing and sustainable development objectives into its TRTA activities. ITC is committed to progress even further with these initiatives by incrementally:

- Replicating experimental programmes that link poor communities with global marketplaces;
- Exploring opportunities in sectors with high yields in environmental sustainability, inclusiveness and employment; and
- Participating in new private- and public-sector multi-agency partnerships.

In the field of TRTA, however, some tensions may appear between the purely economic objective of maximizing export growth and the desired social impact of maximizing poverty reduction. Inclusion of most vulnerable and poor population segments into the informal sector may require more resource-intensive TRTA input for each dollar generated in new export earnings, than support to export-ready enterprises from the formal sector. For instance, support to such sectors as handicrafts or specific agricultural product niches may bring important immediate social rewards, while returning lower export earnings than if the same TRTA resources had been concentrated on other sectors. Inclusion of the most vulnerable and poor populations from the informal sector may thus require more TRTA input per dollar exported, than support to enterprises already close to export-readiness in the formal sector.

Bearing these differences of scope in mind ITC will continue to design, develop and propose new solutions to increase inclusiveness in international trade. That is, export development solutions that allow a maximum number of people to contribute to and benefit from the export income generation, with a view to optimally mixing desired economic and social accomplishments.

Key milestones that ITC will achieve during 2012–2015 with regard to mainstreaming inclusiveness and sustainability are to:

2012–2013

- Elaborate statistical indicators to estimate and optimize impact through inclusiveness;
- Improve sector knowledge of labour and gender issues in export promotion strategies;
- Identify new innovative programmes and niches to promote inclusiveness in trade promotion policies.

2014–2015

- Refine statistical indicators to capture the social (labour, gender) impact of ITCs programmes and measure the organization baselines;
- Promote new innovative research and programmes to promote inclusiveness in trade promotion policies by, for instance, expanding “ethical trade” and CSR initiatives in new sectors and identifying new value zones, sectors and services contributing to development.

Enhancing ITC corporate efficiency

Achieving RBM at corporate level

While embedding RBM in its project portfolio in 2010–2011, ITC launched the following corporate level RBM initiatives:

- Integrated project reporting architecture based on harmonized corporate, section and project level outputs and outcomes;

- Cost analysis and related IT reporting system linking expenditure costs analysis to project results measurement;
- Customer relationship management system (CRM);
- 2014–2015 Corporate Logframe (see Part IV);
- Web-based interface for donors and beneficiaries providing updated information on project status, progress and results;
- New corporate intranet to increase internal information sharing and efficiencies;
- Project quality assurance from project design to implementation, including governance and risk management issues.

Prioritizing quality in portfolio development and project management

Over the next two years (2012–2013), ITC intends to prioritize value (quality) improvements over volume expansion of its portfolio delivery. ITC needs to complete its recent move towards large project management through improving the quality of its project design and management as follows:

- Project quality assurance will be strengthened through regularly updated project templates and project peer review, aligned with corporate logframe objectives;
- A full time post will be created and funded within the Project Quality Assurance Group (PQAG) secretariat;
- PQAG jurisprudence will be collected and best practices disseminated;
- ITC will continue project design training (80 staff members were trained in 2011) and will develop a second line of staff training focusing on best practices in project implementation and project (self) evaluation;
- PQAG will mainstream best practices learned from previously reviewed projects that are now under implementation, to obtain lessons that can feed back into project design process;
- ITC will adopt recommendations of the United Nations Office of Internal Oversight on project risk management and will increase its investment in mid-term and ex-post project evaluations;
- ITC will improve on a system to track progress on the implementation of agreed recommendations of evaluation reports.

Improving pipeline portfolio and multi-year financial management

ITC will develop three new initiatives to improve its pipeline portfolio management and its multi-year financial management, as follows:

- Improve operational planning / reporting procedures to progressively reduce undue project re-phasing and financial carry forward year-on-year that are not resulting from external constraints;
- Develop a pipeline management procedure to better monitor implementation of the Strategic Plan and guide the operational planning process;
- Develop a new fund-raising strategy by elaborating framework objectives with major traditional donors and targeting new potential donors and funding sources, particularly regional development banks, private sector and emerging developing economies with donor potential.

Continuing RB productivity efforts

ITC will continue in its effort to leverage increased volumes of extrabudgetary TRTA (XB) delivery out of resources received from parent organizations (WTO and UN) under its regular budget. In particular, ITC will increase its efforts to improve internal coordination and integration of services and activities to leverage project accomplishments, while reducing internal business process transaction costs. The following initiatives will contribute in particular to that aim:

- Customer relationship management;
- Development of a corporate roster of consultants;
- Streamlining processes for grants and memorandums of understanding;
- Embedding quality in project design, possibly through the establishment of a Project Appraisal Committee;

- Implementation of the new United Nations Enterprise Resource Planning System (Umoja);
- Implementation of International Public Sector Accounting Standards (IPSAS).

Leveraging human resource management

Over the last biennia, ITC has maintained an effort to attract world class talent. Yet over these recent years, ITC's performance has been impaired by its high vacancy rate, both on RB and XB posts. Initiatives have been launched to improve this situation both in terms of measuring the aggregated vacancy rate of the organization and with regard to the increased coaching and training of hiring managers.

To contribute to strengthening ITC's attractiveness to world talent, the introduction of a revised staff selection system from 1 January 2012 will streamline the recruitment and selection process. This, together with the requirement for increased managerial rigour on the part of hiring managers, is expected to reduce significantly both the vacancy rates and the length of time taken to fill a vacant post.

ITC will also further improve the career development opportunities for its staff through the introduction in 2012 of a succession planning programme. The programme will initially focus on the senior levels within the organization, highlighting those posts that will become vacant through retirement in the short to medium term and identifying staff members who may have the potential to fill those posts. These staff members will then be offered a suite of training, counselling and competency development with the aim of making them more competitive when the vacancy is advertised.

Finally, in early 2012, ITC managers will have access to an online consultants' roster in order to more efficiently identify potential consultants. The roster will be backstopped by a fully searchable database of details about a consultant's competencies and skills, nationality, years of experience, areas of expertise and salary expectations. Moreover, each consultant's profile will be linked to a performance assessment from any previous projects that they have undertaken with ITC.

Furthermore, ITC will explore ways of ensuring that locally-trained ITC-certified professionals are incorporated in the roster. This will further ensure that ITC Project Managers have access to a more comprehensive pool of national, regional and international experts.

Key milestones that ITC will achieve during 2012–2015 with regard to corporate efficiency are to:

2012–2013

- Complete the RBM corporate reporting architecture, the CRM, the web-based interface for donors and beneficiaries;
- Embed quality and best practices in project management;
- Maintain productivity growth trends through improved business processes;
- Develop a corporate consultants roster;
- Roll out portfolio pipeline management;
- Develop new resource mobilization strategy.

2014–2015

- Complete implementation of Umoja;
- Prepare financial statements under the IPSAS standards;
- Implement new fund-raising and portfolio management strategy.

PART IV – ITC’s 2014–2015 CORPORATE LOGFRAME: MOVING TOWARDS IMPACT MEASUREMENT

ITC’s current client-based logframe has considerably clarified the organization’s objectives and results for policymakers, TSIs and enterprises. The client-based approach, however, fails to capture cross-cutting ITC activities such as awareness building and global public goods, which both contribute to transparency in international trade and advocacy for pro-development trade policies and initiatives across all client groups.

In order to realize its strategic vision for the future, ITC is preparing itself for the launch of new corporate logframe that will gradually shift ITC’s results measurement towards an improved articulation of the organization’s “value chain” of services and demonstration of their impact on clients.

Accordingly, the 2014–2015 Corporate Logframe proposes a solutions-oriented approach which seeks to incorporate a wider range of ITC objectives and results. It will focus on the following short- to long-term corporate objectives:

1. Increased availability and use of trade intelligence;
2. Enhanced trade institutions and policies;
3. Strengthened enterprise capacity to respond to market opportunities;
4. Increased levels of sustainable and inclusive trade.

Underpinning these four objectives are the following key considerations:

- Corporate objectives will be met by short-term integration of the complete range or ‘value chain’ of ITC activities and services, i.e. ITC’s work: (a) to raise awareness and improve transparency in international trade; (b) to build institutional competence to backstop export promotion solutions; and (c) to strengthen the competitiveness of SMEs in the developing world.
- Corporate objectives will be ultimately proven with long-term measurement of (d) quantitative socio-economic indicators of trade-related inclusive and sustainable growth, i.e. gender, youth and environmental mainstreaming in trade policies and initiatives, and increase in exports, income and jobs.

This gradual move toward impact measurement of ITC’s TRTA will be dependent on several external factors uncontrolled by TRTA. These include well-known methodological difficulties of proving causality (i.e. progress achieved with social and gender-related goals are not the result of any one cause, which poses a challenge of attribution) as well as the challenge of aligning results and indicators to satisfy a wide range of varying preferences and priorities emerging from clients and other stakeholders.

However, using a three-phased approach, ITC is fully committed to implementing its corporate objectives as follows:

- In a **preparatory phase (2012–2013)**, ITC will continue to report its results according to the 2010–2013 Strategic Plan and Corporate Logframe. During this phase, however, ITC will build stronger knowledge of statistical targets, develop monitoring and evaluation systems and processes, and build partner capacities required to facilitate quality data collection and reporting to measure the four proposed corporate objectives. Thereafter, ITC will also begin to establish baselines for these objectives.
- In the **first phase of implementation (2014–2015)**, ITC will begin to measure results achieved under the four corporate objectives, however, the commitment to report these results will be limited to only the first three objectives. In light of the significant resource requirements, monitoring and evaluation capacities and issues of attribution associated with the fourth ‘sustainable and inclusive trade’ corporate objective, ITC will use this first phase to refine statistical measurement of baselines and results.
- In the **second phase of implementation (beyond 2015)**, ITC intends to commit and report on all four future corporate objectives.

2014–2015 Corporate Logframe

Objective of the organization: To enable export success of SMEs from developing transition-economy countries, by providing, with partners, sustainable and inclusive development solutions to policymakers, TSIs and the private sector				
CORPORATE OBJECTIVES	INDICATORS OF ACHIEVEMENT			Reporting Years
(a) IMPROVED AVAILABILITY AND USE OF TRADE INTELLIGENCE	1) Number of male and female users accessing ITC trade-related intelligence; 2) Number of male and female ITC clients expressing awareness of global trade issues as a result of ITC services; 3) Number of countries for which trade-related information is collected and disseminated by ITC.			2014–2015
(b) ENHANCED TRADE SUPPORT INSTITUTIONS AND POLICIES FOR THE BENEFIT OF EXPORTING ENTERPRISES	1) Number of institutions reporting improvements in their managerial performance and/or services to SMEs as a result of ITC assistance; 2) Number of institutions reporting improvements as a result of their membership in networks supported by ITC; 3) Number of institutions reporting improvements in their country's trade promotion and export development policies as a result of ITC assistance.			2014–2015
(c) STRENGTHENED EXPORT CAPACITY OF ENTERPRISES TO RESPOND TO MARKET OPPORTUNITIES	1) Number of men- and women-owned enterprises reporting improved competencies in export-related operations as a result of ITC assistance; 2) Number of men- and women-owned enterprises that have been exposed to new markets or market contacts and/or report having transacted business as a result of ITC assistance.			2014–2015
CORPORATE OBJECTIVE	INDICATORS OF ACHIEVEMENT <i>(to be refined based on statistical research and measurement of baselines)</i>			Reporting Years
(d) INCREASED LEVEL OF SUSTAINABLE AND INCLUSIVE TRADE	EXPORTS	JOB AND INCOME	ENVIRONMENTAL SUSTAINABILITY	2016–2017
	Number of men- and women-owned enterprises generating additional exports as a result of ITC assistance.	Number of jobs supported for men and women as a result of ITC assistance.	Number of institutions and enterprises reporting enhanced environmental sustainability in their export-related operations as a result of ITC assistance.	

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