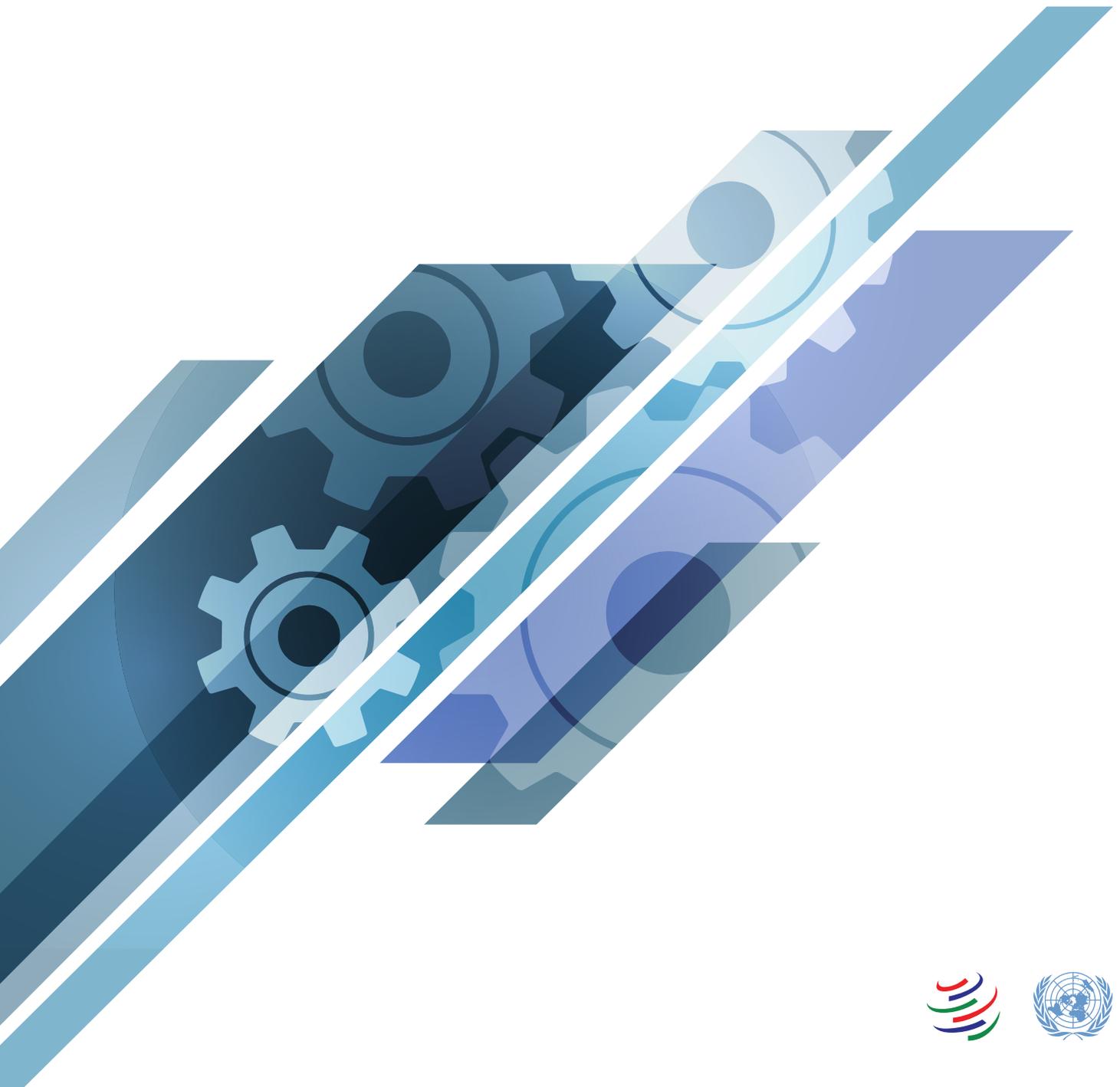




International
Trade
Centre

TRADE IMPACT
FOR GOOD

Operational Plan 2017



ITC mission:

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

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

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

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OPERATIONAL PLAN 2017

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FOREWORD

2017 will be a year of important global transformations. With leadership changes in many economies and a new United Nations Secretary-General, it will be an opportunity to reaffirm multilateralism, to find new and innovative solutions to delivering on the United Nations Sustainable Development Goals (SDGs) and to support greater trade-led growth and development, even in an uncertain global policy environment.

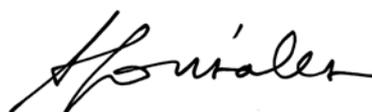
In keeping with our commitment to contributing to the SDGs through trade, in particular by supporting the internationalization and competitiveness of micro, small and medium-sized enterprises (SMEs), the International Trade Centre will further sharpen its focus on results and impact, delivering innovative solutions and value for money. This 2017 Operational Plan sets out what we intend to accomplish with our partners in the year ahead, building on previous achievements. It details milestones toward the achievement of our Strategic Plan, projects that we plan to implement, the necessary resources to enable implementation and measures to track and improve the way we work. These are summarized in our three-tiered corporate scorecard for developmental impact, development results and effectiveness and efficiency.

In 2017, ITC will continue to be guided by its Strategic Plan 2015-2017, while remaining flexible and responsive to the changing global economic and political environment. We will invest in ensuring we remain nimble, efficient and 'fit for purpose'. In 2016 we realigned ITC's organizational structure to better reflect the six focus areas and our programmatic approach. This year, we focus on ensuring the full implementation of the Strategic Plan's key deliverables within each of the six focus areas. The strategic milestones listed in Chapter 3 are therefore particularly important.

2017 is also the final year of a financial biennium in which we strove to increase our delivery of outputs and achievement of outcomes. We established ambitious targets under certain budgetary assumptions, some of which did not fully materialize. Despite this, ITC continues to work with partners to deliver quality results and impact whilst simultaneously doubling efforts to boost project development. The significant effort made in 2016 will bear fruits in 2017.

Over the course of the year, ITC will develop the Strategic Plan 2018-2021. In charting our course for ITC's medium-term future, an extensive consultation process with our partners will be at the heart of how we develop our strategy and priorities.

In a period characterised by complexity and volatility in the global landscape, it is important to remain focused on results and strengthening partnerships. The 2017 Operational Plan maintains our commitment to do more and do better through integrated solutions. It also stands us in good stead to deliver trade impact for good well into the future.



Arancha González
Executive Director
International Trade Centre

ABBREVIATIONS

AIM	Assess Improve Measure	SME	Small or medium-sized enterprise
ASEAN	Association of Southeast Asian Nations	SVEs	Small and vulnerable economies
CEFTA	Central European Free Trade Agreement	STDF	Standards and Trade Development Facility
COMESA	Common Market for Eastern and Southern Africa	TFA	Trade Facilitation Agreement, World Trade Organization
EAC	East African Community	TICAD	Tokyo International Conference on African Development
EIF	Enhanced Integrated Framework	TISI	Trade and investment support institution
IEU	Independent Evaluation Unit	TPO	Trade promotion organization
IOM	International Organization for Migration	TRTA	Trade-related technical assistance
ITC	International Trade Centre	UEMOA	West African Economic and Monetary Union
ITF	ITC Trust Fund	UNCTAD	United Nations Conference on Trade and Development
LDC	Least developed country	UNHCR	United Nations High Commissioner for Refugees
LLDC	Landlocked developing country	UN-SWAP	UN System-wide Action Plan on Gender Equality and the Empowerment of Women
NRC	Norwegian Refugee Council	UNWTO	World Tourism Organization
NTF III	Netherlands Trust Fund Phase III	W1	Window 1 of the ITC Trust Fund
NTM	Non-tariff measure	W2	Window 2 of the ITC Trust Fund
OECS	Organisation of Eastern Caribbean States	WEDF	World Export Development Forum
OIOS	United Nations Office for Internal Oversight Services	WTO	World Trade Organization
PIGA	Partnership for Growth and Investment in Africa	WVEF	Women Vendors and Exhibition Forum
PSC	Programme support cost	XB	Extra-budgetary resources
RB	Regular budget from United Nations and World Trade Organization		
SDG	Sustainable Development Goal		
SIDS	Small Island Developing State		
SITA	Supporting Indian Trade and Investment for Africa		

1. Strategic background

2017 will likely be a challenging year for international trade, investment and development.

Growing anti-globalization sentiment in major developed countries has increased volatility and complexity in the world economy. Open global markets have underpinned rapid trade-led growth in many developing countries, but today look more vulnerable to protectionist reversals than they have in decades. In some economies trade has become the lightning rod for anxieties over jobs – mostly impacted by technological progress which is likely to continue unabated -, immigration or wider cultural and societal changes. At the same time, pressures are also growing to reduce the overall envelope of development aid.

Inclusive growth is not just a policy imperative in developing countries, but in the world's richest nations as well. Global trade growth will remain subdued and prospects for the trading system are clouded by uncertainty. In a best-case scenario, governments would move to tackle socioeconomic exclusion at home while cooperating pragmatically abroad to implement the WTO Trade Facilitation Agreement, strike new agreements at the regional and global levels, and lower supply-side barriers facing SMEs. At the opposite end of the spectrum, large sections of the global economy could end up engulfed in tit-for-tat trade conflicts, harming not just the countries directly involved, but prospects for trade-led growth and development in the rest of the world. Against this backdrop, in 2017 it will be important to ensure that global cooperation on trade and investment remains the norm, that trade opportunities are turned into reality and to ensure more inclusive and sustainable trade.

This is precisely the objective enshrined in the 2030 Agenda for Sustainable Development, which calls for partnerships across government, business, civil society and academia to end extreme poverty by 2030, and sees trade and investment as a means to that end. The Sustainable Development Goals will continue to frame ITC's priorities, programmes, and projects to support the international competitiveness of small- and medium-sized enterprises (SMEs). Because these firms account for the lion's share of all jobs, their success is central to making growth inclusive. Connecting to trade can help SMEs increase productivity, create more jobs, and pay higher wages, while contributing to faster overall growth and diversification.

ITC will accelerate its efforts to promote "trade impact for good", that is, more sustainable and inclusive value chains that present opportunities for SMEs and empower women and young entrepreneurs. In a changing policy environment, active partnerships between the public and private sectors, as well as the ability to remain flexible and adaptable, are essential. ITC and its partners will redouble efforts to understand citizens' concerns and ensure participatory approaches to developing policies, negotiating reforms and designing initiatives.

Ensuring that firms are equipped to make the most of existing levels of market access is more important than ever. In 2017, this will mean increasing emphasis on addressing non-tariff procedural and regulatory measures affecting trade in goods and services. Public regulations and private standards weigh disproportionately on the trade competitiveness of SMEs in developing countries; understanding the barriers is a crucial element in levelling the playing field. ITC will expand initiatives to identify and address non-tariff measures on goods and services affecting SMEs both within their home jurisdictions and in export markets, while assisting countries to cut trade costs by implementing the WTO Trade Facilitation Agreement.

With the numbers of refugees and internally displaced people likely to remain at high levels, ITC will strengthen its work in supporting market-based opportunities for people in such settings to earn incomes and build skills to eventually take back home. At the same time, ITC will work to foster economic resilience, entrepreneurial skills and job opportunities in vulnerable communities to create alternatives to economic migration.

Emerging markets are growing faster than advanced economies, and, perhaps as a result, register higher levels of popular support for international trade and investment. ITC has been requested by client countries to deepen its support for regional integration and South-South trade through initiatives in Africa, the Arab States and the Asia-Pacific. The 2017 edition of ITC's flagship publication, the SME Competitiveness Outlook, will examine opportunities and obstacles around regional value chains.

In 2017 and beyond, technology will continue to play an important role as an enabler and disrupter of trade and investment. The internet has empowered SMEs to connect directly with markets through trade in both services and goods. Yet they can struggle to benefit from e-commerce due to the lack of efficient logistics and cross-border payment systems, among others. Rapid technological change can disrupt long-established business models, requiring swift adaptation and response. Assisting SMEs to harness the power of digital technologies and trade in services will be priorities for ITC in the year ahead.

2. Mission and goals

2.1 Mission

ITC's mission is to foster inclusive and sustainable economic development through trade and investment, and contribute to achieving the 2030 Agenda for Sustainable Development. ITC works through partnerships with public and private actors to build the international competitiveness of SMEs and create "trade impact for good".

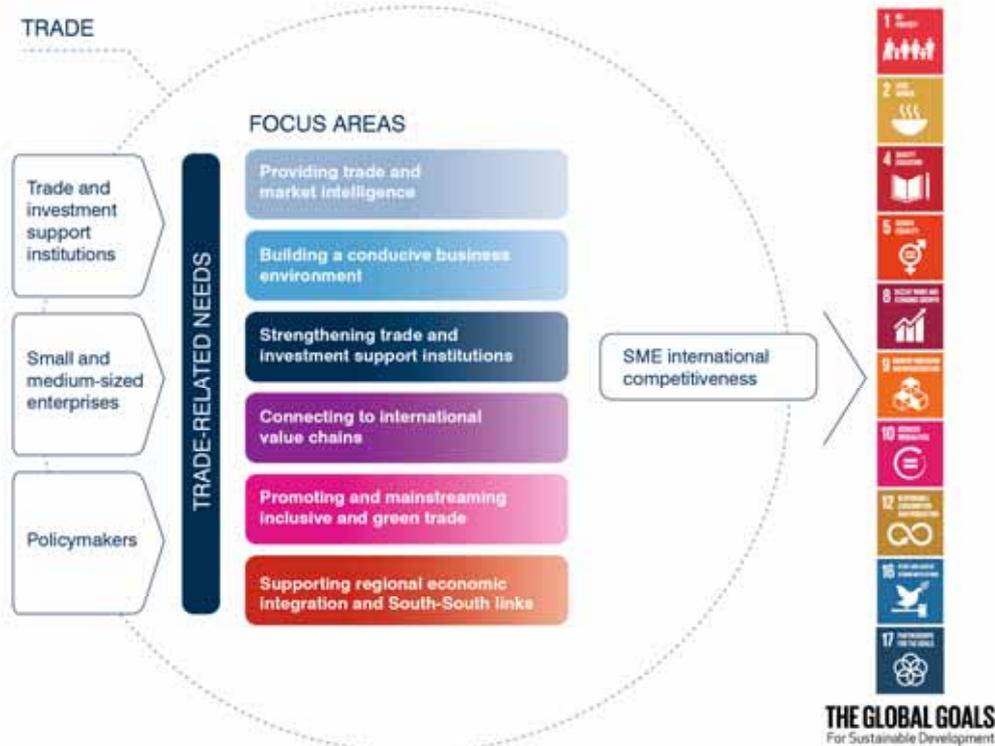
2.2 Corporate scorecard 2017

2.2.1 Scorecard tier 1: Development context

International trade and investment is explicitly recognized as a means to achieve the 2030 Agenda for Sustainable Development. ITC contributes to the SDGs by working with policy makers, trade and investment support institutions (TISIs) and companies to support the international competitiveness of SMEs, which are proven to be major job creators and engines of inclusive growth.

In 2017 ITC will continue to contribute to the 2030 Agenda on Sustainable Development, with a focus on these ten goals.

Figure 1: ITC and the Sustainable Development Goals



Tier 1: Development context	Programmes ¹
<p>Sustainable Development Goals and Targets that ITC contributes towards.</p> <p>Goal 1 End poverty in all its forms everywhere.</p> <ul style="list-style-type: none"> 1.2: Reduce proportion of men, women and children of all ages living in poverty. 1.7: Create sound policy frameworks based on pro-poor and gender-sensitive development strategies. 	All programmes
<p>Goal 2 End hunger, achieve food security and improved nutrition and promote sustainable agriculture.</p> <ul style="list-style-type: none"> 2.3: (1) Double productivity and incomes of small-scale food producers, in particular women and (2) provide access to knowledge, markets and opportunities for value addition. 2.4: Ensure sustainable food production systems. 	<p>NTM Programme</p> <p>Transparency in Trade Programme</p> <p>Trade and Environment Programme</p> <p>Value Added to Trade Programme</p>
<p>Goal 4 Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.</p> <ul style="list-style-type: none"> 4.4: Ensure youth and adults have relevant skills for employment, decent jobs and entrepreneurship. 	Youth and Trade Programme
<p>Goal 5 Achieve gender equality and empower all women and girls</p> <ul style="list-style-type: none"> 5.5: Ensure women's full and effective participation in business and trade and equal opportunities 5a: Support women's equal rights to economic resources 5b: Enhance use of enabling technology to promote the empowerment of women 	<p>Empowering Women to Trade Programme</p> <p>E-Solutions Programme</p> <p>Trade and Environment Programme</p>
<p>Goal 8 Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.</p> <ul style="list-style-type: none"> 8.2: Achieve higher levels of economic productivity through diversification, technological upgrading and innovation. 8.3: (1) Promote policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation and Encourage formalization and growth of micro, small and medium-sized enterprises and (2) encourage formalization and growth of micro, small and medium-sized enterprises. 8.9: Implement policies to promote sustainable tourism that creates jobs and promotes local culture and products. 8.11: Increase Aid for Trade support. 	All programmes
<p>Goal 9 Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.</p> <ul style="list-style-type: none"> 9.3: Increase access of SMEs to financial services and integration into value chains and markets. 9b: Ensure a conducive policy environment for industrial diversification and value addition. 	<p>Transparency in Trade Programme</p> <p>Trade Development Strategies Programme</p> <p>Value Added to Trade Programme</p>
<p>Goal 10 Reduce inequality within and among countries.</p> <ul style="list-style-type: none"> 10.1: Achieve income growth of the bottom 40%. 10.8: Implement special and differential treatment for developing countries, in particular least developed countries, in accordance with WTO agreements. 	<p>Supporting Trade Negotiations Programme</p> <p>Value Added to Trade Programme</p>
<p>Goal 12 Ensure sustainable consumption and production patterns</p> <ul style="list-style-type: none"> 12.2: Achieve sustainable management and efficient use of natural resources. 12.6: Support companies in adopting sustainable practices and integrating sustainability information into their reporting cycles. 	<p>Transparency in Trade Programme</p> <p>Trade and Environment Programme</p> <p>Value Added to Trade Programme</p>
<p>Goal 16 Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.</p> <ul style="list-style-type: none"> 16.6: Support effective, accountable and transparent institutions at all levels. 16.7: Ensure responsive, inclusive, participatory and representative decision-making. 16.8: Ensure participation of developing countries in the institutions of global governance. 	<p>Strengthening Trade and Investment Support Institutions Programme</p> <p>Supporting Trade Negotiations Programme</p>
<p>Goal 17 Strengthen the means of implementation and revitalize the global partnership for</p>	All programmes

¹The theories of change underlying each of these programmes are customised to meet the needs of specific beneficiary groups and implemented, with partners, as projects. In the Annex, the link of each project to the relevant programmes is shown.

sustainable development.	
<ul style="list-style-type: none"> 17.10: Ensure a universal, rules-based, open, non-discriminatory and equitable multilateral trading system under the WTO. 17.11: Support significantly increased exports of developing countries, doubling the least developed countries' share of global exports by 2020. 	

2.2.2 Scorecard tier 2: Development results

Tier 2 shows the development outcomes, indicators and targets that ITC will work towards in the 2016-2017 biennium through its portfolio of projects and programmes. In the UN Strategic Framework for the biennium 2016-17, Programme 10, Subprogramme 6, the outcomes are referred to as 'expected accomplishments'. Targets for each of the indicators were set in 2015 and split evenly across the two years of the biennium. They were based on assumptions about the future composition of the project portfolio, which varies across the biennium. Accomplishment of the targets needs to be fully assessed at the end of the biennium.

ITC's 2016-2017 development results targets were established during the 2015 UN planning process under certain budgetary assumptions. These expectations have not fully materialised, hence it's not excluded that all targets could not be fully met. Nevertheless, ITC continues to pursue these targets and submits regular progress reports to member states.

Tier 2: Development results (as specified in ITC's Strategic Framework 2016-2017)		Biennium target	2016 Actual	2017 Target	
Outcomes	Strengthened integration of the business sector into the global economy	Number of male and female clients reporting greater awareness of international trade as a result of ITC support	175,500	234,617	87,500
		Number of cases in which trade-related policies and/or strategies and/or regulations have been improved with business sector input as a result of ITC support	150	59	91
	Improved performance of trade support institutions for the benefit of enterprises	Number of institutions reporting improved operational and managerial performance as a result of ITC support	400	170	230
	Improved international competitiveness of enterprises	Number of SMEs reporting improved international competitiveness as a result of ITC support	10,000	5,334	4,666
		Percent share of SMEs with improved international competitiveness that are women-owned, -operated and -controlled	40%	53%	40%
		Number of SMEs having transacted international business	4,000	1,206	2,794
		Percentage of SMEs that have transacted international business that are women-owned, -operated and -controlled	40%	42%	40%
Outputs	Advisory services provided	400	1,157	200	
	Training courses conducted	1,000	579	500	
	Participants trained	20,000	16,850	10,000	
	Publications produced or substantially updated	Magazine issues	8	3	4
		Books	14	2	12
		Technical Papers	40	15	25
	Newsletters produced	14	8	7	
	Technical material, including web-based tools, produced or substantially updated	30	8	22	
	Special events held	7	3	3	
		World Export Development Forum			
Women Vendors Exhibition and Forum					
Forum on Trade for Sustainable Development					

2.2.3 Scorecard tier 3: Efficiency and effectiveness

Tier 3: Efficiency and effectiveness			
Managing resources		2016 Actual	2017 Target
Client satisfaction	% of clients that positively rate ITC services	97%	85%
Focus on priority countries	% of country-specific XB expenditure dedicated to LDCs, LLDCs, SIDS, sub-Saharan Africa, SVEs and post conflict states	80%	80%
Budget	Regular Budget (RB)	\$36.2 m	\$ 36 m
	Extra-budgetary Budget (XB)	\$48.3 m	\$ 50 m
Fundraising	XB funds secured for 2018 and beyond	\$64 m	\$ 90 m
	Total value of projects under development and in discussion with funders	\$161 m	\$ 175 m
Improving internal processes			
Financial planning	Percentage of variation between the forecast and actual outturn for each quarter	42%	10%
Oversight and compliance	Unqualified financial statements	Achieved	Achieved
	Number of audit recommendations to be closed in 2017 (as a % of total outstanding audit recommendations with a target date in 2017)	70%	80%
Carbon footprint	Share of online learning in ITC's training activities (including blended learning; measured by number of participants)	28%	32%
Building organizational capacity			
Innovation	Number of innovation actions ²	4	8
Talent management	Average days per full-time equivalent employee per year invested in learning and developing technical and managerial skills	2	5
	Average time to recruit fixed-term staff (broken down by type of funding)		
	Regular Budget	154	120
	XB-funded	123	120
	Average vacancy rate as percentage of all posts	6.1%	5%
Staff satisfaction	Average overall rating provided in the annual staff satisfaction survey (out of 5)	3.5	4.0
Gender diversity	Number of UNSWAP indicators met (out of 15)	12	14
	Percentage of women in professional and senior level positions	42%	44%
Outreach	Annual growth in ITC audience through corporate events, info products, web sites, social media and online learning	39%	5%
	# of registered accounts to ITC Market Analysis Tools	600,000	650,000

² The indicator counts novel products, services, methodologies or processes that are initiated with the objective to bring about positive change to ITC's efficiency and / or effectiveness both internally and externally. ITC's Innovation Lab supports this work.

Figure 2: ITC's approach for achieving SME international competitiveness to contribute to inclusive and sustainable development



ITC measures its contributions with corporate indicators:

- A1** number of clients reporting greater awareness of international trade as a result of ITC's support
- A2** number of cases in which trade-related policies and/or strategies and/or regulations have been improved with business sector input as a result of ITC's support
- B1** number of institutions reporting improved operational and managerial performance as a result of ITC's support

- C1** number of SMEs reporting improved international competitiveness as a result of ITC support
- C2** % share of women owned businesses (WBEs)
- C3** number of SMEs having transacted international business
- C4** % share of women owned businesses (WBEs)

3. Delivery of technical assistance in 2017

3.1 Budget overview

ITC plans to deliver trade-related technical assistance worth USD 87.8 million in 2017, representing an increase of 1.7 per cent in comparison with 2016.

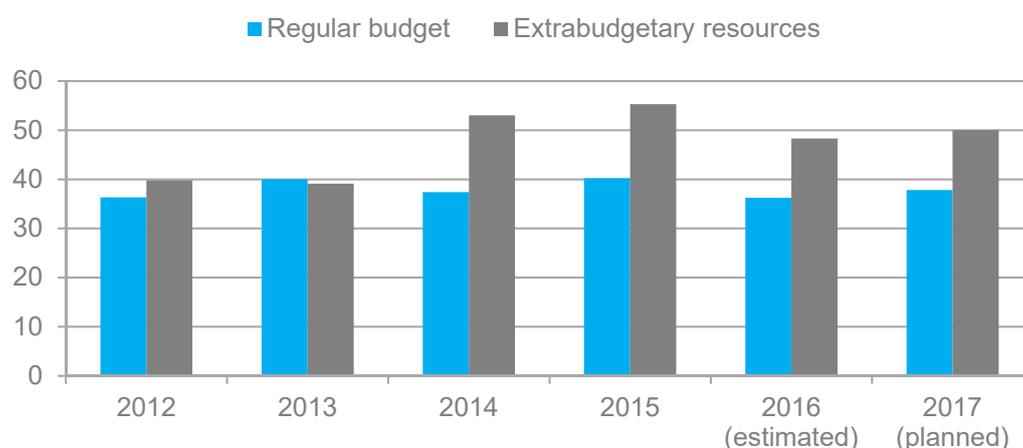
ITC's budget is financed by two types of funds: The Regular Budget (RB) and extra-budgetary funding (XB), which includes Programme Support Costs (PSC). The RB is provided in equal shares by the World Trade Organisation and the United Nations. The XB complements RB funds and represents voluntary contributions by public and private funders to the ITC Trust Fund (ITF). Contributions to the ITF cover unearmarked and soft-earmarked funds (Window I) and funds that have been earmarked to projects (Window II). Income from the sale of products and services such as ITC's publications or subscriptions to online tools also flows to Window II of the ITF. PSC is earned through a percentage charge to all XB expenditure and used to recover incremental indirect costs, defined as additional expenses incurred supporting activities financed from XB contributions.

By the end of 2016, ITC has signed 2017 Window I contribution agreements with the following countries: Canada, Finland and Germany. Based on communication with other funders, ITC also expects contributions from all other contributors to Window I in 2016. Contributions to the ITF's Window II are listed for each project in the appendix.

Table 1: ITC's delivery of technical assistance by source of funding, 2013-2017 (in \$ million, gross)

Source of funds	2012	2013	2014	2015	2016 est.	2017 (planned)
Regular budget	36.3	40.0	37.4	40.2	36.2	37.8
Extrabudgetary resources ³	39.8	39.1	53.0	55.3	48.3	50.0
Total	76.1	79.1	90.4	95.5	84.5	87.8

Figure 3: ITC's delivery of technical assistance by source of funding, 2013-2017 (in \$ million, gross)



³ The values for extra budgetary funds reflect gross expenditure. This includes PSC charged by ITC to XB-funded projects. While these figures are closely related to the actual PSC spending during the same year, actual PSC spending can vary from PSC charged.

3.2 Breakdown of ITC's assistance

ITC delivers its trade-related technical assistance through fifteen programmes. As defined in its Strategic Plan 2015-2017, each programme falls into one of the organisation's six focus areas. Every programme translates the objective of its focus area into a cross-disciplinary solution approach, underpinned by a comprehensive theory of change.

The projects that ITC implements with its partners on the ground represent customized applications of the programme theories of change, which are designed around the specific needs of the targeted beneficiary groups. Therefore, the weight of each focus area and programme in ITC's portfolio can change from one year to another. Below shows the distribution of ITC's 2017 portfolio of projects, including projects under development, by focus area and programme.

Figure 4: Distribution of ITC's planned XB-funded technical assistance delivery in 2017 by focus area (in \$ million, gross)

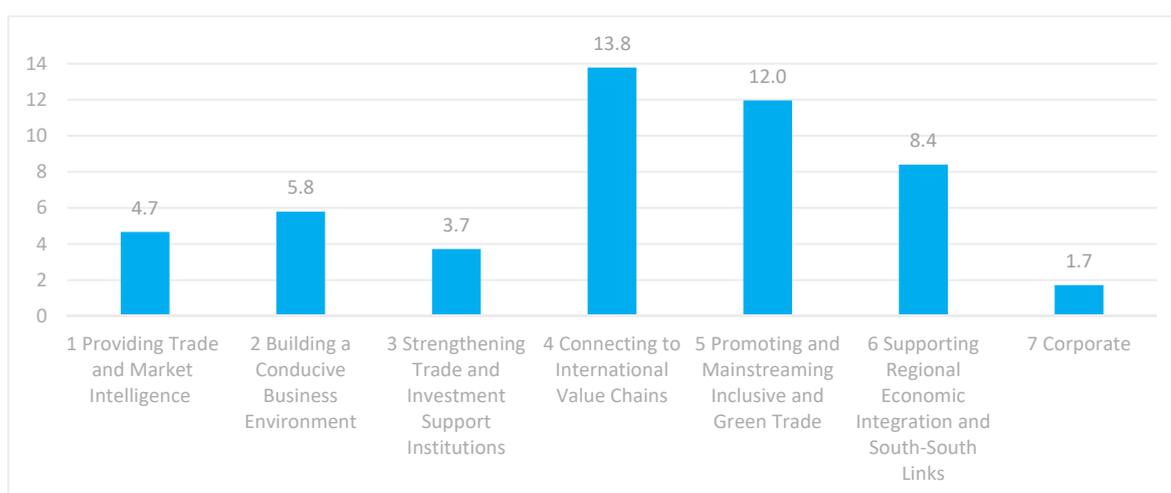


Table 2: Expected XB- funded technical assistance delivery in 2017 by programme (in \$'000, gross)⁴

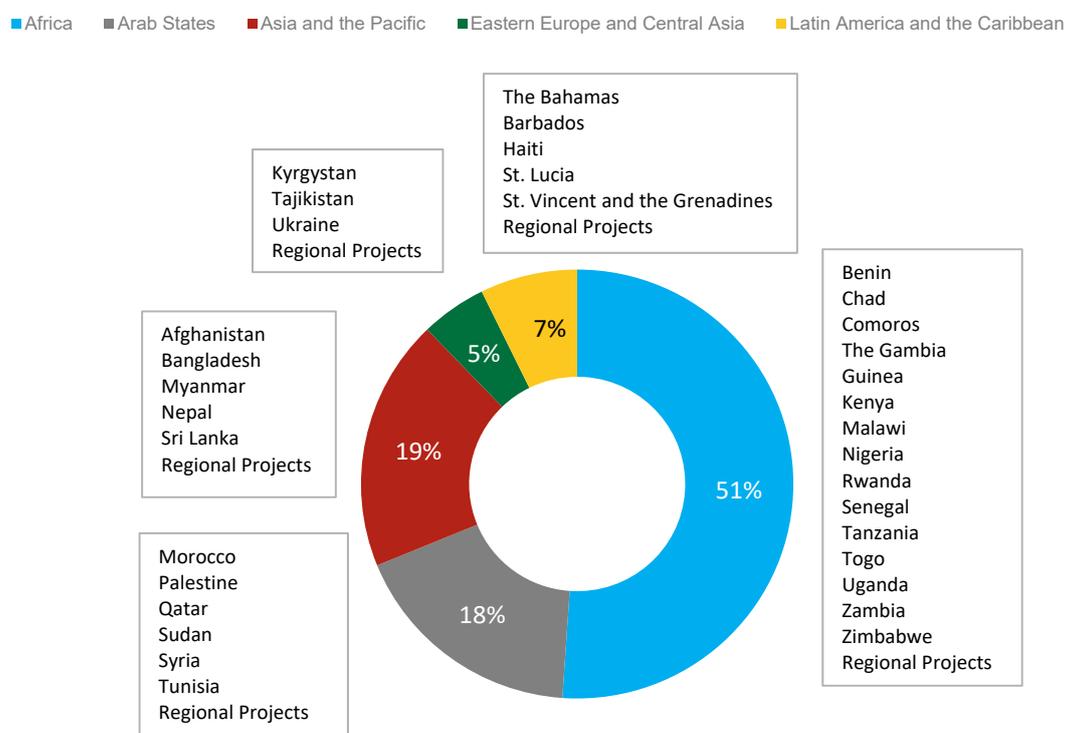
Focus area and programme	2017 Budget (\$'000)
1 Providing Trade and Market Intelligence	4,663
1.1 Transparency in Trade	2,887
1.2 Non-Tariff Measures in Goods and Services	1,403
1.3 Competitive Intelligence	373
2 Building a Conducive Business Environment	5,787
2.1 Trade Development Strategies	2,436
2.2 Trade Facilitation	1,939
2.3 Supporting Trade Negotiations and Policy Reform	1,413
3 Strengthening Trade and Investment Support Institutions	3,712
3.1 Strengthening Trade and Investment Support Institutions	3,712
4 Connecting to International Value Chains	13,776
4.1 Value Added to Trade	12,910
4.2 E-Solutions: Enabling Trade Through Digital Channels	866
5 Promoting and Mainstreaming Inclusive and Green Trade	11,954
5.1 Empowering Women to Trade	3,003
5.2 Empowering Poor Communities to Trade	3,384

⁴ Further breakdown is provided in Appendix – 2017 projects by region

5.3 Youth and Trade	2,403
5.4 Trade For Sustainable Development	3,163
6 Supporting Regional Economic Integration and South-South Links	8,395
6.1 Boosting Regional Trade	3,165
6.2 South-South Trade and Investment	5,231
7 Corporate	1,712
7.1 Corporate	1,712
Grand Total	50,000

ITC has a universal mandate to foster sustainable development and growth through trade. In implementing its mandate, ITC focusses on those clients with the greatest need for its assistance. In 2017, ITC intends to provide 80% of its country-specific technical assistance to priority countries comprised of LDCs, LLDCs, SIDS, Sub-Saharan Africa, post-conflict and fragile states and SVEs. The geographic distribution of ITC projects is shown in Figure 5 below.

Figure 5: Regional distribution of ITC's planned technical assistance delivery in 2017, excluding global and multi-regional projects



3.3 Strategic milestones for 2017: technical assistance

In its *Strategic Plan 2015-2017*, ITC specified key deliverables that it has committed to implement in each of its six focus areas. In each annual Operational Plan ITC details the milestones it will reach on the road to implementing the key deliverables of the Strategic Plan. In 2017, the final year of the current Strategic Plan, ITC aims to reach the following strategic milestones:

1. Providing trade and market intelligence

- Export Potential Map application is fully functional and the methodology extended to trade in services.
- NTM in services methodology piloted, validated and ready for large scale rollout.
- An integrated platform offering trade and market intelligence for SMEs is established.

2. Building a conducive business environment

- Regional export strategy tool, embedding assessments of regional value chain potential, is developed
- Joint ITC-UNWTO sustainable tourism export strategy is developed, as ITC contribution to the international year of sustainable development for tourism
- An Integrated Trade Facilitation Portal is created, allowing countries to comply with Trade Facilitation Agreement obligations and providing related information to enterprises electronically.

3. Strengthening trade and investment support institutions

- A methodology on integrating support for young entrepreneurs in TISI support programmes is developed
- An operational results measurement system and dashboard for the TISI strengthening programme are formalised, in full compliance with ITC's corporate results framework

4. Connecting to international value chains

- New TRTA offerings at the sector and enterprise level are deployed, including the scale-up of ITC's participatory methodology to supply chain development (Alliances for Action), the roll-out of an enterprise competitiveness diagnostic tool; and the scale-up implementation of ITC's advisory services on "Lean" management for SMEs.
- An advisory board is established to provide strategic guidance to ITC's "Value Added to Trade Programme".
- Corporate partnerships on e-commerce are scaled up to increase market access opportunities for SMEs in developing and least-developed countries.
- E-solutions training curriculum is consolidated, including e-learning modules

5. Promoting and mainstreaming inclusive and green trade

- The 5th Women Vendors Exhibition and Forum in Istanbul, Turkey, takes place, networking 300 women-owned enterprises with global buyers.
- She Trades connects 1 million women to market by the end of 2017, two years earlier than initially targeted
- Rise Map, an application tracking economic, social and environmental impact on poor communities is launched as part of the Empowering Poor Communities to Trade programme.
- At least five new buyers and international brands are involved in the Empowering Poor Communities to Trade programme, sourcing from communities and co-investing in product design.
- Sustainability Map and Network, a tool to increase transparency and connectivity on sustainability standards, is launched, including one customized platform for a major market partner.
- A new Climate Resilience Tool to improve sector environmental performance is piloted in two countries.
- The 4th Trade for Sustainable Development Forum is held in Geneva, Switzerland.

6. Supporting regional economic integration and South-South links

- A regional project to increase trade among member countries of the Agadir Agreement is launched.
- South-South trade and investment transactions of US\$60 million are facilitated.
- The 2017 edition of the SME Competitiveness Outlook focusing on SMEs potential to trade regionally is released.

4. Increasing ITC's effectiveness, strengthening partnerships and enhancing visibility

4.1 Strategic milestones for 2017: impact, effectiveness and efficiency

Towards a more impact-driven organization

- Launch ITC's Strategic Plan 2018-2021 as part of an inclusive and impact-oriented process.
- Develop a tool to collect and aggregate client survey data to better substantiate ITC's development results toolkit.
- Embed the one-ITC SME competitiveness questionnaire for needs and impact assessments in the delivery of technical assistance targeted at firms

Towards a more effective and efficient organization

BETTER PROJECT CYCLE MANAGEMENT

- Update ITC's project quality assurance guidelines to streamline the design of large projects according to ITC's Rules of Engagement.
- Finalise the third and last phase of the roll out of ITC's New Project Portal.

BETTER FINANCIAL MANAGEMENT AND STREAMLINED ADMINISTRATION

- Publish an updated version of ITC's online workflow applications for the management of Memoranda of Understanding and the Events and Travel workflow application
- Analyse the cost of ITC's assistance based on Umoja data and ITC's costing method.

INVESTMENT IN E-LEARNING

- Build up a robust integrated SME Competitiveness curriculum (Certificate in Export Management) following a "market to market" approach in line with ITC's SME Competitiveness model (connect, compete, change).
- Reach 10,000 registered participants.

Towards a more expertise-driven organization

- Increase the share of women in professional and senior level positions.
- Develop 100 staff members in advanced skills (focussing on leadership, technical skills and managerial competence)

4.2 Managing risk

ITC will continue to ensure that internal and external risks are identified and managed throughout the organization at project, unit and corporate level. In 2017, ITC will operationalise a risk management framework, including a register of risks and an escalation mechanism for high probability and/or high impact project-level risks.

4.3 Strengthening partnerships and enhancing visibility

Towards an organization based on strategic partnerships

Building on its strong network of partners around the world, ITC will continue in 2017 to provide TRTA in collaboration with public and private institutions. ITC will work on creating new insights on the topics of SME international competitiveness, digital-enabled trade, quality and trade facilitation while working with partners from leading universities, academics and research-oriented NGOs.

Existing networks with private enterprises from diverse industries such as logistics, agri-business, quality management, e-commerce, and fashion will be deepened and complemented by ITC's outreach to new partners. ITC will pursue its effort to coordinate with other UN organizations and providers of technical assistance on measuring progress towards achieving the Sustainable Development Goals. Important steps in this regard will be ITC's continued membership of the Donor Committee on Enterprise Development and the planned collaboration with the International Aid Transparency Initiative. To ensure support for and the effectiveness of its interventions, ITC will invite subject matter experts and representatives of relevant stakeholder groups to join the advisory boards of each programme under its six focus areas.

Towards a more visible and accessible organization

In 2017, ITC will effectively utilize a range of communication channels to highlight the importance of SME competitiveness and connecting SMEs to international markets. These are key factors to promote sustainable, inclusive growth and development. ITC's communication will also facilitate access of clients to its services. The organization will deliver events and media interviews, content and briefings; provide information products such as publications, technical papers, advocacy material, press releases, web news stories and updates and videos; and will effectively use social media platforms to raise awareness of international competitiveness issues and development. ITC will produce its quarterly International Trade Forum magazine and its flagship publication, the SME Competitiveness Outlook, and will write op-eds to maintain its thought leadership position in the area of SME international competitiveness. The organization will track the effectiveness of its communications efforts by measuring and analysing web visits, media mentions and social media activity.

ITC will also contribute to major events on the global trade event agenda such as the Sixth WTO Global Review of Aid for Trade and the 11th World Trade Organization Ministerial Conference (Buenos Aires).

ITC key events to be held in 2017:

ITC corporate events	Location	Date
5 th Women Vendors Exhibition and Forum	Istanbul, Turkey	February
4 th Forum on Trade for Sustainable Development	Geneva, Switzerland	September
17 th World Export Development Forum	Budapest, Hungary	October

4.4 Evaluation work plan for 2017

The 2017 work plan of ITC's Independent Evaluation Unit (IEU) comprises independent evaluations of programmes, functions, and business processes; advisory services on evaluation, monitoring and reporting at programme/project levels; support of self-evaluations and staff training on evaluation; development of impact assessment methods at ITC; and liaison and partnering with external evaluation bodies and networks.

The IEU will undertake a corporate-level evaluation of ITC's client relationship and networks. It will finalize the three on-going evaluations of programmes or large projects (NTF III, Non-tariff measures and the East Africa programme). In alignment with the prospective plan presented in 2016, the IEU will evaluate The Transparency in Trade programme with special emphasis on the Trade for Sustainable Development (T4SD) project and the TISI Strengthening programme, with the focus on projects that have used the AIM for Results methodology. The IEU will also undertake the final evaluation of EIF Tier 2 Nepal: Pashmina enhancement and trade support project and

complete the evaluation of the EIF Tier 2 Lesotho horticultural productivity and trade development project.

Evaluation subject	Type of evaluation
Client relationship and networks	Corporate-level evaluation
Trade for Sustainable Development (T4SD)	Programme evaluation
TISI strengthening programme	Large project evaluation
Pashmina enhancement and trade support	EIF Tier 2 final evaluation
Lesotho horticultural productivity and trade development	EIF Tier 2 final evaluation

The IEU will coordinate with donors and support ITC project managers on four donor-led evaluations and it will support and validate, (a) three projects in self-evaluations and, (b) Project Completion Reports which are mandatory for all projects. To support project managers in these undertakings, the IEU will launch an e-learning tool for project managers. In terms of promoting evaluation-related learning within ITC and among key stakeholders, the IEU will synthesize the critical learning points generated in ITC's evaluations, and donor-led evaluations in the 2017 Annual Evaluation Synthesis Report. It will also publish Evaluation Notes on new evaluation reports and other deliverables of interest. Finally, the IEU will continue providing focal point services for the UN's Joint Inspection Unit (JIU).

Appendix – 2017 projects by region

Projects by region	1 Providing Trade and Market Intelligence	2 Building a Conducive Business Environment	3 Strengthening Trade and Investment Support Institutions	4 Connecting to International Value Chains	5 Promoting and Mainstreaming Inclusive and Green Trade	6 Supporting Regional Economic Integration and South-South Links	7 Corporate	Funders	Budget 2017 (\$'000)
Africa									
Africa: Partnership for investment-led growth (scoping and design phase) (A513)						■		United Kingdom	139
Africa: Supporting Indian trade and investment (SITA) (A854)						■		United Kingdom	3,120
Africa: Trade promotion and value addition for African cotton (A920)						■		European Union	50
Africa: Improving food packaging for small and medium agro-enterprises (A554)				■				FAO	100
Africa: Sustainable finance trainings for local banks (B319)				■	■			African Guarantee Fund	150
Associate Expert: Office for Africa (B215)						■		Finland	90
Associate Expert: Regional Office for Africa (B323)						■		Netherlands	160
Burkina Faso et Mali: Ethical Fashion: Création d'emplois équitables et développement durable de microentreprises dans le secteur mode et "lifestyle" (B276)					■			European Union	1,500
Benin: Strengthening production and trade capacities (A860)				■				EIF	80
Comoros: Improving the competitiveness of vanilla, ylang-ylang and clove exports (A863)				■				EIF	220
East Africa: Empowering women in trade (Women and Trade Programme Phase 2) (B342)			■		■			Trademark East Africa	311
East and Southern Africa: Project coordination (B426)		■		■	■	■		ITC Window I	25
Guinea: Development of the mango sector (B013)				■				EIF	150
Kenya: Enhancing export competitiveness of the IT and ITES industry (NTF III) (A923)				■				Netherlands	125
Kenya: Enhancing the export competitiveness of the avocado industry (NTF III) (A869)				■	■			Netherlands	30
Malawi: Improving trade statistics and trade information systems (A864)	■							European Union	375
Nigeria: Sustainable agri-food development (B449)							■	ITF Window I	40
Rwanda: Boosting the international competitiveness of SME clusters (A862)				■				Germany, One UN	43
Senegal: Improving the competitiveness of the mango industry (A996)				■				EIF	350
Senegal: Youth entrepreneurship project (A374)					■			Business Development Fund	126
Tanzania: Integration of horticulture supply/value chains into tourism - SECO component (B265)			■	■				Switzerland	226
Tchad: Projet de renforcement des capacités commerciales de la filière gomme arabique Tchadienne (A861)				■				EIF	80
The Gambia: Youth empowerment (B179)		■		■	■			European Union	3,071
Togo: Renforcement des capacités productives et commerciales de la filière soja (B345)				■				EIF	80
UEMOA: Export development and regional integration (B216)						■		European Union, UEMOA	2,433
Uganda: Enhancing export competitiveness of the IT and ITES				■				Netherlands	140

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industry (NTF III) (A924)									
Zambia: Green jobs (A813)								One UN	100
Zimbabwe: Regional integration capacity building project for cotton-to-clothing sector (B370)	■	■	■			■		European Union	93
Zimbabwe: Strengthening the national sanitary and phytosanitary institutional framework (A293)		■		■				European Union	600
<i>Projects under development</i>			■	■	■	■		<i>Multiple</i>	<i>1,822</i>
Arab States									
Arab States: Aid for trade initiative (A895)	■	■	■					UNDP	600
Arab States: Development of SME exports through virtual market places (A676)	■	■		■				World Bank	800
Arab States: NTM for Arab States (A683 / A538)	■		■					USA	650
Associate Expert: Empowering Women to Trade (B322)					■			Germany	123
Jordan: Refugee employment and skills initiative (B450)					■			Japan	100
North Africa: Engaging SMEs and Arab Diaspora to Support Export Driven Economic Growth (B438)		■		■				Japan	225
Libya: Strengthening the Libyan Trade Academy (B409)			■		■			France	500
Morocco: Export development for employment creation (A749)				■	■			Canada	800
Palestine: Creating a one-stop-shop for sustainable business (A674)			■		■			UNDP	150
Sudan: Supporting Economic stabilization through accession to the World Trade Organization (B446)		■						Japan	93
Syria: Developing Production Capacity and linking internally displaced populations to international Markets (B434)					■			Japan	291
Tunisia: Strengthening the competitiveness of the textile and garments value chain (A668)				■				Switzerland	800
<i>Projects under development</i>		■	■		■			<i>Multiple</i>	<i>700</i>
Asia and the Pacific									
Afghanistan: Trade-related assistance (A764)		■						European Union	1,800
Asian LDCs: Enhancing export capacity for intra-regional trade (A850)						■		China	423
Associate Expert: Office for Asia and the Pacific (B221)			■	■				Japan	75
Bangladesh: IT & ITES export competitiveness (NTF III) (A973)			■	■				Netherlands	211
Myanmar: Improving food safety and compliance with SPS measures to increase export revenues in the oilseeds value chain (A648)			■	■				WTO STDF	318
Myanmar: Inclusive tourism - focusing on Kayah State (NTF III) (A852)				■				Netherlands	254
Myanmar: National export strategy implementation management support (B284)		■						Germany	10
Nepal: Pashmina enhancement and trade support (A907)				■				EIF	500
Pacific: Economic empowerment of women (Women and Trade Phase 2) (A775)					■			Australia	400
Sri Lanka: Trade related assistance (A306)		■		■				European Union	2,000

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<i>Projects under development</i>					■			<i>Multiple</i>	250
Eastern Europe and Central Asia									
Kyrgyzstan: Strengthening export competitiveness of SMEs in the textile and clothing sector and enhancing trade support institutional capacity (A466)		■		■				Switzerland	60
Support to facilitation of trade between CEFTA parties (B444)		■						Germany	321
Tajikistan: Strengthening export competitiveness of SMEs in the textile and clothing sector and enhancing trade support institutional capacities (A666)		■		■				Switzerland	290
Tajikistan: WTO accession negotiations - Policy advice and capacity building (Component One) (A467)		■	■					Switzerland	180
Ukraine: Linking SMEs in the fruit and vegetables industry to global and domestic value chains (A303)		■		■				ITF Window I Sweden	530
<i>Projects under development</i>				■				<i>Multiple</i>	500
Latin America and the Caribbean									
Barbados: Enhancing the food safety and quality infrastructure in the condiments sub-sector (B166)		■						Caribbean Development Bank	30
Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts (A325)			■	■				European Union	1,200
Haiti: Ethical fashion initiative (A922)					■			USA	202
St. Lucia: Strengthening the institutional infrastructure for export promotion (A332)			■					ITF Window I St. Lucia	600
St. Vincent and the Grenadines: Market, technology and food safety compliance assessment for the arrowroot industry (B108)			■	■				Caribbean Development Bank	41
The Bahamas: Setting-up the Bahamas Trade Information Services (BTIS) (B177)	■	■						Caribbean Development Bank	77
<i>Projects under development</i>					■			<i>Multiple</i>	410
Global and multi-region									
AIM for results (A776)								ITF Window I	900
Associate Expert: Sector and Enterprise Competitiveness (B308)		■						Italy	128
Associate Expert: Sustainable and Inclusive Value Chains (B307)				■				Netherlands	45
Associate Expert: Trade and Environment (B198)					■			Germany	183
Associate Expert: Trade Facilitation and Policy for Business (B393)		■						Finland	131
Associate Expert: Enterprises and Institutions (B412)			■	■	■			Germany	137
Business Development Fund							■	ITF Window I	650
E-learning (B155)	■	■	■	■	■	■	■	Revolving Fund	150
E-solutions: Basic tools and training (B273)				■				ITF Window I USA	400
Euro-Med trade investment facilitation mechanism – an online tool and problem solving network (A859)	■							European Union Turkey	465
Export competitiveness programme management (NTF III) (B197)				■				Netherlands	400
Export Potential Map (A341)	■							ILO South Africa USA	216
Export strategy design and management		■	■					ITF Window I	600

Projects by region (A802)	1 Providing Trade and Market Intelligence	2 Building a Conducive Business Environment	3 Strengthening Trade and Investment Support Institutions	4 Connecting to International Value Chains	5 Promoting and Mainstreaming Inclusive and Green Trade	6 Supporting Regional Economic Integration and South-South Links	7 Corporate	Funders	Budget 2017 (\$'000)
Improving the business environment for exporting SMEs through trade facilitation (A812)		■						ITF Window I Qatar Development Bank UNCTAD	722
Improving transparency in trade through embedded market analysis tools (B352)	■							Islamic Centre for Development of Trade	44
Improving transparency in trade through market analysis tools as a global public good (B336)	■							European Union ITF Window I TMI Revolving Fund	1,870
Indian Ocean Rim Association (IORA): Economic empowerment of women (A285)					■			Australia	615
Information technology services & support (B419)							■	ITF Window I	185
Innovation Lab							■	ITF Window I	50
Innovative methods: NTM (A866)	■							USA	200
Market Insider (B029)	■		■					ITF Window I	177
MLS-SCM Revolving Fund (B189)			■	■				Revolving Fund	230
Non-tariff measures (phase II) (A866)	■							ITF Window I	100
Partnership, coordination and innovation							■	ITF Window I	280
Poor Communities and Trade Programme (A874)					■			ITF Window I Japan	728
Quality and SPS standards (B427)		■						ITF Window I	58
Results-based management (B204)							■	ITF Window I	70
SME Competitiveness Outlook and survey (B019)	■		■	■				ITF Window I	387
Supporting trade negotiations (A808)		■						ITF Window I	100
The Global Platform for Action on sourcing from women vendors (Women and Trade Phase II) (A772)					■			ITF Window I	93
Trade for Sustainable Development (T4SD) (B036)					■			Denmark European Union ITF Window I Switzerland Sustainable Agricultural Initiative Platform USA	2,685
Trade in services (B026)	■			■	■	■		ITF Window I	100
TS Revolving Fund (B205)			■					Revolving Fund	60
Value added to trade (B415)				■				ITF Window I USA	496
Women and Trade Programme Phase III (B402)					■			Australia ITF Window I Trademark East Africa	968
<i>Projects under development</i>	■	■	■	■	■			<i>Multiple</i>	<i>1,865</i>

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