

ITC

STRATEGIC PLAN

2010 - 2013

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Abbreviations

A4T	Aid for Trade
CEMAC	Central African Economic and Monetary Community
CPD	Consolidated Programme Document
CRM	Client relationship management
DTIS	Diagnostic Trade Integration Study
EC	European Commission
EIF	Enhanced Integrated Framework
EPR	Enterprise Resource Planning
EPRP	Export Poverty Reduction Programme
FDI	Foreign direct investment
IMDIS	Integrated Monitoring and Documentation Information System
IOC	Indian Ocean Commission
IPSAS	International Public Sector Accounting Standards
JAG	Joint Advisory Group
LDCs	Least developed countries
LLDCs	Landlocked developing countries
MDG	Millennium Development Goal
NGO	Non-governmental organization
NTM	Non-tariff measure
OECD	Organisation for Economic Co-operation and Development
OIF	Organization internationale de la francophonie
OIOS	Office of Internal Oversight Services
PACT	Programme for Building African Capacity for Trade
RB	Regular budget from UN and WTO
SIDS	Small island developing States
SMEs	Small and medium-sized enterprises
SSA	Sub-Saharan Africa
TCCE	Trade, Climate Change and Environment Programme
TRTA	Trade-related technical assistance
TSIs	Trade support institutions
UEMOA	West African Economic and Monetary Union
UN CEB	UN Chief Executives Board
UNCTAD	United Nations Conference on Trade and Development
WB	World Bank
W·E·D·F	World Export Development Forum
WTO	World Trade Organization
WTPO	World Trade Promotion Organization
XB budget	Extrabudgetary resources budget

Executive summary

1. The ITC Strategic Plan 2010-2013 has been developed at a time of great volatility in the global trading system. The global financial crisis, finite traditional energy resources, recurring shortages of food, the impact of climate change and calls for more sustainable development are all factors impacting on markets. It is within this context that the Strategic Plan prioritizes the objectives that ITC is in a position to achieve in the medium term. It sets the framework for work to be performed by divisions and sections and constitutes the basis against which performance will be monitored and assessed. It also prioritises competing demands from clients and donors for use of ITC's limited resources.

2. It takes into account ITC's mandate, the needs of client countries, the role of other partner organizations, in particular UNCTAD and WTO. It acknowledges the necessity to engage clients to identify needs and tailor solutions, to secure impact and sustainability from capacity building by providing for more integrated solutions. ITC contributes to the growth of globally competitive companies and to their sustainability.

3. The Paris Declaration and 2008 Accra Accord placed an emphasis on country ownership and leadership. As a result, ITC will develop closer and more informed relationships with key counterparts such as trade support institutions (TSIs,) ministries of trade and commerce, development and foreign affairs and business representative organizations.

4. The strategic environment, clients' needs and lessons from ITC's experience combine to produce a series of challenges to which the Strategic Plan sets out its responses in two parts:

Programme delivery responses:

Focusing on needs of LDCs, LLDCs, SIDS and sub-Saharan Africa;

Export Capacity Building through country solutions;

Regionally structured solutions;

Global public goods for globally accessed solutions;

Targeting the Millennium Development Goals;

Focusing on outputs and impacts.

Internal organizational responses:

An effective organization;

Leveraging resources;

Upgrading financial management;

Investing in people;

Improving communications and information architecture;

5. ***Focussing on needs of LDCs, LLDCs, SIDS and sub-Saharan Africa*** – ITC will continue giving high priority to LDCs, LLDCs, SIDS and Sub-Saharan Africa. Through feedback from its monitoring mechanisms successful pilot experiences will provide an important base to build on. The lessons learnt from these experiences will be incorporated into ITC's approach in selected countries. There will be even greater customization of ITC's support to the specific needs and demands of these countries. For example, in the case of LDCs, ITC will actively engage, to the extent its resources permit with the EIF by strengthening national capacity in programme design and management. There will be an increase in the level of support for countries seeking accession to the WTO. Effective solutions, combined with ITC country-focused competences, will be addressed through its five business lines.

6. ***Export Capacity Building through country solutions*** – Developing countries present a complex mix of needs and demands that require customized solutions. ITC will utilize its competencies along with those of partner organizations to achieve a holistic response leading to long-term sustainable impact. Increasingly, ITC expects to design integrated solutions through national export strategies and vertically-integrated sector strategies. A higher proportion of ITC's delivery will be through larger programmes offering the opportunity to support broader and longer term solutions. It will also extend its involvement in multi-stakeholder programmes such as the one-UN initiatives.

7. Based on ITCs successful experiences in export sector development, it will target sectors with high export potential in countries where there is a strong ownership and commitment to export development. A combination of direct support to enterprises and enhancing the capabilities of business service providers will deliver a more holistic approach focused on tangible and timely business improvements.

8. **Regionally structured solutions** –Where regional solutions will respond to common trade challenges, ITC will support stronger links between countries. This will involve the creation of a regional dimension in the development of exports involving regional bodies, development banks, academic or vocational training organizations, Chambers of Commerce and sector associations. Following the example of the second Programme for Building African Capacity for Trade (PACT II), ITC also expects to deliver a limited number of larger scale regional programmes.

9. **Global public goods for globally accessed solutions** – To spread the understanding and transparency of how markets work, it is critical that all developing countries have access to global trade information. To provide wide access as well as enhancing the public goods character of market intelligence, ITC will expand its on-line information through an e-learning platform. Services to be expanded by on-line delivery include trade information, intelligence and publications related to enterprise competitiveness, trade policy for business analytical tools such as 'Trade for Sustainable Development' (T4SD), which provides insight into private standards and 'non-tariff measures' (NTMs).

10. ITC will develop and deploy global vocational training initiatives to support the creation and management of trade support institutions (TSIs) and enhance the efficient provision of their services to exporting enterprises. To guarantee the sufficient quality in training material, authoritative third parties will validate the provision. The training will then be delivered through a global network of recognized partners and through an e-learning platform.

11. ITC will pursue its thought leadership role through events such as the World Export Development Forum (W-E-D-F) and the World Trade Promotion Awards. W-E-D-F is under review and will be re-launched in 2010 to enhance its relevance to member countries while providing measurable learning to those who participate and creating a growing network of advocates for trade impact.

12. **Targeting the Millennium Development Goals** – ITC has a proven track record using trade to contribute to sustainable development. Successful experiences include poverty alleviation, empowering women exporters, environmental standards in trade and post conflict trade development. ITC will promote good practice in export development targeting sustainable economic growths and supporting achievement of the MDGs. It will promote knowledge and action on trade and MDGs through international advocacy networks. In addition, relevant ITC mandate linked targets relating to MDGs will be mainstreamed across all capacity building activities. Project design will systematically incorporate trade and export goals tied to development solutions with the aim of achieving **Export Impact for Good**.

13. **Focussing on outputs and impact** – In response to client demand and donor expectations, the timely achievement of planned outputs and impact will have a high profile in ITC project planning and project delivery. Deployment of an improved project cycle management process, including quality assurance, will engage ITC, with counterparts, in identifying agreed outputs and impact. Stronger quality control in planning and monitoring will improve and increase delivery. By the end of the plan period ITC will be consistently measuring the extent of sustainable impact from its TRTA support.

14. **An effective organization** – to respond to the evolving strategic environment, the increasing needs and demands of counterparts, and raising its own standards will drive ITC through a programme of continuous improvement. The programme will include upgrading products and services, re-engineering business processes, creating innovative partnerships, investing in its people and information systems, and working more closely with its parent organizations WTO and UNCTAD.

Continuous improvement via learning from experience will be critical to achieving a planned and increased programme delivery for developing countries. The implementation of the new evaluation policy, including an annual online clients' survey and the ITC Annual Report reflect ITC's commitment to transparent review, action plans and reporting designed to systematically raise standards and quality.

15. **Leveraging resources** – ITC is developing a capacity to manage a portfolio of larger programmes in response to client demand, thus requiring access to increased levels of extrabudgetary (XB) funding. As a cautious minimum, ITC hopes to extend its extrabudgetary annual delivery to US\$ 45 million by 2013. ITC will strengthen existing donor relationships to secure more predictable and longer term funding commitments. New strategies will be deployed to exploit opportunities available through the UNCTAD Cluster, the Enhanced Integrated Framework and One UN, to build up strategic partnerships with regional development banks, bilateral development programmes and other sources of funding.

16. **Upgrading financial management** – As ITC operates in a complex financial environment it will continue to upgrade its financial forecasting, cash flow management and project budget control, at the same time as implementing the International Public Sector Accounting Standards (IPSAS) and contributing to the definition of needs requirements of the enterprise resource planning system (ERP) of the United Nations. ITC will target adoption of IPSAS for 2014. Financial management processes continue to progress in order to achieve greater internal transparency and external accountability. A key objective is the increase of ITC's operational reserve at 15% of its XB budget in order to ensure predictability and continuity in project delivery.

17. **Investing in people** – ITC's people are at the *heart* of the success of the organization. The organization will continue sourcing, attracting and recruiting world-class talent on a global basis. Work will also progress on developing an extended workforce of specialists, experts and national and international consultants, knowledgeable and skilled in ITC competences and available for rapid global deployment to projects. Special attention will be focused on promoting excellence and ITC values in the field of leadership and people management. ITC staff will be better trained and supported through improved processes for building stronger client relationships, project management and performance appraisal.

18. **Improving communications and information architecture** – ITC will continue reinforcing its "one image" policy to provide for a single message at the corporate level, **Export Impact for Good**. To serve its clients better ITC will develop new technical publications, continue the repositioning of Trade Forum, upgrade its web presence and take greater advantage of new media delivery systems to reach wider audiences.

19. To achieve greater efficiency and higher quality management information ITC must invest in modern information systems and associated management processes. ITC has to take decisive steps to improve a wide range of information systems including its web strategy and the content of its site, clients' relationship management business processes and its project cycle management.

20. ITC will continuously upgrade its project and general management skills to allow the organization to respond to the rapidly changing environment in which it operates. Based on its experience and the expressed needs of clients in developing countries, ITC will play a significant role in supporting the expansion of exports. The organization's aspiration is to be **the Development Partner for Export Success**. The successful implementation of the actions set out in the present Strategic Plan will enhance the role of the ITC in serving the interests of its key counterparts in the international export promotion and business development community.

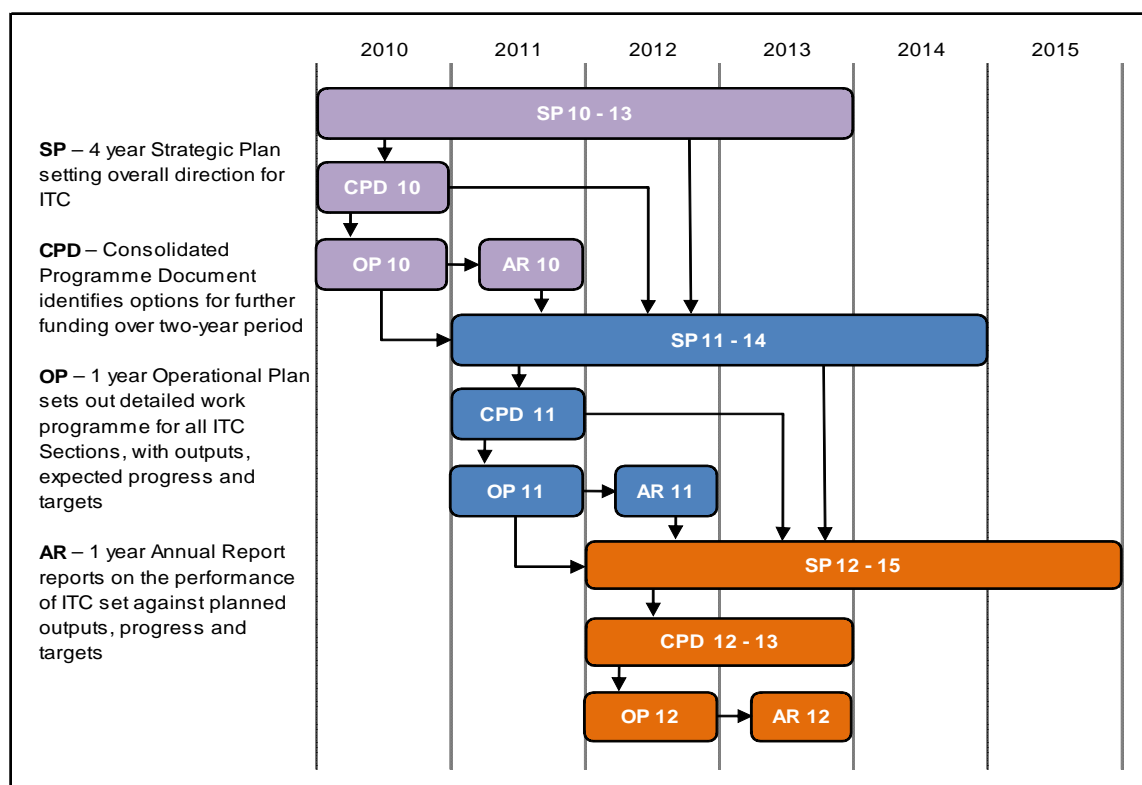
Introduction

21. The ITC Strategic Plan for the four-year period 2010-2013 responds to the mandate of the organization, the needs of the client countries, the role of partner organizations, and the need to be more impact-oriented and set realistic goals in cooperation with our partner countries. The plan will facilitate dialogue with beneficiary countries and donors and contribute to organizational change and continuously improved performance.

22. Working in partnership with the World Trade Organization (WTO) and the United Nations Conference on Trade and Development (UNCTAD), ITC supports their regulatory, research and policy mandates through trade related technical assistance. ITC convenes annually the Joint Advisory Group, which brings together the country membership and provides general guidance on the ITC programme for endorsement by the formal governance mechanisms exercised through the United Nations and WTO.

23. Through its Strategic Plan, ITC has put in place a four-component planning and reporting structure, as illustrated in the diagram below: The Consolidated Programme Document (CPD) acts as the link between the Strategic Plan and ITC's day-to-day operations, through which the agency presents its proposed extrabudgetary funded programme of work. ITC will continue to prepare its annual Operational Plan as an internal document. The Strategic Framework is a broad two-year programming document, covering work funded by all sources, submitted to the UN General Assembly, synchronized with the UN budgetary cycle and based on strategic objectives. It forms part of the Strategic Plan.

Figure 1 - Rolling cycle of planning and reporting



Strategic environment

The global trade environment

24. ITCs research and international data collection for Trade Map and Market Access Map offers a tool which is able to provide a comprehensive picture of the impact of the global economic crisis on the trading environment. During 2009, the economic crisis has had an enormous adverse impact on the trading opportunities for developing countries. The value of global trade flows, comparing the first half of 2008 with the first half of 2009, slumped by as much as 32.4%. The 49 least developed countries (LDCs) faced an even steeper decline of 43.8%, while the landlocked developing countries (LLDCs) saw their export earnings reduced by as much as 49.7%. Much of the impact of the crisis has been the result of lower prices rather than reduced trade volumes. LDCs are thus selling nearly the same volumes in international markets, but their earnings have dropped by as much as 40% or more. It is also observed that those countries which have diversified their exports, both in terms of markets as well as for products, have on the whole fared better, despite the adverse trading environment.

25. ITC's response to the global economic crisis has several strands. First, ITC seeks to intensify its monitoring of global trade flows as part of a global surveillance effort to ensure that domestic and international responses to the crisis do not introduce additional trade barriers. Monthly trade-flow data is collected and disseminated instantly online, enabling exporters in developing countries to have access to the latest market trends. Second, an even greater emphasis is being placed on advising countries on export diversification by product and market, in order to assist countries to achieve greater stability in their export earnings. Third, the monitoring of non-tariff measures (NTMs) as experienced by the private sector in developing countries, is being further intensified, in particular through face-to-face interviews at company level. While applied tariffs have been declining worldwide, NTMs, as well as trade-related taxes, are emerging as major obstacles to market access. A conclusion of the Doha (Development) Round may be expected to achieve historically low applied tariffs, but safeguards to ensure progress towards a level playing field for developing countries regarding the use of non-tariff measures will remain an important issue on the post-Doha agenda.

26. Expanding trade between developing countries remains an important objective. South-South trade represents 40% of goods currently traded, compared with 30% in the early 1990s. The global financial crisis has resulted in emerging economies such as China and Brazil reducing their demands from LDCs. Nevertheless, the likelihood of an early recovery of trade with the BRIC countries (Brazil, Russian Federation, India, China) is promising and is of vital importance to developing countries for their recovery.

27. Growing service exports will continue to account for an increasing share of GDP in countries at all levels of development. To achieve export of services, the links between foreign direct investment (FDI) and global value chains will need to be leveraged. Some developing countries have seen a rapid increase in FDI inflows. However, LDC inflows have been stagnant or declining, while FDI flows have been growing between developing countries.

28. Throughout the period covered by this plan, ITC will need to continually respond to the factors outlined above, which will determine the export environment faced by ITC's clients. In particular, ITC will need to develop clear advice to reconfigure its service delivery according to priorities arising from the adverse situation created by the crises in finance, food and energy.

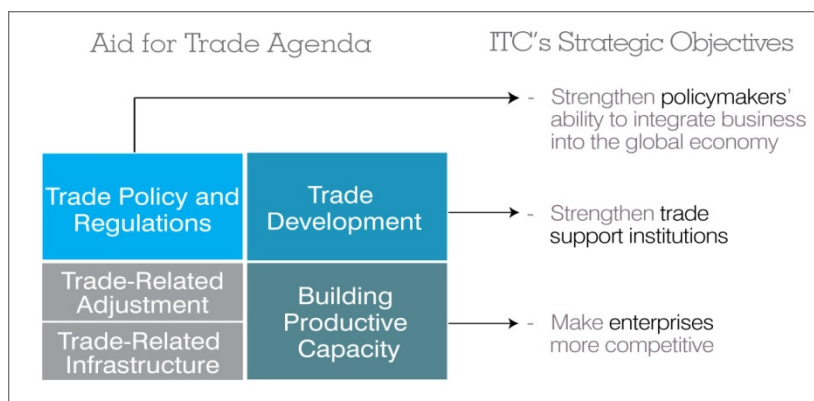
Aid for Trade (A4T)

29. Aid for Trade (A4T) is the major component of the North-South Global Partnership in development cooperation under MDG8, endorsed at the December 2005 Hong Kong Ministerial Conference of WTO. In the statement adopted by the Conference the role of ITC was reaffirmed and member states were encouraged "to cooperate with the ITC, which complements WTO work by providing a platform for business to interact with trade negotiators, and provide practical advice for SMEs to benefit from the multilateral trading system". The A4T Work Programme discussed by Member States of the WTO recognizes that a key future objective must be to enhance dialogue

with the private sector. ITC is tasked with: “Promoting the role of small- and medium-sized enterprises and micro-enterprises within the Aid for Trade initiative. Particular emphasis needs to be given to the financing needs of this sector.” The programme stresses the need for “development of national and regional export strategies that provide an opportunity to improve the export performance of the private sector in developing countries and to promote mainstreaming through a structured dialogue between the public and private sector around an agreed set of objectives.”

30. The four pillars of A4T link directly to the three ITC strategic objectives, as illustrated in figure 2 below.

Figure 2 - Aid for Trade and ITC’s Strategic Objectives



31. ITC has a strong comparative advantage in relation to the engagement of the private sector within the multilateral trading system of which WTO accession is one component. There are still a significant number of LDCs seeking WTO accession and the ITC will complement the work of the WTO and UNCTAD by building the private sector understanding and partnership with the public sector to take advantage of membership. It will also build the awareness for the overall reform process necessary to achieve competitiveness and export success. ITC's mandate and focus, together with its close working relations with WTO and UNCTAD and its trade analysis experience make it well placed to play a key role as LDCs seek WTO membership.

32. The Enhanced Integrated Framework (EIF), a multilateral trust fund financed by OECD donors, is the successor programme to the Integrated Framework and will provide comprehensive review of the trade needs of LDCs as well as seed-funding for countries in trade-policy development, trade development and building of productive capacities. It became fully operational with the establishment of the EIF Secretariat and offers LDCs significant opportunities. Working with other trade-related technical assistance partners, ITC will support sustainable solutions to the challenges of export development in the LDCs including the process of accession.

Importance of partnerships

33. To deliver effective trade-related technical assistance (TRTA) and to achieve the goal of expanding exports requires all the major players, including ITC, to develop effective working partnerships as well as greater levels of coherence and coordination. Key partners for ITC include its founding bodies (WTO and UNCTAD), the World Bank (WB), other UN agencies, international and regional organizations, donors, development banks, partner governments, TSIs and the private sector.

34. The EIF is a good example of a partnership approach to TRTA. In the initial phase of the One UN Initiative, as part of the UN reform process, there have been a number of opportunities for ITC to work closely with other UN Agencies and international organizations in LDCs. As a small technical organization, ITC seeks to balance the transaction costs associated with participation in different partnership arrangements, each with specific funding and reporting conditions and requirements, with the anticipated payoff of increased exports for countries.

35. ITC is also part of the UN Cluster on Trade and Productive Capacities established by the UN Chief Executives Board (CEB) to achieve more harmonization and greater coordination among UN agencies and organizations with TRTA programmes. For any organization with limited means, such as ITC, the demands of collaboration and partnership are significant, especially during the initial setting-up phase. Priorities have to be established.

36. During 2009, ITC began the process of aligning selected services with those of the WTO, UNCTAD and the WB. Significant progress has been made with the WTO in meeting the call of LDC trade ministers to provide TRTA to countries in accession to the WTO. The Cambodia Declaration of 29 September 2009, "Welcomed the efforts of the Executive Secretariat of the EIF, the International Trade Centre and the WTO Secretariat to coordinate and finalize the TA programme for the private sector in acceding LDCs". With UNCTAD, alignment is taking place on the EMPRETEC Programme, where ITC is providing enterprise competitiveness training, and with the WTO and UNCTAD and the WB, work is progressing in developing a comprehensive trade facilitation programme under the A4T initiative.

37. In addition to these areas of work under development, ITC and the WB have activated a partnership to improve the provision of global public goods, and to implement projects and programmes in ITC beneficiary countries. The provision of global public goods seeks to redress the enormous informational asymmetries that exist, with developing countries not having the resources to gather or access critical information about markets and the regulatory frameworks for market access. To contribute to the improvement of global transparency of trade, ITC will continue to develop and maintain several open-access online databases, working in close partnership with concerned WB departments. In particular, during 2010 the new version of the WITS database will be launched, prepared jointly by the WB and ITC. ITC will also continue and deepen its close collaboration with the WB to implement programmes in developing countries, including through contributing to Diagnostic Trade Integration Studies (DTIS), and capacity-building initiatives, for example, in collaboration with the World Bank Institute and through export promotion and trade facilitation activities.

38. During the period of this Strategic Plan, ITC will actively ensure that it promotes coherence between actors in the field of TRTA. During 2010 directors will be assigned to manage key partnerships such as the One UN programme, the UNCTAD cluster and enhanced dialogue with the private sector through the WTO A4T Programme.

39. ITC has a mandate to work with the private sector through its programmes and intends to expand the number of partnerships with the private sector, as well as with non-governmental organizations and foundations.

Focusing on client country needs

40. ITC's reputation has been built on its technical expertise in trade promotion and development, and the organization will continue to invest in developing state-of-the-art tools and services. At the same time, ITC will step up its efforts to understand and respond to the evolving needs and demands of programme countries in order to enhance the positioning and impact of its interventions at country level.

41. This will include:

- Regular consultations with stakeholders in programme countries and in Geneva.
- Close contact with the permanent missions in Geneva.
- Focus on client relations, programme coordination and monitoring, country needs assessment and programme design.
- Continuation of the annual client survey and integration of its results into strategic and operational planning.
- Refining of ITC's needs-assessment methodology, incorporating the experience gathered from the design of export strategies.
- Strengthening the ability of ITC to deliver programmes jointly with other agencies.
- Identifying cost-effective solutions for local representation in programme countries.
- Greater customization of services, matching client needs and context.
- More effective communication of ITC's areas of work and services.

- Improved identification and measurement of output and outcome indicators for ITC's programmes, incorporating lessons learned and analyses of costs and benefits.

Millennium Development Goals (MDGs)

42. ITC is a development organization. Its mandate is based on the conviction that exports can make a significant contribution to sustainable human development. More specifically, ITC's programme of promoting export-led development aims at accelerating economic growth, income and employment with special consideration for vulnerable segments of the population in developing countries. MDGs 1 (halving the incidence of poverty and hunger) and 8 (global partnership) capture the *raison d'être* of the organization's mandate. MDGs 3 (achieving gender equality) and 7 (environmental sustainability) relate to two major cross-cutting concerns.

43. ITC's Strategic Plan 2010-2013 covers a critical period in the realization of the MDGs. In 2010 members of the United Nations will take stock of progress and make plans to close the gap by the target date of 2015. Recent challenges, such as the financial and economic crisis, call for an integrated approach towards more equitable and sustainable well-being in a global context. The second MDG Gap Task Force Report in September 2009 stated: "The crisis has intensified the need for strengthened global partnerships for development as reflected in MDG 8....delivering on all commitments in the areas of aid, trade, debt relief and access to affordable medicines and new technologies is critical in order to prevent the economic crisis from turning into a development crisis." Based on the analysis of experiences in trade-related MDG work over the period 2005 to 2009, ITC will develop a roadmap identifying the priorities for its trade-related support to the MDGs for their final phase, 2010-2015.

Challenges from the strategic environment

44. The elements of the strategic environment, as set out in paragraphs 24–43, together with ITC's experience combine to identify a number of major challenges:

- To expand ITC's TRTA programme as much as possible to meet rising demands from developing countries, while taking into account the limitations of ITC's mandate and the organizations resources.
- To maintain the primary focus of ITC's assistance on sub-Saharan Africa and on LDCs, LLDCs and SIDS.
- To provide integrated and sustainable TRTA solutions at country level for the longer term benefit of the counterparts.
- To strengthen regional trade integration through export facilitation and inter- and intraregional trade.
- To ensure global outreach through innovative dissemination of generic tools, products and services.
- To ensure that ITC's technical assistance makes a direct or indirect but measurable contribution to achievement of the MDGs.
- To ensure systematic measurement of outputs and impact to achieve *Export Impact for Good*.

Export Impact for Good: a stronger ITC

45. Since the end of the comprehensive evaluation in 2008, ITC has undertaken a change process that is resulting in a stronger organization as it seeks to deliver *Export Impact for Good*. As change management results are achieved within the organization, ITC is directing its focus towards business re-engineering to improve the delivery of its core competences. The Strategic Plan builds on the foundation of the Strategic Framework, agreed within the UN, with a mission and three strategic objectives.

Mission

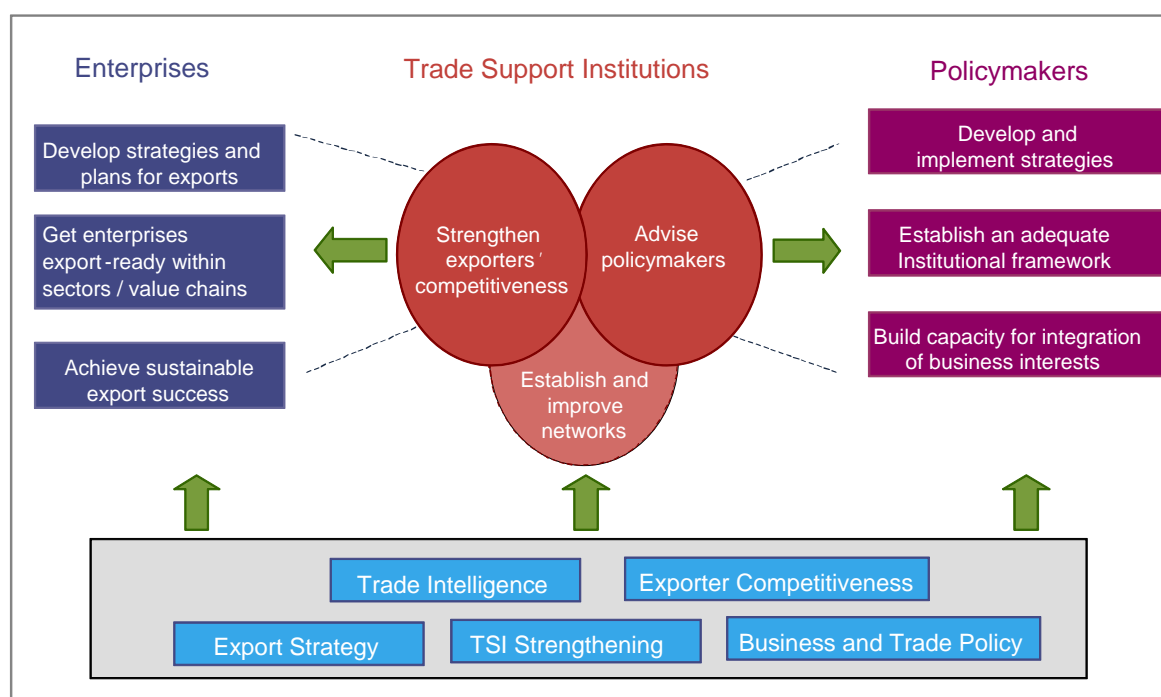
To enable small business export success in developing and transition countries by providing, with partners, sustainable and inclusive trade development solutions to the private sector, trade support institutions and policymakers.

Three strategic objectives

- Strengthen the international competitiveness of enterprises through ITC training and support;
- Increase the capacity of trade support institutions (TSI) to support businesses;
- Strengthen the integration of the business sector into the global economy through enhanced support to policymakers.

46. ITC now has a coherent framework combining objectives, target groups and a five business lines delivery system, as shown in the diagram below:

Figure 3 - Building capacities on the three levels



Five key TRTA competencies (business lines)

47. Through its five key TRTA competences, ITC is in a strong position to provide enhanced and integrated solutions to meet the export needs of developing countries. ITC's TRTA solutions for enterprises, trade support institutions and policymakers ultimately benefit export growth. Over the plan period ITC will endeavour to become a centre of excellence in these areas. These are:

Export Strategy: ITC has developed a full range of content and process-related tools and services to enhance the capacity of stakeholders to formulate national and sector-specific export strategies. The process focuses on sustainable export growth and on mainstreaming trade into the broader development framework, including poverty alleviation, empowerment of women and environmental sustainability. Sound export strategies are the basis for effective trade-development programmes and for the coherent positioning of TRTA. The needs assessment process is now being applied more widely. ITC is committed to extending its engagement to include the implementation of country export strategies.

ITC's service delivery objectives: Providing countries with a comprehensive export development needs assessment and a programme for the design of national and sector export strategies.

Major milestones/targets for 2010-2011	Major milestones/targets for 2012-2013
<ul style="list-style-type: none"> • Continued development of products and services including a new module on “Environmental Sustainability and Climate Change”, strengthened policy development in export strategy design and additional value chain case studies. • For new strategy projects secure an implementation support role for ITC Needs-assessment methodology developed, piloted, and mainstreamed throughout ITC. • Methodology developed to be used for regional export-strategy development. 	<ul style="list-style-type: none"> • Continued development of products and services, including “Export Diversification” and ‘quick wins’ during strategy implementation. • An integrated and comprehensive regional export strategy developed. • Network of national export strategy teams consolidated and strengthened.

Business and Trade Policy: ITC supports the small and medium business sector to understand its role and to promote its interests in the formulation of national trade policies and in the negotiations of international trade agreements. It promotes business advocacy in the context of public-private sector dialogue and institutional consultation mechanisms. ITC supports the formulation and implementation of national export strategies (NES) and integrated sector strategies by ensuring that the framework of international trade agreements is properly taken into account and that there is coherence between various trade-policy instruments to achieve export success. This includes the work supporting LDCs seeking WTO accession. It provides globally accessed solutions in terms of vocational training initiatives, including e-learning, and supports global events by contextualising business and trade-policy issues.

ITC's service delivery objectives: Training the private sector on how to create business opportunities from trade agreements and market analysis. Ensuring that a country's trade negotiation strategy and delivery incorporates the needs of the trade community. Advocating trade community needs in international trade, through an effective private–public consultative framework.

Major milestones/targets for 2010-2011	Major milestones/targets for 2012-2013
<ul style="list-style-type: none"> • New case studies on public-private collaboration and/or the impact of trade reforms on the private sector published. • Training programmes on trade policy for business managers. 	<ul style="list-style-type: none"> • Expand case studies on business implications of evolving global trading system including climate change negotiations developed and published. • Partnership agreements with academic institutions to conduct training programmes concluded.

Strengthening Trade Support Institutions and the Business Environment: ITC plays a critical role in helping policymakers and TSIs assist exporters to generate and develop sustainable business. It builds and strengthens national, regional and international TSIs to develop export-oriented services to meet the needs of their SME clients and to set up institutional arrangements for the delivery of these services. ITC offers capacity-building programmes, tools and methodologies and facilitates learning from good practices through benchmarking and networking. It also provides support for improving the trade environment through trade facilitation services, legal services and skills to have better access to finance. TSIs become ITC's partners in the field for wider dissemination and sustainable transfer of knowledge and expertise, through the concept of One-to-One-to-Many.

ITC's service delivery objectives: Building TSI management capacity and facilitating self-assessment through benchmarking, in addition to networking and business matchmaking programmes. Working with governments and the private sector to train and provide practical tools for SMEs to meet legal and financial requirements for sound international trade transactions. Establish a trade facilitation framework for government bodies and economic operators to follow and to achieve effective movement of goods from export premises to the ultimate consignee.

Major milestones/targets for 2010-2011	Major milestones/targets for 2012-2013
<ul style="list-style-type: none"> • Continued development of products and services including the newly developed TSI Operating System (TSIOS) and benchmarking scheme, export model contracts, trade finance decision support system made accessible on line and trade facilitation. • World TPO Conference and Award successfully held in Mexico in October 2010. 	<ul style="list-style-type: none"> • Continued expansion of the TSIOS and benchmarking system. • WTPO Conference and Award becomes a worldwide flagship event to reward export success. • A worldwide network of good practice TSIs is created, acting as ITC's multipliers in the field. • Comprehensive programme for measuring the performance of trade facilitation services, from exporter premises to final international consignee, instituted for landlocked countries and regional initiatives.

Trade Intelligence: ITC provides trade data, access to trade information, market analysis and expertise to enterprises, TSIs and governments to facilitate informed decision-making and increase the transparency of international markets. It provides public goods in terms of web-based trade information resources and tools offering the latest market information and trends on export-related themes and products. ITC develops trade-information systems customized for individual organizations and countries and offers advisory services to TSIs in trade-information management and web-based trade intelligence dissemination. ITC's trade intelligence programme is supported by a range of field-based training and capacity-building initiatives, facilitating the development of trade-information networks. In close coordination with the *Business and trade policy* business line, *Trade intelligence* also contributes to *Export strategy* by enriching export-strategy processes at each step of their design and implementation, with state-of-the-art analytical support in terms of market trends and options in trade negotiations.

ITC's service delivery objectives: Free and easy access to market information through global trade databases. Providing specialized training on how to use and benefit from trade-information management and market analysis. Focusing on customized trade analysis, market research, and programmes delivered with a self-sufficiency capacity-building objective.

Major milestones/targets for 2010-2011	Major milestones/targets for 2012-2013
<ul style="list-style-type: none"> • Market Analysis Tools updated with latest trade, market access and FDI data and disseminated to developing countries as global public goods. Registered users to exceed 100,000 in 2010, with a stronger presence of LDCs, LLDCs, SIDS and SSA. • Continued development of the non-tariff measures (NTMs) and Trade for Sustainable development projects. • Comprehensive studies of National Export Potential conducted in selected countries, (contributing through some to the DTIS) as well as scenario analysis and proposals for trade negotiations. • Print and online publication programme revitalised for greater relevance and thought leadership. • Launch ITC's corporate E-Learning platform offering a range of capacity building programmes on ITC's key TRTA competencies. 	<ul style="list-style-type: none"> • New MacMap / WITS application is recognized as the world's leading dissemination platform of time-series tariff data and global information on NTMs. • Methodology developed and implemented for collecting and disseminating trade in services data. • The development of an annual Trade Leaders mentoring programme for young dynamic staff of trade support institutions. • Develop customized content for ITC 's distance learning curriculum, enhance collaboration with international organizations and academic institutions.

Exporter Competitiveness: ITC provides capacity-building solutions for communities, SMEs, small producers and sectors, to make them export-ready and strengthen their competitiveness in international markets. It offers a suite of solutions along the whole enterprise and sector value chain. These are delivered through vocational training services, certified expert networks, customized business consulting and market exposure, with the overall aim of building skills, activating scale and removing obstacles to growth, thus ensuring long-term sustainability. Areas covered in these programmes include the design of export-oriented strategies and plans, business-cycle optimization, marketing and e-business solutions at the community, enterprise and sector level for export-related products and services. ITC has developed specific sector expertise in products and services that reinforce both exporting SMEs and engage poor communities. In close cooperation with Export strategy and Strengthening trade support institutions, it designs and implements market-led sector development programmes and undertakes tailor-made TRTA solutions for communities and enterprises, along the whole enterprise business cycle and sector value chain.

ITC's service delivery objectives: Export management advisors trained to serve business. Conducting workshops to optimize export value-chains. Implement practical solutions for TSIs targeted at the improvement of their members export marketing, branding and e-business solutions. ITC provides sector-specific export development programmes and practical bridging between export communities and export markets.

Major milestones/targets for 2010-2011	Major milestones/targets for 2012-2013
<ul style="list-style-type: none"> • Build up value-chain delivery capacity for high value added export sectors. • Ensure exporter competitiveness products and services are fully embedded into ITC's larger programmes to guarantee tangible export success across sectors and enterprises Enhance and disseminate information on market-driven, sector and enterprise value-chains through vocational training, expert advisory services, manuals and websites. • Provide export marketing and branding services, using e solutions enabling exporters to gain profitable market shares. • Establish new partnerships to maximize synergies with UN agencies, NGOs and private sector companies. 	<ul style="list-style-type: none"> • Expansion of effective sector/cluster/enterprise export competitiveness approaches, optimizing synergies with partners. • Effective RBM. Relevant and powerful diagnostics and assessment tools for enterprises and sectors, to measure pre-intervention baselines; determine the specific intervention requirements with a high level of accuracy; and be able to measure results and impact. • Establish a wide network of experts and institutions capable of delivering exporter competitiveness services. • Scale-up market linkages, partnering with large corporate groups and NGOs to use and source from ITC's capacitated exporters.

Organizational change

48. ITC's organizational transformation continued in 2008-2009. This will sharpen ITC's capacity and responsiveness during the plan period. The organization will continue to evolve and adapt to client needs and a changing environment. In particular, during the plan period ITC will:

- Intensify its efforts to provide integrated services deploying the appropriate range of expertise necessary to meet the needs of the counterparts in developing countries.
- Maintain its commitment to larger multi-year programmes to secure efficiencies and increase the likelihood of longer term sustainable impact to ITC's counterparts.
- Consolidate work on common strategies and tools for country needs assessment, programme design and resource mobilization.
- Intensify partnerships with WTO, UCTAD and other organizations to ensure greater coordination and coherence.
- Create a client relations management system to secure good working relations with clients, stakeholders and partners to facilitate collaborative working within projects and programmes.
- Build on the foundation of the five ITC values (Vision, Integrity, Excellence, Pragmatism, Responsiveness) and the agreed competencies for enhanced policies for developing ITC's people.
- Continue to upgrade corporate and project communications to secure greater impact from ITC's programmes and its major events.
- Make faster progress in underpinning management processes by sound workable information systems.
- Complete new governance arrangements for the ITC Trust Fund and improve reporting to the Consultative Committee.
- Explore further delegation of responsibility in human resources from WTO and UNCTAD.

Programme delivery responses

49. ITC's goal of Export Impact for Good translates into positive impact for the long term and positive benefit of those who need it most. This means generating change at the policymaker, TSI and enterprise levels beyond the life of ITC's interventions, which ultimately enables SMEs in developing and transition countries to expand their exports on a financially, socially and environmentally sustainable basis. During design and implementation, ITC's projects will be rigorously focused on securing the necessary strengthening of export infrastructure and SME capacity to export. If sustainable impact is achieved, counterparts in developing countries will be able to respond in the medium term to the opportunities and challenges of changing markets and competition. ITC must focus on transferring to its counterparts sufficient skills, competencies and experience to enable them to be independent and effective once ITC support has ended. This ambition will substantially modify ITC's way of working at the project design and implementation stages. The counterpart will have to be actively engaged at all stages to ensure that they are able to deliver their post-project commitments.

50. ITC will continue to deliver its programme responses to the challenges prioritized in the previous section:

- Focusing on needs of LDCs, LLDCs, SIDS and sub-Saharan Africa;
- Export capacity-building at the country level;
- Regional approach to export capacity-building;
- Global public goods for globally accessed solutions;
- Targeting MDGs to contribute to sustainable development;
- Focusing on outputs and impact.

Focusing on the needs of LDCs, LLDCs, SIDS and sub-Saharan Africa

51. As a UN and WTO-affiliated organization, the mandate of ITC covers all developing countries and transition economies as programme countries, and the very nature of ITC's mandate calls for a global outlook in its programme. At the same time, ITC will give particular focus to the 49 LDCs, on LLDCs, SIDS and sub-Saharan Africa (SSA). ITC is committed to devoting at least half of its country-specific programme resources to these groups of countries.

52. In the case of LDCs, ITC will actively engage within the EIF by strengthening national capacity in programme design for export development. ITC will engage under the EIF in programmes aimed at responding to priority needs identified through DTIS, in particular for strengthening enterprise competitiveness and building the capacity of the EIF National Implementation Units. ITC will broaden its interventions under the EIF Trust Fund by linking its expertise to the areas identified in the action matrix that prioritizes technical assistance projects. ITC will launch a number of new, country-specific EIF projects and several regional programmes during the plan period. LDC accession to the WTO will be supported by the ITC-EIF-WTO cooperation.

53. LLDCs and SIDS stand to benefit in particular from ITC's Trade Facilitation Programme to enhance the competitiveness of exporters, which helps SMEs identify and articulate their needs, for example in negotiations and in implementing one-stop window and transit facilitation. The main outcomes of the strategy will be better management of export processes, improved provision of export facilitation services and a reduction of export transaction costs.

54. A significant number of LDCs are seeking WTO accession. Countries benefit from the increased wealth creation relating to a more profound integration into the world trading system, and related rules based regulatory framework. Businesses and enterprises within each country benefit from the fuller integration into the world trading system. ITC will work collaboratively with WTO and UNCTAD to provide support for the accession process. ITC's focus will be the effective participation of the private sector to secure the maximum benefits for businesses from the successful conclusion of the accession process in each country.

Major milestones/targets for 2010-2011	Major milestones/targets for 2012-2013
<ul style="list-style-type: none"> • 50% of ITC's TRTA resources spent for LDCs, LLDCs, SIDS and SSA. • Additional country-specific EIF programmes launched. • Customized projects for countries in each of the three groups (LDCs, LLDCs, SIDS) developed; ITC's trade analyses include specific analyses for each of the groups. 	<ul style="list-style-type: none"> • 60% of ITC's TRTA resources spent for LDCs, LLDCs, SIDS and SSA. • Additional country specific EIF programmes launched. • Additional customized projects for countries in each of the three groups (LDCs, LLDCs, SIDS) developed and analysis of TRTA approach to post conflict countries implemented.

Export capacity-building through country solutions

55. A key recommendation of ITC's external evaluation was the need for the agency to increase the depth of its assistance at country level and ensure the coherence of its various country-specific interventions and the sustainability of its operations. This calls for better positioning and integration of ITC's activities within national trade development programmes – including with respect to the initiatives of other TRTA providers.

56. ITC will continue its two part approach to strengthening the positioning and coherence of its country programmes:

1. *Export strategy design and programme development*: National and sectoral export strategies are the best point of departure for ensuring coherence and integration of trade development programmes. ITC will give priority to responding to the numerous demands from partner countries for assistance in the formulation of these strategies and for employing this approach for needs assessment and programme development. ITC will continue to refine the scope of its approach, including closer links to the trade-policy agenda and environmental concerns, in addition to the gender dimension, for which a module has been developed and implemented. Another essential point will be identification of the most suitable national counterpart organizations for project planning and implementation.
2. *Integrated sector development programmes*: ITC will generalize its successful experiences in export-sector development. It will intensify the deployment of vertically integrated sector programmes structured around three pillars: (i) Supporting the design and implementation of a sector export strategy and integrating it in a framework of sustained public-private consultations on trade development; (ii) improving the export competitiveness of enterprises in a sector in areas where export competitiveness is determined by activities at the enterprise level, for example sales and marketing, quality and safety, supply chain management; (iii) strengthening sector-related business support services organizations by increasing the quality and range of their services that assist potential and actual exporters in becoming more competitive. The new Netherlands Trust Fund II will permit ITC to roll out this approach in half a dozen, primarily African, countries.

57. Rather than spreading limited resources too thinly, ITC will favour larger country programmes with tangible impact potential. Countries with ongoing programmes include Mozambique, Tunisia, and Viet Nam. Other countries will be added to the list as funds are secured. ITC will invest in sharpening its skill-set to implement such large-scale projects effectively. During the plan period, the principles of clear focus and less-is-more apply. ITC will maintain its commitment to One UN and CEB Cluster countries and work closely with other agencies to implement joint programmes on trade promotion under the auspices of the One Plan, for example in Mozambique, Albania, Cape Verde, Uruguay and Viet Nam.

Major milestones/targets for 2010-2011	Major milestones/targets for 2012-2013
<ul style="list-style-type: none"> • New country programmes will be based on a comprehensive needs-assessment methodology that is aligned with a process leading to a national export strategy. • Large Projects Management Team (LPMT) recommendations on procedural changes have been implemented. • Integrated sector development programmes being developed and implemented. • Lessons learned to date, from participating in multi-stakeholder programmes such as the One UN initiatives, have been reviewed and documented (internal workshop and report). 	<ul style="list-style-type: none"> • Additional Programmes based on a comprehensive needs-assessment methodology that is aligned with a process leading to a national export strategy have had a mid-term evaluation. • Lessons learned are integrated into the needs-assessment methodology. • The average percentage cost for programme management has dropped by at least 3%, compared with 2009. • Additional integrated sector-development programmes are being developed and implemented. • Governance structures and management processes in multi-stakeholder programmes have been adjusted, based on lessons learned, for new projects.

Regionally structured solutions

58. Demand for a regional approach to export capacity-building is growing. A regional approach requires a focus on several neighbouring countries, often – but not always – characterized by similar resource endowment, production structures, infrastructure and membership in regional economic integration initiatives.

59. While ITC's principle point of departure is the country approach, there are five drivers that call for regional programmes. ITC expects that they will gain in significance over the four years covered by this Strategic Plan and that a larger share of ITC's programme will become regional.

- a. *Strengthening regional trade integration and support institutions:* The Programme for African Capacity Building for Trade (PACT II) – currently ITC's largest programme - will be a major component of our regional programme throughout the plan period. It will focus, among other things, on building the capacity of the three African regional economic commissions, COMESA, ECCAS and ECOWAS, and their apex bodies in the area of trade development and promotion, and it will contribute towards building region-wide trade support institutions and business networks.
- b. *Promotion of intraregional trade:* Programmes for the development of intraregional trade will receive particular attention during the period 2010-2013. The current economic crisis further underlines the importance of diversifying export markets beyond the traditional OECD countries. ITC's Business Generation Programme will continue to work with partner institutions in Africa, the Arab States, Asia and Latin America to increase South-South trade, and encourage business partnerships and networking among enterprises. Other partnerships will be pursued, for instance with the Organisation internationale de la francophonie (OIF) promoting intra- and interregional trade among countries in the West African Economic and Monetary Union (UEMOA), the Central African Economic and Monetary Community (CEMAC), the Indian Ocean Commission (IOC), and in the Mekong area (Cambodia, Lao People's Democratic Republic and Viet Nam).
- c. *Strengthening regional value chains:* The optimization of regional value chains will be a key challenge for business development, in particular for countries with small domestic markets and for LLDCs. This includes aspects such as logistics and trade facilitation, regional import substitution, the development of complementarities of the regional export offer and regional branding. In this context.
- d. *Regional export strategies and regional trade-policy initiatives:* The dynamics of regional trade have sparked a growing interest in the design of regional trade development strategies. Requests have come from a number of different regions, including the

Caribbean, the CIS countries, the Gulf Cooperation Council and the Pacific. ITC will adapt and apply its export strategy expertise gathered at the national level to this new challenge. A key component will be regional trade-policy initiatives, encompassing the business aspects of intraregional trade liberalization as well as interregional trade negotiations, such as the EPAs.

- e. *Economies of scale in the implementation of parallel country programmes within a region:* From an operational perspective, the simultaneous implementation of country programmes within a region tends to yield substantial benefits. Costs for inputs such as diagnostic, policy advice, training and monitoring missions can be reduced. Good practise within the region can be easily shared across borders. Visibility can be enhanced. Whenever possible, this aspect will be factored into the design of projects.

Major milestones/targets for 2010-2011	Major milestones/targets for 2012-2013
<ul style="list-style-type: none"> • Regional trade integration and support institutions and sector-specific regional organizations strengthened. • Inter-institutional business support networks established and operational in 1 region. • Buyer-seller meetings in three regions facilitated. • Projects focusing on intraregional trade developed and one implemented. • New regional projects /initiatives developed that focus on addressing specific regional challenges to trade development. • Regional trade-integration and support institutions supported in the development of a regional export strategies. 	<ul style="list-style-type: none"> • Regional trade integration and support institutions strengthened based on lessons learnt. • Inter-institutional business support networks established and operational in 1 additional region. • Buyer-seller meetings in regions facilitated in conjunction with country and regional programmes. • Market-analysis tool developed that allows trade-flow analysis along major sectoral value chains in different regions. • New regional projects /initiatives implemented that focus on addressing specific regional challenges to trade development. • Regional trade-integration and support institutions supported in the development of a regional export strategies.

Global public goods (GPG) for globally accessed solutions

60. During the period of this plan, ITC will continue to develop its existing market information and analysis tools, such as Trade Map, Market Access Map and Investment Map, and devise new analytical tools, including information resources on voluntary sustainability standards (T4SD). It will also release updated SME model contracts.

61. The aim of supplying such GPGs is to reduce market information asymmetries, which limit the scope for developing countries to access markets. The GPGs have enabled ITC to provide developing and transition countries with access to key trade-related information. During the period 2010-2013, ITC will work towards global coverage and global dissemination of its public goods. Global coverage will be achieved by including trade flows, and preferential trade arrangements for all countries of the world and by providing the information online and free of charge for developing-country users. This will be complemented with specific tailored training, research, capacity-building and quality publications.

62. Continuous efforts will be made to ensure that the services complement and enhance those offered by other key providers, such as UNCTAD, WTO, UNIDO and the WB. Joint publications on tariffs and market access will be prepared, such as World Tariff Profile with WTO and UNCTAD. Demand for the GPGs will be tracked and verified through an analysis of the growing number of registered users, hits and visits to the dedicated websites and requests for associated publications and training delivery. Knowledge creation and capacity-building are the outcomes of provision of GPGs. There will be stronger efforts to secure the user levels in LDCs.

63. ITC will continue to re-engineer its approach to training and capacity-building as it moves towards more on-line and certified learning methodologies. ITC will also launch a Trade Leadership Programme to achieve more sustainable capacity-development at institutional and individual levels. To ensure sustainable learning, ITC will develop a wide array of internet-based learning tools and provide e-learning solutions. The capacity developed within ITC will be systematically devolved to organizations of excellence at country and regional level, in line with the multiplier principle of One-to-One-to-Many. ITC's existing courses will be upgraded through peer review, and a standardized approach to e-learning will be developed. Accreditation procedures will be reviewed and new partnerships explored with academic institutions.

64. ITC will continue to strengthen its efforts to analyse the incidence and impact of NTMs on market access for developing and least-developed countries' exports. Working with a number of international organizations, ITC has contributed to a new common international classification and methodology to collect, classify and disseminate data on NTMs. The long-term aim is to increase transparency about NTMs by providing access to relevant data for exporters, TSIs and policymakers. During 2008-2009, ITC and UNCTAD successfully tested this new methodology in seven pilot countries. For 2010-2011, ITC and its partners plan to roll out the project in more countries and to report the findings through World Integrated Trade Solutions (WITS), a web-based facility jointly developed with the WB.

65. TSIs play a critical role in spreading expertise and knowledge to wider groups of exporting enterprises. ITC will develop and deploy global vocational training initiatives to support the creation and management of TSIs and associated networks and enhance the efficient provision of their services to exporting enterprises. To guarantee the quality of training material, authoritative third parties will validate the provision. The training will then be delivered through a global network of recognized partners. The TSI benchmarking scheme, once piloted, will be available to all TSIs, as well as providing a diagnostic tool for ITC's TSI-support projects. Over the period, the TSI-focused tools will be converted to a complementary on-line delivery mode to widen access.

66. Good practice in exporting by developing countries needs to be captured and disseminated to as wide an audience as possible. ITC will pursue its thought leadership role through events such as the World Export Development Forum (W-E-D-F) and the World Trade Promotion Awards. W-E-D-F has been reviewed in 2009 to ensure that it becomes more relevant to member countries, provides measurable learning to those who participate and creates a growing network of advocates for trade impact. W-E-D-F II will be piloted in 2010, and we will review and assess its effectiveness when preparing W-E-D-F III in 2011. ITC also has the opportunity, through its global networks with TSIs, to compile information on the performance of enterprises at national levels. During the plan period ITC is considering combining national and global awards to promote best practice among exporting enterprises. A limited number of good practice publications also will be published each year, and made available on-line in order to reach a wider audience.

Major milestones/targets for 2010-2011	Major milestones/targets for 2012-2013
<ul style="list-style-type: none"> • Development of NTM and T4SD project in line with agreed plans. • Joint publications on tariffs and market access. • Expansion of accredited e-Learning services. • Upgraded W-E-D-F. 	<ul style="list-style-type: none"> • Completion of NTM and T4SD projects and their full integration into the ITC trade information service. • Continued expansion of e-Learning services. • Completion of global network to support best practice and acknowledge excellence.

Targeting the Millennium Development Goals

67. Parallel to ensuring the MDG-orientation of ITC's TRTA in general, the agency will continue to develop and pilot new approaches and services in response to specific development issues and emerging challenges. Women and Trade, Climate Change and the Environment are ongoing examples of such cross-cutting initiatives. Both will be expanded over the plan period and project-cycle management will be strengthened to better assess and address gender and environmental concerns in our programmes and projects.

68. To channel support to the most vulnerable, ITC will continue to focus on the trade-related needs of LDCs, LLDCs, and SIDS. Development cooperation with a group of fragile post-conflict countries will be piloted to increase the contribution of trade to economic recovery and the stabilization of peace and security. A new package of services will focus on innovative approaches to create export-led employment and entrepreneurship opportunities for young people through economic growth led by the private sector. Increased focus on young people as drivers of change emerges as a powerful pro-poor development strategy, given that young people represent a major resource for improving productive capacities and the competitiveness of countries in all developing regions. ITC will identify best practices in youth-oriented trade and business-support services and increase the explicit focus on youth in its technical assistance where appropriate to address the specific needs and demands of this key target group for sustainable trade and inclusive trade development.

Box: By 2015 all United Nations Member States have pledged to reduce poverty in all its aspects...

<i>Eradicate extreme poverty and hunger</i> Millennium Development Goal 1 (Targets)	ITC service offers (Examples)
Reduce by half the proportion of people living on less than a dollar a day	<ul style="list-style-type: none"> • Pro-poor value-chain analysis and development • Communities linked to markets in selected sectors (e.g. tourism, fashion, etc.) • Sector strategy development as an integral part of national development planning frameworks and poverty reduction strategies
Achieve full and productive employment and decent work for all, including women and young people	<ul style="list-style-type: none"> • Employment creation for women through market linkages • Economic empowerment for women in business and trade • Export-led employment creation and entrepreneurial development for young people

...and committed to a global partnership for development cooperation between North and South, including Aid for Trade, to help achieving MDGs 1 to 7.

<i>Develop a global partnership for development</i> Millennium Development Goal 8 (Targets)	ITC service offer (Examples)
Develop further an open trading and financial system that is rule-based, predictable and non-discriminatory. Includes a commitment to good governance, development and poverty reduction nationally and internationally	<ul style="list-style-type: none"> • NES inclusive approach to design as an integral component of national development frameworks and poverty reduction strategies • Sharpen and expand trade-related MDG targets and indicators, in particular through contribution to the MDG Gap Task Force Report • Identify and monitor NTMs restricting trade • Increase transparency through Trade for Sustainable Development data bank • Facilitate public-private sector dialogue to prepare trade-policy formulation • Assist in developing policy and action frameworks supporting regional integration

<i>Develop a global partnership for development</i> Millennium Development Goal 8 (Targets)	ITC service offer (Examples)
	<ul style="list-style-type: none"> • Support business communities, including women’s organizations and associations, in making their voice heard in multilateral trade negotiations • Help trade policymakers understand poverty concerns and gender-based constraints to trade
Address the special needs of LDCs, LLDCs and SIDS.	<ul style="list-style-type: none"> • Monitor global progress in achieving market access for the most vulnerable countries and fragile states (MDG indicators 8.6 and 8.7) • Assess export potential with integrated pro-poor criteria influencing sector selection
In cooperation with pharmaceutical companies, provide access to affordable essential drugs in developing countries	<ul style="list-style-type: none"> • South-South buyer/seller meetings for the pharmaceutical sector and business match-making • Support to pharmaceutical companies in developing countries to get access to international markets through WHO certification
In cooperation with the private sector, make available the benefits of new technologies – especially information and communication technologies	<ul style="list-style-type: none"> • Mobile solutions for business and market information, <i>Trade@Hand</i> • Develop e-marketing services • Exports of digital music, <i>Trade in Sounds</i>

69. The tourism sector has already been the focus of some ITC work engaging poor communities and helping them participate in export value chains. The tourism sector will be one of the sectors in which projects will be implemented with a view to enhancing poor communities’ capacity to supply products and services to the tourism industry. The methodologies are being refined based on work done in ITC’s EPRP and Ethical fashion programmes. In addition to the supply of products and services, the projects will focus on establishing, with local and international partners, a sustainable local infrastructure, including training and marketing, to secure longer term opportunities for the local communities.

70. ITC’s Women and Trade Programme works with policymakers and TSIs to reduce gender inequality and empower women by increasing their access to the resources and opportunities necessary to trade. The Women and Trade Programme will work to: identify gender-based constraints to trade in regional and national trade strategies; build the capacity of policymakers and TSIs to address these issues in export-oriented value chains; link women entrepreneurs to buyers and build their capacity to meet buyers’ specifications; and strengthen gender mainstreaming within ITC. In 2010 training on the ITC gender policy will take place, with progress on implementation reviewed annually. The results will feed into strengthening project-cycle management and the ongoing mainstreaming of gender across ITCs work.

71. ITC’s approach to environmental sustainability is two-fold: on the one hand, to adapt trade practices to environmental concerns; on the other, through its Trade, Climate Change and Environment Programme (TCCE), to help developing countries overcome constraints such as costs of marketing and compliance with quality standards, supply issues and weak national environmental policy. This will enable them to seize export opportunities in sustainably sourced natural resource-based products and renewable energy technologies. Global markets for these are now estimated respectively at US\$ 50 billion and US\$ 600 billion per year. An overarching ITC response to the challenges and opportunities of climate change and trade will be designed and rolled out.

72. Experience shows that countries in the immediate aftermath of conflict need to address economic recovery as a priority in the very early stages of peacekeeping with early, tangible quick wins and visible results in terms of employment generation and food security. Trade-led employment generation and economic linkages to regional and international markets are increasingly seen as one of the most important conditions for the stabilization of peace and international security. Based on ITC's trade-related work in post-conflict Liberia, Cambodia, Rwanda, Sierra Leone and Haiti, the agency will put together a package of trade-related services that have proved to be particularly effective in contributing to economic recovery at the early stages of peace-building. This trade for peace and security package will make trade work for economic recovery through employment and income generation, contribute to stabilize security through an increasingly safer and more favourable environment for business and trade, and thus support the peace process through visible trade-led results in post-conflict situations.

Major milestones/targets for 2010-2011	Major milestones/targets for 2012-2013
<ul style="list-style-type: none"> • ITC Roadmap 2010–2015: Trade to make it happen – ITC's support for the MDGs, developed. • Case-study analyses in selected programme countries to improve the monitoring of trade's contributions to the MDGs (as contribution to the MDG 8 Gap Task Force) undertaken and published Current cross-cutting programmes Women and Trade and Trade and Environment operational. 	<ul style="list-style-type: none"> • ITC's portfolio of trade services with direct relevance for the MDGs (see box above) consolidated and enhanced. • Major gaps identified and service packages piloted for efficient trade-led responses to emerging development challenges (climate change, violence and conflict, youth). • At least two MDG-relevant services packages from each of ITC's TRTA Business Lines mainstreamed and implemented as integral components of all major ITC TRTA. • Current cross-cutting programmes Women and Trade and Trade and Environment operational.

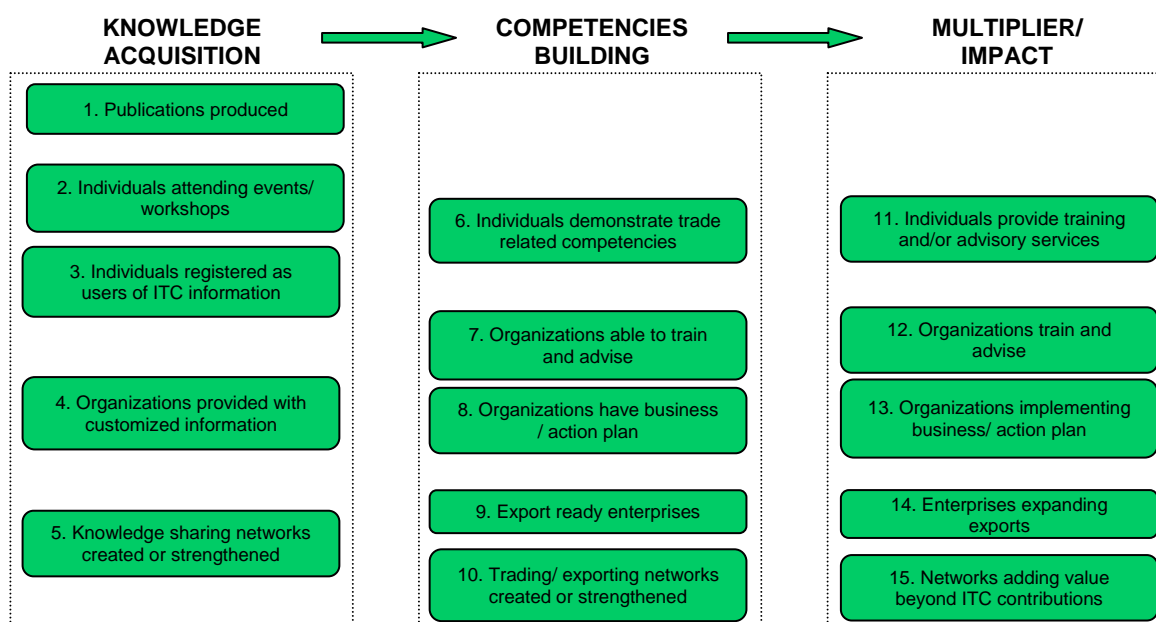
Focusing on outputs and impact

73. ITC is committed to improving its timely delivery of projects and meeting planned targets for outputs and outcomes. Over the next four years, efforts will be focused on building a comprehensive and holistic approach to monitor the delivery of outputs, improve and increase delivery, and measure impact.

74. In 2009 a series of indicators were identified in three categories and classified according to the sequence of development from knowledge acquisition, through competencies building to a multiplier/impact. Outputs are the basic deliverables of a project. Impact focuses on the actions of the counterparts to be completed during the period immediately following ITC support. By the end of 2010, ITC will have established all of the 15 indicators in an operational form and have them integrated into project design and monitoring. The intention is that by the following biennium, 2012-2013, these new indicators will have been integrated as part of the Strategic Framework.

75. The output indicators are a critical part of ITC's efforts to upgrade quality, performance and measure strategic progress.

Figure 4 - Output indicators



76. An improved project-cycle management process will ensure that ITC, with its counterparts, identifies agreed outputs and expected impact, as well as mechanisms and procedures for reporting over post-project implementation periods. This process will translate into measurement of progress within the normal management of projects. It will improve quality control in planning and monitoring, and will also result in timelier project delivery. In the Aid for Trade context, ITC will continue contributing to the development of indicators to assess the contribution of trade development to sustainable development. ITC will seek coordination with the OECD and the WTO to establish partnerships with pilot countries to validate the agreed approach to developing the monitoring system. As member of the inter-agency MDG Gap Task Force that monitors MDG 8, and in close cooperation with Task Force members OECD and WTO, ITC will also contribute to country case-study analysis for the MDG Gap Task Force Report 2010.

Major milestones/targets for 2010-2011	Major milestones/targets for 2012-2013
<ul style="list-style-type: none"> • Bring output indicators into operation. • Link all indicators, from both the strategic framework and strategic plan, into project design. 	<ul style="list-style-type: none"> • Begin monitoring ITC progress via new output indicators. • Ensure sections develop additional indicators to meet their own specific needs for monitoring and reporting.

Internal organizational responses

77. In addition to ITC's strategic approach in meeting challenges related to client needs, the evolving trade environment and the requirements of its partners, including donors, ITC is also confronted with a number of organizational challenges, summarized at the end of Section 4. Over the next four years ITC will respond to these challenges by:

- a. An effective organization;
- b. Leveraging resources;
- c. Upgrading financial management;
- d. Investing in people;
- e. Improving ITC's communications and information architecture.

Addressing these organizational challenges efficiently and comprehensively over the plan period will be a vital factor contributing to ITC's success.

An effective organization

78. The process of ITC's transformation saw further progress in 2009 and it will sharpen ITC's capacity and responsiveness in the coming years. The needs and demands of ITC clients in developing countries will continue to change and evolve throughout the next four years. As a result the organization will also seek to continuously improve, evolve and adapt to client needs and the changing business environment. Continuous improvement is now fully accepted as a constant feature of the work and development of ITC. To meet the client expectations and requirements ITC will have to be sharp, flexible and responsive to each particular environment, while at the same time applying lessons across countries and regions.

79. Many of the previous sections of the Plan have outlined the scale and scope of continuous improvement which will be achieved over the next four years. ITC is committed to re-engineering business processes and building sound workable information systems. It will consider new and modified ways of delivering TRTA to enable the scale of its TRTA programme to expand significantly over the four years. A series of innovative partnerships with a variety of organizations, and such approaches as outsourcing are likely to be deployed.

80. A critical challenge for ITC is to upgrade its project design and project management processes. The successful bidding for large programmes, as recommended in the Danish evaluation, has generated the need for a number of improvements to enable the larger programmes to be well designed and efficiently managed. Significant senior management effort will be deployed to support the strengthening of internal processes. At the same time more time and effort will have to be deployed to fully engage counterparts in project design and project governance. In turn this will secure the greater likelihood of sustainable impact from ITC TRTA support. For donors this will produce a greater return on the investment in development.

Major milestones/targets for 2010-2011	Major milestones/targets for 2012-2013
<ul style="list-style-type: none"> • Project and programme design taking into account the need to focus on sustainable impact and project governance. • Creation of a client relations management system to secure good working relations with clients, stakeholders and partners to facilitate collaborative working on projects and programmes. 	<ul style="list-style-type: none"> • Measurable 'impact' being confirmed by counterparts from ITC projects. • Long-term collaborative partnerships established expanding delivery of TRTA support.

Leveraging resources

81. ITC is developing a capacity to manage and deliver a project portfolio of larger programmes. This increased capacity flows from its response to the 2006 evaluation and ongoing organizational developments. It will enable ITC to widen the impact of its expertise, experience and its delivery work. As a result ITC will need to access higher levels of multi-year extrabudgetary funding from a combination of its traditional and new sources. This will involve creating innovative partnerships, where practicable, to match the changing situations.

82. ITC expenditure is funded from two sources and in 2009 totalled:

- Regular budget: US\$ 33 million, from WTO and UN;
- Extrabudgetary: US\$ 33 million, from a range of donors and other sources.

83. While ITC has requested a modest increase in its regular budget from WTO and UN for the 2010-2011 biennium, it is recognized that the present economic climate is not likely to be conducive to further increasing regular budget resource. Therefore, over the next four years we will focus on increasing the level of extrabudgetary funding to support delivery and annual expenditures, aiming to achieve growth to a minimum of US\$ 45 million by 2012, and US\$ 50 million by the end of the plan period.

84. In order to clarify the contribution of the various funding sources to ITC's work, the organization will continue its review of the activities supported by each funding source. This will identify which specific activities or roles are funded from the regular budget, and consequently which activities require the support of the Programme Support Costs (PSC) fund, or extrabudgetary funding. Currently, regular budget resources support the development and implementation of ITC's core competencies, or business lines, as well as programme implementation at all levels; global, regional and country. Neither the geographical location of delivery nor the nature of the product serves to define the use of regular budget funds. Programme design, management, supervision and monitoring, rather than actual delivery, as well as product, service and business line development are key regular budget supported roles.

85. PSC funds are used to support the cost of delivering extrabudgetary funded activities. These funds are typically used to cover the additional costs arising from the managerial, administrative and oversight activities required to implement projects funded from extrabudgetary sources.

86. ITC has launched a resource-mobilization strategy with the following guiding principles:

- Development of stronger relations with traditional donors to harmonize funding of agreed plan activities, through both the ITC Trust Fund (ITF) and bilateral arrangements, and reach out to emerging donors.
- Continued pursuit of support for ITC products and services to maintain the flow into the business lines, which offer ITC sections some seed-funding and flexibility for tool maintenance and upgrading.
- Continuing development of partnerships and/or alignment of technical cooperation efforts, linked to emerging funding sources, which will increasingly be country-based, including EIF, One UN, development banks and the private sector.
- Stronger analysis of available funding resources, associated transaction costs and feasibility by donor, purpose, expected outputs and impact.

87. Under the Office of the Executive Director, ITC will prioritize its efforts to leverage resources from a limited number of key sources, focusing on those which are likely to fund multiple projects and programmes, such as the bilateral programmes and multi-donor funds such as the EIF. Resource mobilization will require the coordinated work of all parts of the organization to focus efforts and secure the required funding. Strategic partnerships will be developed, within the UN regulatory structure, with regional development banks and bilateral development programmes, using the ITC presence in the field.

88. A continuous dialogue will be maintained with the EIF national implementation units in priority countries. This contact will be supported through the advisory and planning support described in the integrated country solutions strategy and supplemented by ITC's country networks. This approach will also enable ITC to explore new funding links with non-traditional partners committed to funding large bilateral programmes in selected countries. It will offer its services to multi-donor arrangements and basket funds being established, mainly in LDCs, and running in parallel to EIF trust fund resources.

89. A growing number of middle and upper middle-income countries are becoming net contributors to ITC. During the period of the Strategic Plan, the number of net contributors will increase as ITC seeks to expand country partnerships based on cost-sharing arrangements. A different relationship needs to be developed with this growing number of middle-income countries, some of which are becoming significant net financial contributors, such as Brazil and South Africa, or can begin to provide expertise through ITC to third party countries, such as Mexico and Romania. Fund-raising from non-governmental sources is also becoming more important. ITC will actively work to develop new approaches towards private entities.

90. Longer-term strategic partnerships will need to be established to secure long-term funding for ITC operations, which in turn will facilitate planning and delivery. ITC's improved delivery performance will be a critical factor in convincing funding entities to contribute to an expansion of ITC's project portfolio.

Major milestones/targets for 2010-2011	Major milestones/targets for 2012-2013
<ul style="list-style-type: none"> • Establish an effective overall resource-mobilization strategy that will identify roles for all parts of ITC, directing effort towards the key sources of extrabudgetary funding. • Securing an annual XB expenditure of US\$ 40 million by 2011. 	<ul style="list-style-type: none"> • Securing an annual XB expenditure of US\$ 50 million by 2013. • Securing multi-year funding.

Upgrading financial management

91. ITC operates in a complex financial environment, receiving funds from a variety of sources with varied timelines and different conditions. The organization will continue to upgrade its financial forecasting, cash-flow management and project budget control, at the same time preparing for implementation of the International Public Sector Accounting Standards (IPSAS) and contributing to the definition of needs requirements of the enterprise resource planning system (ERP) of the United Nations, which is also the system used by ITC. Given the level of resources available for investment in the new ERP, the UN Secretariat has rescheduled the target date for implementation of full IPSAS compliant financial statements to 2014. ITC, governed by UN financial rules and regulations and subject to the UN financial accounting procedures and systems, is also targeting adoption of IPSAS for 2014. Work continues in preparation, such as adoption and implementation of revised accounting procedures, conversion to accrual accounting and reporting requirements. During 2010-2011, IPSAS awareness-raising and training will begin. This will contribute to the delivery of ITC's commitment to improving value for money and its financial forecasting capacity.

92. Financial management processes continue to progress in order to achieve greater internal transparency and external accountability.

93. Financial forecasting and cash-flow management processes will be further developed in order to improve longer-term planning. This will facilitate longer-term working relationships with counterparts and partners. Costing studies of ITC operations will also enable us to have a firm grasp of the costs associated with planned outputs to be delivered from available resources. An assessment of the trends, over time, in the costs of various delivery modes will enable us to identify those areas where more efficient approaches may be adopted, to set target ranges for costs and to develop more reliable and transparent project costing and budgeting.

94. ITC will continue to develop its financial management processes with a balanced approach to delegation to sections and project managers, while tightening its internal reporting and monitoring procedures. The Senior Management Committee will continue to receive monthly reports on financial performance and progress on project delivery. This will facilitate reporting and accountability to senior management and to external bodies.

95. Cash-flow management is critical to the smoother delivery of projects. The timing of the receipt of donor contributions as well as donors' designation of ITC Trust Fund soft earmarking, impacts on ITC's ability to deploy funds throughout the full 12 months of the year. Through carefully managed use of the Trust Fund Operating Reserve, ITC can advance funds to projects and thus ensure continuity of operations. Project implementation can begin sooner and continue pending the receipt of funds. This enables us to benefit from synergies by scheduling complementary project implementation activities and to reduce stop and start actions that generate high transaction costs. ITC will therefore continue to seek to increase the operational reserve to 15% of ITF expenditure. Without specific contributions to the Operating Reserve, current options for enhancing the reserve will take several years to reach the target, thus slowing some progress in the immediate future.

Major milestones/targets for 2010-2011	Major milestones/targets for 2012-2013
<ul style="list-style-type: none"> • Increase in the value of the Operating Reserve. • Training of finance staff in IPSAS. • ITC Trust Fund in full operation, including financial reporting. 	<ul style="list-style-type: none"> • Preparations for IPSAS and new automated financial systems ready for opening of next biennium (dependent on UN progress). • Training of ITC staff in IPSAS completed. • Improved reporting on project expenditure performance implemented.

Investing in people

96. ITC's staff are at the heart of its ambition to be a successful organization. In recognition of this, ITC has adopted a five-part strategy, to be implemented over the medium term, to secure the human resources to deliver its planned programmes. The strategy, including short-term priorities and longer-term targets, is detailed in the ITC People Strategy 2010-2013. The document defines five top-level goals:

- To source, attract and recruit world-class talent to ITC on a global basis;
- To promote excellence in leadership and people management;
- To encourage and support staff in their continuing professional development and performance improvement;
- To provide ITC staff with a diverse and supportive working environment;
- To develop efficient, transparent and responsive human resource processes to support business delivery.

97. Each goal is underpinned by the ITC core values, and policies will be driven by the seven organizational competencies: Integrity, Vision, Teamwork and Leadership, Excellence and Accountability, Client Commitment, Pragmatism and Communication. As ITC seeks to strengthen its country and regional presence, more attention will be devoted, in the immediate future, to the recruitment and working arrangements for field-based staff. During 2009, ITC staff were recruited and deployed to new locations including Abuja, Libreville, Lusaka and Monrovia. The organization will continue sourcing, attracting and recruiting world-class talent on a global basis. It is recognized that the identification and engagement of staff with specialized, yet globally deployable, trade-related technical expertise and skills, presents a challenge to ITC. Freeing time to devote to the selection process, managing the logistics requiring the participation of busy senior and middle managers in candidate interviews, and shepherding selection recommendations through a multi-layered review process, is resource and time intensive. ITC continues to pursue increased recruitment delegation from the WTO and UNCTAD and the UN that could simplify and accelerate the process.

Work will also progress on developing an extended roster of specialists, experts and national and international consultants, knowledgeable and skilled in ITC competences, and available for rapid global deployment to projects.

98. A more comprehensive training and staff development programme will be developed to deliver the skills required to increase organizational impact and output. This programme will upgrade generic competencies and technical knowledge and skills. Implementation of an enhanced performance appraisal scheme will improve identification of the training needs of staff as well as confirming the rates of progress being achieved. At the same time, a new promotion policy, allied to coaching and mentoring programmes, will improve opportunities for career development of all staff.

Major milestones/targets for 2010-2011	Major milestones/targets for 2012-2013
<ul style="list-style-type: none"> • Continued upgrades to people policies, including e-recruit system. Promotion, coaching and staff mentoring and succession planning. • Five ITC core values (Vision, Integrity, Excellence, Pragmatism, Responsiveness) further embedded. • Increased delegation of selection authority implemented. • Performance appraisal process enhanced to focus on competencies and delivery of planned commitments. 	<ul style="list-style-type: none"> • ITC core training curriculum adopted for key staff functions (assistants, managers, project managers, competencies – technical skills).

Improving ITC’s communications and information architecture

99. Improved Communications will play an increasingly important role in the delivery of projects and in raising awareness of the activities of ITC and its counterparts. The new Communications and Events unit has brought public information, publications, media and events functions together within ITC. The focus of the previous biennium has been to consolidate this team and define its role, and towards the end of 2009 to create strategies for key deliverables – internet, intranet, publications and W-E-D-F. A Corporate Communications Strategy will be developed that will prioritize these strategies and the other deliverables of the unit. The focus from 2010 and 2011 will be to implement tasks in line with the communications strategy, to achieve stronger consolidation of information within ITC and disseminate it to our stakeholders in a manner that meets their needs.

100. With respect to delivery, ITC is proposing to lay a foundation for a long-term information management systems, migrating away from islands of information and independent systems to an integrated enterprise IT architecture that is needed to underpin the organization’s strategic objectives and corporate-wide system integration. With this objective in mind the organization has adopted an Information Management Strategy. It is also a critical piece of the Global Delivery strategy. Operations supported through information technology investments fall into five key initiatives:

101. **Re-launch of ITC’s web presence and introduction of content management system (CMS)** – ITC launched new internet and intranet strategies in 2009 with the aim of harmonizing the website and revising the information architecture to ensure simple navigation and access to information by our stakeholders. A vital component for implementing these strategies is the purchase of a CMS, which will not only simplify the process of publication of web content but also make it possible to take advantage of a range of multimedia tools to enhance our communication, interaction and provision of services. ITC has set up a governance group for the website, comprising core members from each division and the Information and Technology Services (ITSS) and Communications and Events (CE) web owners.

102. **Customer relationship management (CRM) system** – Meeting the evolving needs of ITC’s beneficiary countries, donors and partners requires developing and maintaining long-lasting, meaningful relationships. Achieving such relationships requires client ownership, consistent and frequent client communication, implementation of agreed CRM standards and practices and a CRM system that supports and enables these new practices and unifies ITC relationship programme.

103. **Implementation of an e-learning platform** – The 2006 evaluation of ITC questioned the level of resources being deployed to support short workshops and training sessions. However these services are necessary to build awareness and to provide a wide range of information. ITC has been examining how much of this training can be delivered to a wider audience and in a more cost-effective and sustainable manner through an e-learning platform and/or through rich multimedia and social networking platforms. The management, updating and sharing of content (with multiple partners and learning institutes) can be centralized, which will reduce travel costs and the associated environment impact of delivering basic training and services directly on the ground.

104. **Implementation of a Business Process Management system** – In response to client needs, feedback and review, ITC will continue to upgrade its administrative processes to improve efficiency and effectiveness. The immediate action plan will focus on agreed recommendations of the Division of Programme Support change project, which can be implemented independently of a business process management system. Progress has been made on some aspects of hiring consultants, events management, memoranda of understanding and project budget control, but greater gains are expected when automated support becomes available. Progress on standardization and re-engineering of administrative processes is closely linked to the deployment of a business process management system. ITC business processes will also need to be integrated into the broader UN ERP system, which the UN will be deploying in a phased manner up to 2014.

105. **Implementation of a Project Cycle Management system** – ITC will introduce a revised project cycle management process across all sections to improve consistency, raise standards and enhance project reporting and monitoring, in order to support senior management in the strategic decision-making process. The revised process takes into account many of the key commitments listed in the Strategic Plan, in particular: setting projects into their local context; engaging counterparts, potential partners and all relevant business lines in design; securing the development goals and operational modalities in all projects; and setting achievable outputs and impacts within feasible deadlines.

Major milestones/targets for 2010-2011	Major milestones/targets for 2012-2013
<ul style="list-style-type: none"> • Launch of a full e-learning platform. • Implementation of corporate CRM and web content management solutions. • Upgrade of the global messaging platform. • Upgrade of the Global Public Goods databases. • Upgrade corporate and project communications to secure greater impact from ITC’s programmes and its major events. • Coordination of publications with editorial board established and operational. 	<ul style="list-style-type: none"> • Implementation of project cycle management portal. • Introduction of business process management solution. • Integration of ITC information architecture with the UN global ERP project.

Accountability

106. A critical factor in creating an effective ITC organization is consolidation of the internal and external processes for accountability and reporting. This area of ongoing development will be a continuing focus of senior management attention and discussion with donors and beneficiaries.

Performance management and operational planning

107. The Strategic Plan sets the overall framework within which detailed operational planning can take place. Each year, ITC will produce an Operational Plan, which will be regularly updated during the year in line with the receipt of funds from all sources. The Operational Plan will be underpinned by section plans, which will describe available resources, including staffing, agreed priorities, outputs, new initiatives and internal progress-monitoring arrangements. Arrangements will be put in place to ensure that individual plans conform to the overall needs of ITC and that actions are well coordinated with those of key partners.

108. Outputs of the Operational Plan will be fed into the wider reporting mechanism of the UN Strategic Framework system through the Integrated Monitoring and Documentation Information System (IMDIS) and ITC's own internal monitoring. Based on section plans and the Operational Plan, each member of staff will be able to identify her/his key work priorities, performance targets and deadlines for the Performance Appraisal System (PAS). The full implementation of PAS will be a critical component in the drive for improved performance and quality across ITC.

109. ITC will extend its investment in training staff to improve project design, project delivery and project review. Once basic skills have been embedded, further steps will be taken to raise standards to support project management and easier collaboration with key partners. The introduction of a three-stage project approval process will secure better design and facilitate delivery, building on the enhanced skills of the project managers.

Continuous monitoring

110. ITC is strongly committed to strengthening the quarterly reporting mechanisms covering finance, people resources and project delivery. As the organization continues to improve its quarterly financial monitoring in order to exercise firm control over its finances and expenditures, section chiefs will be required to report quarterly on expenditures. Improved cash-flow forecasts and the deployment of the operational reserve are critical to raising efficiency and securing timely delivery. A quarterly monitoring dashboard, capturing the progress on a limited number of key strategic indicators, will be presented to the senior management to monitor progress and inform decision-taking. This dashboard will also cover human resources, recruitment activities and staff development progress. This information will sit alongside performance delivery related to agreed outputs and major milestones.

111. A quarterly review of progress in implementing the Operational Plan will be a core management tool for directing resources and management time to critical issues and developments

112. Precise definition of indicators has also been used as an opportunity to raise standards and support improved performance. ITC sections will be encouraged to upgrade activities, which in turn will maximize impact for the counterparts.

Output-oriented annual reporting

113. The 2007 Annual Report established a structure and approach that will be continued and improved in coming years. Its format will broadly remain the same while attention will be paid to:

- Simplification of key messages and year-by-year issues;
- Greater focus on tangible results and inputs;

- More trend analysis as our body of results and impacts grows;
- Extracting overall intelligence and conclusions from the wealth of detailed performance information provided in the addenda;
- Including good human-interest stories alongside the more structured reporting to add relevance and context to the statistics.

114. The ITF (extrabudgetary resources) reporting will follow the terms agreed in discussions in the Consultative Committee.

Stronger focus on evaluation and learning

115. It is expected that major progress will be made from the investment in improving evaluation processes. Terms of reference will be more aligned to key priorities and the scope of studies will recognize the scale of resources available for the work programme. ITC is committed to ensuring that all recommendations and findings are fully examined. Subsequent action plans will be monitored closely to ensure a full return from the evaluation study investment.

116. The annual evaluation programme will continue to be funded both by ITC and by donors. ITC will share its evaluation expertise to ensure all evaluations follow quality standards and result in positive learning for the organization.

117. The annual client survey will be a key feature in the evaluation cycle. Individual sections have been trained to assess their performance in the light of the data provided by the survey. In future years, sections will be expected to demonstrate their response to the findings. A spin-off from the insights gained from the survey will be development of an in-house survey capability and capacity. This will be deployed to investigate key matters of interest in TRTA. Major publications will then follow as part of ITC's wider contribution to knowledge and thought leadership in TRTA.

118. The culmination of all of the evaluation work in a year, including the client survey, will be the Annual Evaluation Report. This will draw together the high level lessons to be learned from the current year's evaluation programme and applied in future years.

Major milestones/targets for 2010-2011	Major milestones/targets for 2012-2013
<ul style="list-style-type: none"> • Full integration of strategic plan, consolidated programme document operational plans and annual reporting to UN, WTO UNCTAD and JAG. • Establishment of quarterly dashboard for monitoring strategic progress. • Development of products and services for all sections strongly influenced by results from clients' survey. 	<ul style="list-style-type: none"> • Ongoing process to embed lessons throughout ITC from evaluations established. • ITC fully establishes a 'learning organization' culture.

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