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# OPERATIONAL PLAN 2014

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**ITC mission:**

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

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# OPERATIONAL PLAN 2014

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## FOREWORD

George Orwell once said: *“At 50, everyone has the face he deserves”*. In 2014, the International Trade Centre (ITC) will celebrate its 50th anniversary, commemorating its growth from a small offshoot of the GATT to an organization known for its work with small and medium-sized enterprises (SMEs) and trade and investment support institutions in developing countries. The face of ITC, as we move into that golden jubilee, remains eager, confident and committed.

**ITC is eager to embark on new and innovative ways of supporting our clients by responding to their evolving needs and priorities.** As an organization premised on delivering solutions, ITC must always be ahead of the curve in terms of research, crafting and delivering on the evolving needs of our partners in the developing world. This 2014 Operational Plan seeks to build on ITC's track record and expand it to new and more focused interventions based on an integrated approach to addressing constraints to trade. ITC's traditional “bread and butter” solutions will remain central to our work. The demand for National Export Strategies, identification of non-tariff measures, support for agri-food industries and assistance in branding, packaging and marketing will only grow in the coming years. But we are seeing an increasing demand for ITC interventions on e-commerce and virtual markets; on helping developing country SMEs harness the potential of services; on the integration of SMEs into value chains; on supporting regional trade integration; on facilitating trade through addressing customs and border procedures; on expanding the Women's Vendors Platform and the Ethical Fashion initiative; and in deepening the work we do on sustainable development. This Plan also sets out more clearly than ever our comparative advantage, the way we will co-ordinate with other agencies, measures to ensure coherence in our programmes and how we will account for our work both in terms of value for money and results on the ground.

**ITC is moving forward with confidence.** The organization delivers on its mandate as a 100% Aid-for-Trade body and responds to the evaluations and audits of its work, where efficiency and effectiveness have understandably taken centre stage. ITC has fully met the United Nations Secretary-General's request for cuts in operational costs. Although this is not painless, we are mindful of the difficult global economic and financial context and this is why we are committed to do more and to do better. To this effect in 2014 we will be implementing a set of measures to enhance efficiency and reduce transaction costs. As the demand for ITC's solutions and products grow there will be a need to engender new funding partnerships, strengthen existing ones and ensure that our delivery methodology remains results and impact-oriented and that we can respond to the needs of our clients. The on-going independent evaluation of ITC will provide an important focus on where improvements can be made and I am fully committed to take its recommendations forward.

**ITC remains dedicated to trying to exceed the expectations that we have set for ourselves.** I intend to have the organization recommit to those whose needs continue to be the greatest while continuing to offer assistance to all our clients, regardless of their level of economic development. ITC's focus on Africa will only increase in the future. We will develop a clearer strategy towards least developed countries, landlocked developing countries, small island developing states and economies in transition, as well as post-conflict and fragile states. It is my intention to host, for the first time in our 50 year history, the World Export Development Forum and the Women Vendors and Exhibition Forum in Africa in September 2014. This will be followed by the World Trade Promotion Organization Conference and Awards, in Dubai in November 2014. ITC's relevance remains unquestionable. Employment is the focus of the on-going discussions around the post-2015 development agenda. And SMEs are seen as an untapped potential for growth and jobs. The agenda also points to greater collaboration with the private sector as a partner for development. As the international organization with a concrete mandate on supporting SMEs in developing countries internationalize, it is clear that moving forward, ITC will have a fundamental role to play in unleashing the power of SMEs to reduce poverty through trade. And to do so we must also better leverage South–South cooperation as well as our partnerships with other international organizations and non-governmental actors. Finally, I believe an important task ahead of us is to raise the visibility of the organization and the tools it offers in support of the internationalization of SMEs.

T.S Eliot wrote: ‘The years between 50 and 70 are the hardest. You are always being asked to do things, and yet you are not decrepit enough to turn them down.’ I respectfully disagree with Mr. Eliot on this. In the future, we will not only welcome being asked to “do things” but we will certainly be neither decrepit nor willing to turn down the responsibility that we have as the one-stop shop for exporting SMEs and as an organization for trade impact for good.

Arancha González



## ABBREVIATIONS

A4T	Aid for Trade	RB	Regular budget from United Nations and WTO
BE	Business Environment Section	RBM	Results-based management
BTP	Business and Trade Policy Section	SC	Sector Competitiveness Section
CAT	Computer-assisted translation	SECO	State Secretariat for Economic Affairs
CBI	Centre for the Promotion of Imports from Developing Countries (Netherlands)	SIDS	Small island developing State
CCITF	Consultative Committee of the ITC Trust Fund	SMC	Senior Management Committee
CE	Communication and Events	SMEs	Small and medium-sized enterprises
CRM	Customer relationship management	SPPG	Strategic Planning, Performance and Governance Division
CSS	Central Support Services	SPS	Sanitary and phytosanitary measures
DBIS	Division of Business and Institutional Support	SSA	Sub-Saharan Africa
DCP	Division of Country Programmes	T4SD	Trade for sustainable development
DMD	Division of Market Development	TIS	Trade Information Services Section
DPS	Division of Programme Support	TISA	Trade in Services Agreement
EC	Enterprise Competitiveness Section	TNT	Transparency in Trade Programme
EIF	Enhanced Integrated Framework	TPOs	Trade promotion organizations
EnACT	Enhancing Arab Capacity for Trade	TPP	Trans-Pacific Partnership
EPA	Economic partnership agreement	TRTA	Trade-related technical assistance
ES	Export Strategy Section	TS	TSI strengthening
EU	European Union	TSI	Trade support institution
FM	Financial management	TTIP	Trans-Atlantic Trade and Investment Partnership
FMS	Financial Management Section	ULO	Unliquidated obligations
GPGs	Global public goods	UNCTAD	United Nations Conference on Trade and Development
HR	Human Resources Section	UNIDO	United Nations Industrial Development Organization
IMDIS	Integrated Monitoring and Documentation Information System	WEDF	World Export Development Forum
IPSAS	Institute for International Public Sector Accounting Standards	WTO	World Trade Organization
ITC	International Trade Centre	WTPO	World Trade Promotion Organization
ITF	International Trade Centre Trust Fund	XB	Extra-budgetary resource
ITS	Information Technology Services Section		
JAG	Joint Advisory Group		
LAC	Latin America and the Caribbean		
LDCs	Least developed countries		
LLDCs	Landlocked developing countries		
MAG	Management Action Group		
MAR	Market Analysis and Research Section		
MDG	Millennium Development Goal		
MLS–SCM	Modular Learning System – Supply Chain Management		
MNS	Market News Service		
MOU	Memorandum of understanding		
NGO	Non-governmental organization		
NTF II	Netherlands Trust Fund II		
NTM	Non-tariff measure		
OA	Office for Africa		
OAP	Office for Asia and the Pacific		
OAS	Office for Arab States		
OD	Office of the Director		
OED	Office of the Executive Director		
OECCA	Office for Eastern Europe and Central Asia		
OIC	Organization of Islamic Cooperation		
OIF / IOF	Organisation Internationale de la Francophonie / International Organisation of La Francophonie		
OLAC	Office for Latin America and the Caribbean		
PACT II	Programme for Building African Capacity for Trade II		
PACIR	Programme d'appui au commerce et à l'intégration régionale de la Côte d'Ivoire		
PAS	Performance Appraisal System		
QMR	Quarterly Monitoring Report		

# 2014 AT A GLANCE

## Operational priorities

### Corporate outcomes:

1. Improve the availability and use of trade and market intelligence
2. Enhance trade support institutions and policies
3. Strengthen the international competitiveness of SMEs
4. Mainstream inclusiveness and sustainability into trade promotion and export development

### Operational priorities:

1. Successful initiation of new larger programmes
2. Looking at the impact of ITC activities on the ground
3. Preparing the Strategic Plan 2015-2017
4. Better leveraging partnerships, including South-South
5. Raising ITC's visibility

## Budget

The overall budget for ITC for 2014 is US\$ 91.3 million. The regular budget element is US\$ 39.6 million. The extra-budgetary component is US\$ 51.7 million, up from US\$ 40 million in 2013.

## Expenditure trend

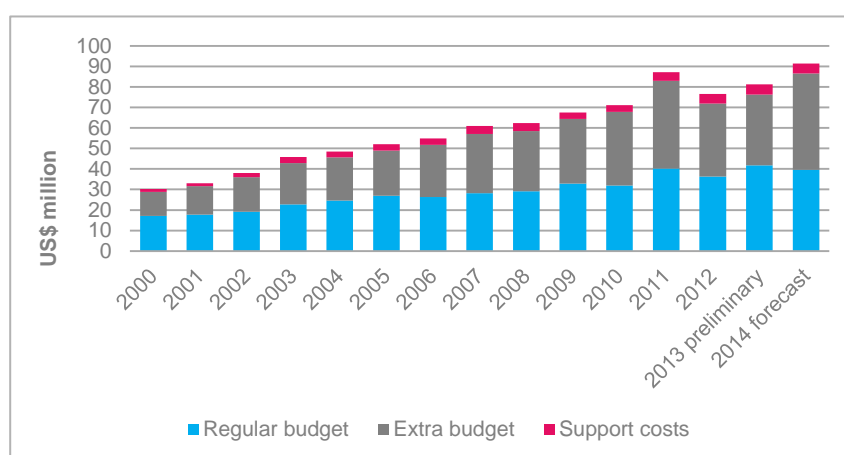


Figure 1: ITC expenditure trends 2000-2014

## Key challenges

1. Securing stability and predictability of funding to support sustainable growth
2. Improving internal processes to facilitate growth
3. Improving quality of project design, delivery and results

## Major events (chronological order)

1. ITC@50 events throughout the year
2. Joint Advisory Group meeting (June, Geneva)
3. World Export Development Forum, and Women Vendors and Exhibition Forum (September, Rwanda)
4. World TPO Conference and Awards (November, Dubai)

# 1. STRATEGIC BACKGROUND

## 1.1 External environment

The environment within which ITC will be operating in 2014 is framed by four elements.

The first element is a global economy undergoing another period of uncertainty. While the United States and Japan currently enjoy an economic rebound and the Eurozone shows signs of recovery, emerging economies are experiencing a slow-down in growth. Tensions over fiscal issues in the United States imply risks that could further add to the volatility of the global economy.

The second element is low growth in trade resulting from sluggish overall GDP growth. The World Trade Organization (WTO) has adjusted projections of trade growth for 2013 to 2.5% (down from the 3.3% forecast in April) and 4.5% for 2014 (down from 5.0%). Recently, poor export performance of emerging markets has reduced, on an aggregate basis, the differential in export growth between developing and developed countries. ITC data suggests, however, that export performance in least developed and landlocked developing countries (LDCs and LLDCs) continues to resist this general downward trend. Nevertheless, slowing growth in China poses threats that could particularly affect commodity exporters in developing and in least developed countries.

The third element is the rise of mega regional and pluri-lateral trade agreements currently being negotiated. The European Union and the United States have started negotiations on a Transatlantic Trade and Investment Partnership. The agreement seeks to cut tariffs in transatlantic trade but also to address regulatory barriers and other non-tariff measures. The Trans-Pacific Partnership agreement involves a dozen developing and developed countries and would encompass more than 800 million people from Japan to Chile. It envisages eliminating tariffs and tackling non-tariff measures. The third mega regional deal is the Regional Comprehensive Economic Partnership currently being negotiated between the ASEAN and Australia, China, India, Japan, Korea and New Zealand. Finally, Africa is negotiating the creation of a Pan-African free trade agreement. On the pluri-lateral front, it is worth mentioning the Trade in Services Agreement (TiSA) currently being negotiated by a sub-group of WTO Members. These agreements, if and when concluded, have the potential to change the trade landscape and therefore require SMEs to adapt to the new challenges and opportunities provided.

The final element is the agreement forged by the WTO and concluded in Bali at its 9<sup>th</sup> Ministerial Conference in December. Its centrepiece is a Trade Facilitation Agreement that seeks to streamline border procedures, increase transparency, reduce inefficiencies and improve competitiveness.

In 2014 discussions will continue to shape the post 2015 development agenda, ITC will continue to collaborate with the wider trade and development community to ensure that sustainable trade and economic empowerment, as drivers of growth and jobs, remain central to the global efforts to reduce poverty. The report of the High-Level Panel of Eminent Persons brought together to advise the United Nations Secretary-General on the post-2015 development agenda notably calls for a new global partnership to “Put Sustainable Development at the Core” and to “Transform Economies for Jobs and Inclusive Growth.” It also points towards SMEs as an untapped potential for growth and jobs.

In a global trade landscape that is relatively unstable and shifting, Aid for Trade remains a powerful tool to assist developing countries, in particular LDCs, to use trade capacity building to help SMEs to better integrate into value chains, to diversify into higher value added products, to enhance their export competitiveness and through that generate growth and jobs. ITC, with its mandate to unlock export impact of SMEs for good, is well positioned to contribute to the collective efforts to reduce poverty. ITC believes that the post 2015 development agenda should focus on SME competitiveness and entrepreneurship as important components of job creation and sustainable growth.

## 1.2 ITC: 50 years of service to SMEs and trade support institutions

In 2014 ITC will turn 50. This is a good moment to examine the evolution of the institution and learn from the past to build for the future. As a comparatively small agency with a clearly defined mandate in trade promotion and export development, ITC has had the good fortune of being able to focus on its core business for the last five decades. ITC became a driver in the evolution of trade promotion from virtual non-existence, into a professional and recognized discipline that has become an important ingredient for economic development throughout the world. The development of ITC closely reflects the transformation of international trade from a



production-driven exchange of final goods in the post-WWII period into today's sophisticated market-driven mix of trade in goods, services and tasks organized in complex value chains.

With the rise of multilateral trade liberalization in the 1960s, the share of developing countries in world trade did not grow but actually declined. Companies in more advanced countries were better placed to benefit from new trade opportunities, partly because their access to trade information and support from their national trade support infrastructure was much better than that of enterprises in the developing world. Against that background, GATT members established the International Trade Centre in 1964 as a collective trade commissioner and information service for developing countries.

Providing small and medium-sized enterprises in developing countries with trade information has remained a prominent function of ITC throughout the last 50 years. Content, format and transmission mechanisms have evolved from a limited number of market studies to highly specific, electronically transmitted trade intelligence downloaded by hundreds of thousands of SMEs and other stakeholders in all of ITC's member countries and beyond.

With trade intelligence becoming an increasingly indispensable ingredient for successful export marketing, the interest in setting up national trade promotion organizations grew in the 1970s and 1980s. ITC emerged as the key promoter and defender of creating trade promotion organizations in developing countries. ITC's support for developing world trade promotion organizations (TPOs) and for documenting and exchanging ideas on how to run effective trade promotion programmes led to the recognition of ITC as the global platform for TPO networks. ITC's current bi-annual World TPO Conference and Awards and the recent benchmarking programme for enhancing TPO effectiveness bear witness to this function at a time when there is a general consensus that trade promotion programmes represent an indispensable part of economic development.

In the 1980s, it became increasingly clear that supply-side constraints prevented many developing countries from harnessing exports for economic development. Trade promotion had to move upstream into trade development. ITC responded to this challenge by pioneering market-led sector development programmes, with local partners. These programmes were designed to address the full range of export-related bottlenecks faced by SMEs in priority sectors, and required ITC to nurture a broader range of expertise, including packaging, supply chain management, quality and trade finance, to assist developing country enterprises to increase their competitiveness. In order to successfully implement this integrated approach, ITC also had to mobilise resources for larger programmes. ITC's integrated export competitiveness solutions advanced to become among its most sought-after programmes thanks to their direct impact on export growth and employment. In recent years, these programmes have increasingly focused on poverty reduction, environmental sustainability and on the economic empowerment of women, with significant results in a number of different sectors.

One of the lessons of the 1980s and 1990s was that export-led development is not the result of market forces alone, but requires a strong public-private partnership and a deliberate strategy to make it happen. ITC's response in the mid-1990s was the introduction of its programme to support partner countries in their design of national and sector-based export strategies. Demand for this new service has grown significantly during the last 10 years. In parallel, ITC pioneered a new approach to assess non-tariff measures from the perspective of SMEs in exporting countries. ITC's expertise in developing national and sectoral export strategies on the basis of a clear understanding of market dynamics and the real obstacles and barriers faced by SMEs put the organization in a unique position to support country-level programming of Aid for Trade resources.

ITC works with the private sector in developing countries to strengthen advocacy skills and build policy positions to effectively engage with governments. This experience of working with the private sector in developing countries was the basis for the World Trade Organization's request for ITC's support in the area of trade policy reform in the early 2000s. As a result, a small but high-powered ITC team managed to facilitate the WTO accession process of a number of LDCs by working with the private sector to identify the most suitable policy options and better understand, and prepare them for, the implications of accession.

During the past five decades, trade promotion and export development has come of age and ITC, positioned at the centre of this process, has been able to accumulate a unique set of experiences on the conditions for success.

## 2. ITC OPERATIONAL PLAN: 2014 AND BEYOND

### 2.1 Growing to meet demand: focusing on our comparative advantage

ITC is a 100% Aid-for-Trade organization which has been identifying trade-related needs; delivering trade-related technical assistance, capacity building and market and trade intelligence; and monitoring impacts and results of these interventions for fifty years. Within the United Nations family ITC is the only organisation with a specific mandate to focus directly on building competitiveness of small and medium-sized enterprises (SMEs) directly or through trade support institutions (TSIs) and making them export ready to enter international markets and value chains. This is ITC's comparative advantage. As a joint agency of the United Nations and the World Trade Organization, ITC brings the voice and priorities of the private sector, especially developing country SMEs, into the post 2015 dialogue specifically in highlighting the important role that trade by SMEs can play in promoting sustainable development and growth and linking this to poverty reduction.

ITC provides a number of innovative products and services to SMEs, trade support institutions including trade promotion organizations (TPOs), primarily in developing countries including a series of global public goods such as trade data and analytical tools and market and product specific trade intelligence. ITC's suite of capacity building products and solutions cut across the whole value chain and address both productive capacities and supply-side constraints as well as bottlenecks related to trade facilitation and access to markets. On the threshold of 2014, the 50<sup>th</sup> anniversary of the International Trade Centre, demand for ITC's services continues to grow across all developing and least developed countries. Developments in the international arena also point toward a greater need for ITC's services. The work underway to define the post-2015 development agenda is focusing on private sector collaboration and trade as an engine of development. At the same time trade negotiations, multilateral, regional or bilateral, are creating opportunities for growth through trade. 2014 therefore represents a watershed moment for ITC, presenting the organization with a clear choice: either stick with the status quo, or embrace the opportunity to expand activities and impact. This Operational Plan firmly opts for the latter.

However, any path to scaling up will need to be framed by a set of considerations to ensure that ITC services stay focused, cost-effective and relevant. Firstly, we must design interventions fully in partnership with beneficiaries. Secondly, we need to better understand the impact of our activities. Thirdly, reducing internal transaction costs and streamlining operating procedures will be essential. Finally, we will need to better leverage the potential of partnerships with other international organizations and with the private sector, as well as South-South partnerships.

In 2014 the results of the independent evaluation of ITC will be published. This will provide a very useful input to guide the organization towards making the right strategic and operational choices as it grows to deliver greater and better *trade impact for good* for the future.

### 2.2 Budget

Driven by the demand from both developing countries and funding partners, ITC thinks that it is in a position to double the scale of its activities funded by extra-budgetary resources over the next five years. This represents a growth rate of around 15-20% per year.

The regular budget is funded equally by the United Nations and WTO, and is allocated for the 2014-2015 biennium to cover the organization's running costs, including salaries and staff costs. It also finances general research and development on trade promotion and export development, part of which results in published studies, market information and statistical services. For 2014, the regular budget is US\$ 39.6 million.

With respect to extra-budgetary resources, ITC has set itself a budget of US\$ 51.7 million for 2014<sup>1</sup>. This is 13% higher than the US\$ 46 million initial budget for 2013,. Extra-budgetary income is composed of funds earmarked for specific projects which go into Window II of ITC's Trust Fund (ITF) and un-earmarked and soft-earmarked funds which go into Window I of the ITF. In addition to the confirmed commitment to spend US\$ 51.7 million as the funds are already available or confirmed through written agreements with donors (categorized as level 1), ITC has also developed a strong pipeline of additional projects which are at different stages of finalization. Some projects are ready and final discussions with donors are under way (categorized as level 2) whereas other projects are at different stages of development (categorized as level 3 and 4). Projects in levels 1 are presented in Appendix I and constitute ITC's firm commitment for delivery in 2014. Projects in levels 2-4 are presented in Appendix II and represent additional expenditure if funds are secured in time.

**Table 1: ITC 2014 extra-budgetary budget and pipeline by level of certainty (US\$ million gross)**

Categories		Value
Budget	Level 1: funding in place	51.7
Pipeline	Level 2: at least project idea approved, funding partner confirmed	5.7
	Level 3: at least project idea approved, funding partner sought	1.9
	Level 4: Projects in preparation	16.1
<b>Total</b>		<b>75.4</b>

In line with the United Nations financial procedures, ITC charges standard Programme Support of 13% for technical cooperation-financed activities, 12% for associate experts, 7% for European Commission and EIF-funded projects, and 10% for UNDP-funded projects. Programme Support covers overhead and indirect costs of project management, central administrative functions and substantive backstopping of projects. For 2014, the Programme Support budget is US\$ 4.7 million with an expected income of US\$ 6.2 million.

ITC's total budget (extra-budgetary funds plus regular budget) for 2014 is US\$ 91.3 million, which represents an increase of 14.6% on 2013. The table below shows the trajectory ITC's budget over the last eight years in comparison with the forecast for 2014.

**Table 2: ITC expenditure 2006 – 2014 (\$US million)**

Source of funds	2006	2007	2008	2009	2010	2011	2012	2013 Preliminary	2014 Plan
Regular budget	26.4	28.2	29.1	32.9	31.9	40.2	36.3	40.2	39.6
Extra-budgetary (incl. PSC)	28.3	32.7	33.3	34.6	39.2	47	39.8	39.5	51.7
<b>Total</b>	<b>54.7</b>	<b>60.9</b>	<b>62.4</b>	<b>67.5</b>	<b>71.1</b>	<b>87.2</b>	<b>76.1</b>	<b>79.7</b>	<b>91.3</b>

**Table 3: 2014 XB Budget by funding type (US\$ million gross)**

Funding Type	2014 XB Budget
Window I	26.8
Window II	24.9
<b>Total</b>	<b>51.7</b>

<sup>1</sup> This budget was prepared using the UNSAS cash-based principles. The transition to the accrual-based IPSAS accounting standards during 2014 may require an adjustment to the budget, e.g. in the consolidation of unliquidated obligations

## 2.3 Development objectives and targets

ITC's four strategic objectives are to:

- Support the integration of SMEs into the global economy through trade and market intelligence and assistance to policymakers
- Enhance trade support institutions and policies for the benefit of exporting SMEs
- Strengthen the international competitiveness of SMEs
- Mainstream inclusiveness and sustainability in trade promotion and export development

All of ITC's trade-related technical assistance (TRTA) projects contribute to these corporate goals.

ITC measures this contribution using a more detailed set of corporate outcomes and outputs with indicators.

### 2.3.1 CORPORATE OUTCOME TARGETS

ITC reports on its corporate outcomes and outputs for the biennium to the UN General Assembly through the Integrated Management (IMDIS) system which captures UN wide data on outputs and results. In addition to this reporting, ITC reports regularly to its clients and funders through progress reports presented to ITC's Consultative Committee of the ITC Trust Fund (CCITF) and through its Annual Report which is presented to ITC's annual Joint Advisory Group (JAG). The report of the JAG is presented to different committees of ITC's parent bodies (UNCTAD and WTO). ITC has put in place a comprehensive and systematic "bottom-up" process for target setting on outputs and outcomes. The development targets for 2014 and for the 2014–2015 biennium are set out below.

**Table 4: Corporate outcome targets**

Strategic objectives	Indicators of achievement	Biennium target (2014-2015)	Target 2014
<b>(a) Strengthened integration of the business sector into the global economy through trade intelligence and enhanced support to policymakers.</b>	(i) Increased number of male and female users of trade-related intelligence, including cases in which a gender perspective in trade is integrated into national development strategies, as a result of ITC support, to enable decision makers to prepare and/or design effective trade development programmes and policies.	153,000	76,500
	(ii) Increased number of male and female clients expressing awareness of trading system-related activities, through the support of ITC, to enable decision makers to understand business needs and create an environment conducive to business.	2,000	1,000
	(iii) Increased number of cases in which country negotiating positions have been enriched through analytical input and business sector participation, with the support of ITC, to enable decision makers to integrate business dimensions into trade negotiations.	125	63
<b>(b) Enhanced trade support institutions and policies for the benefit of exporting enterprises.</b>	(i) Number of institutions reporting improvements in their managerial performance and/or services to small and medium-sized enterprises, as a result of ITC assistance.	120	60
	(ii) Number of institutions reporting improvements, as a result of their membership in networks supported by ITC.	85	43
	(iii) Number of institutions reporting improvements in their country's trade promotion and export development policies, as a result of ITC assistance.	85	43
<b>(c) Strengthened export capacity of enterprises to respond to market opportunities.</b>	(i) Increased number of enterprises enabled to formulate sound international business strategies, through ITC training on export management issues, delivered directly or indirectly.	1,300	650
	(ii) Increased number of enterprises enabled to become export-ready, through ITC training activities focusing on export readiness, delivered directly or indirectly.	1,900	950
	(iii) Increased number of enterprises having met potential buyers and, as a result, having transacted business through ITC support.	1,600	800
	(iv) Increased share of women-owned enterprises that report improved competency in export-related operations and that are exposed to new markets or market contacts, as a result of ITC assistance.	700	350

## 2.3.2 CORPORATE OUTPUT TARGETS

During the biennium 2014–2015, ITC plans to deliver the following outputs through its projects and programmes (target figures in brackets).

**Table 5: Corporate-level output targets 2014**

Servicing of intergovernmental and expert bodies		Biennium target (2014-2015)	Target 2014
(i)	Substantive servicing: annual meetings of the Joint Advisory Group (6); meetings of the Consultative Committee of the ITC Trust Fund (4).	10	5
(ii)	Parliamentary documentation: Annual Report on the activities of ITC (2); Reports of the Joint Advisory Group (2); Reports of the Consultative Committee of the ITC Trust Fund (4).	8	4
Other substantive activities		Biennium target 2014-2015	Target 2014
(i)	Recurrent publications: International Trade Forum magazine (8); books (6); papers (2).	16	8
(ii)	Non-recurrent publications: books (15); papers (37).	52	26
(iii)	Recurrent newsletters (180); non-recurrent newsletters (32); recurrent guidebooks (4); non-recurrent guidebooks (68); recurrent factsheets (20); non-recurrent factsheets (9); miscellaneous materials (36); audio-visual resources (2); press releases (60); press conferences (6); special events (5); technical material for outside users (22).	444	222
(iv)	An enquiry reply service will also be regularly available to the ITC network of trade support institutions, handling approximately 270 substantive enquiries.	270	135
Technical cooperation		Biennium target 2014-2015	Target 2014
(i)	Advisory services (regular budget and XB): approximately 1,600 short-term missions will be organized in response to requests from governments and institutions at the regional, sub-regional and national levels to assess, design, formulate and implement specific technical cooperation projects or components of programmes. Specific technical areas covered by the advisory services will include needs assessments, export strategy, business and trade policy, trade intelligence, trade support institution strengthening, and exporter competitiveness;	1,600	800
(ii)	Group training (XB): approximately 700 training and awareness-building events (approximately 21,100 participants) on selected topics.	700	350
(iii)	Field projects (XB): 135 (91 national, 25 regional and 19 interregional projects).	135	68

## 2.3.3 TAKING THE FIRST STEPS TO MEASURE IMPACT ON THE GROUND

In 2013 ITC launched the development results pages of its website<sup>2</sup>. Data on ITC's targets and results for outputs and medium term outcomes are now available to all. This data is compiled high level beneficiary group level and also available at detailed project level. ITC is committed to continuing to publish detailed information on development targets and results.

In addition to outcomes and outputs, ITC is increasingly mindful of the need to report on the longer-term impact of its actions on the ground. ITC is working on a methodology to allow it to monitor impact in a simple but effective manner. A set of SMART impact indicators have been developed and ITC will begin to pilot this initiative in 2014. Measuring and monitoring impact comes with many caveats, first and foremost among which, is the problem of attribution. ITC has therefore taken a deliberate decision to keep its impact monitoring modest but solid and not set benchmarks it cannot meet. In 2014, ITC will be able to take stock of this pilot initiative and better assess the best ways to report on impact.

<sup>2</sup> [www.intracen.org/development-results](http://www.intracen.org/development-results)

## 3. IMPLEMENTING THE OPERATIONAL PLAN

### 3.1 Doing more

ITC aims to significantly expand its delivery to clients starting in 2014, while continuing to focus on improving the effectiveness and efficiency of its services. Focusing on the needs of ITC's clients is at the heart of the organization's ambitious 2014 work programme. The growth strategy involves: matching programmes with client needs; focusing on large integrated initiatives; improving partnerships with the private sector; building on relationships with existing donors; and expanding collaboration with emerging economies. During 2014, ITC will begin to implement its portfolio of new large programmes while also investing in the development of innovative, client-focused solutions for trade promotion and export development.

#### 3.1.1 CONTINUING TO FOCUS ON LARGE PROGRAMMES

In recent years, ITC has refocused its portfolio, increasing the proportion of technical assistance delivered through larger, multi-year programmes. Independent mid-term evaluations have confirmed that larger programmes are more efficient, motivate a higher level of stakeholder engagement and are likely to achieve greater development impact by:

- Up-scaling projects with high impact potential
- Integrating projects to provide comprehensive 'solutions' for greater coherence and more sustainable outcomes
- Providing the scope for greater focus on inter/intraregional trade
- Promoting and mainstreaming MDGs into ITC's operations: Women and Trade, Poor Communities and Trade, and Trade and the Environment

The first cycle of ITC's large programmes was launched in 2008. The organization invested significantly in the development, implementation and evaluation of its large programmes, the bulk of which were completed by 2013.

Moving forward, ITC's projects/programmes will be clustered under six focus areas:

**1. Trade and market intelligence for SME competitiveness**

*Providing intelligence, including competitive intelligence, on trade and investment flows, market access, private standards and sector development through web-based and capacity building solutions.*

**2. Supporting regional economic integration and South-South trade**

*Strengthening trade between developing countries and supporting ongoing regional integration initiatives and intra-regional trade*

**3. Connecting to value chains: SME competitiveness, diversification and links to export markets**

*Building competitiveness of SMEs by helping them to exploit trade opportunities*

**4. Strengthening trade and investment support institutions**

*Building the capacity of trade support institutions to assist SMEs to trade*

**5. Promoting and mainstreaming inclusiveness and green trade**

*Using trade as a platform to address wider social and environmental issues including gender, youth and the environment*

**6. Building a conducive business and policy environment through public-private dialogues**

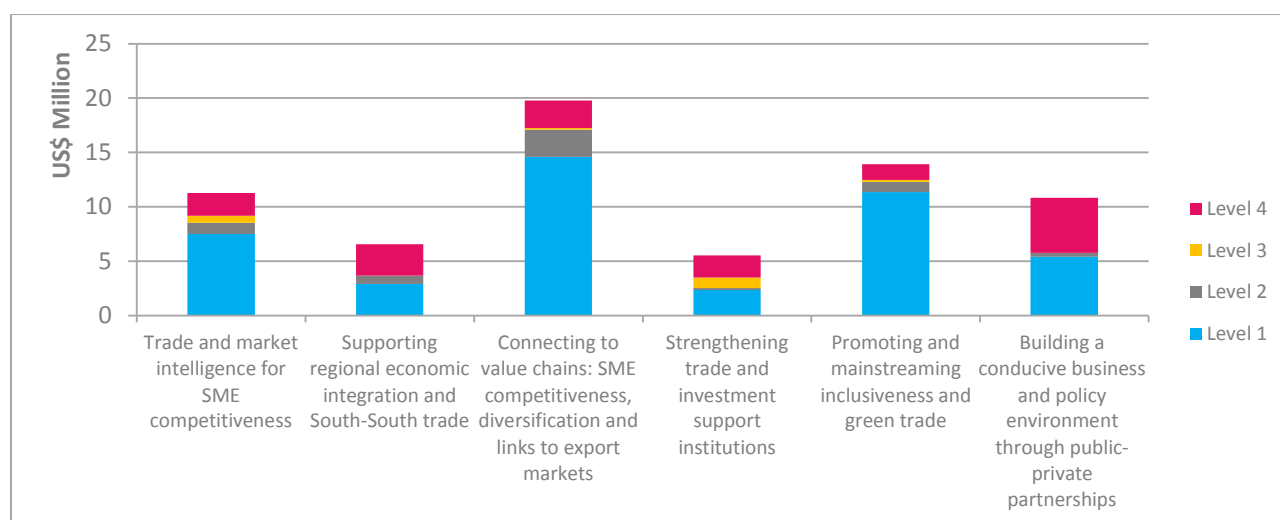
*Easing the cost and time of doing international business by bringing the voice of the private sector into trade policy-making including in the area of trade facilitation*

These focus areas are not only a means for systematically presenting ITC's services and projects but also represent thematic baskets around which funders may wish to support ITC. They allow funding partners to

support specific themes which are a priority for them and enable ITC to have greater flexibility in allocating funds in line with client needs and ITC's strategic priorities. Grouping support within these themes will allow ITC to support integrated solutions for its clients. Going forward, results-based reporting will be harmonized around these themes.

ITC's 2014 budget, as well as the pipeline of projects under development, is made up of projects belonging to each of the six focus areas. The budget and pipeline by focus area is presented in the bar chart below, where level 1 refers to the confirmed budget and subsequent levels capture projects for which funding has not yet been confirmed.

**Figure 1: Budget and pipeline by focus areas and level of certainty<sup>3</sup>**



ITC has invested resources over the last two years to develop a new generation of large programmes, many of which have now received confirmed funding from donors, for implementation in 2014 and beyond. Investment in developing new programmes will continue in 2014 in line with ITC's needs assessment and programme design (NAPD) methodology.

**ITC's soft-earmarked funds** directly contribute to TRTA projects, including large programmes. In 2014, four large programmes will be funded from soft-earmarked funds, either fully – *Trade and Environment* – or as part of multi-donor financing – *Women and Trade*, *Poor Communities and Trade*, and *Trade for Sustainable Development (T4SD)*.

A growing share of soft-earmarked funds is allocated to initiatives aimed at promoting regional integration and intra-regional trade. Funds can be soft-earmarked for discrete projects in specific regions, which in turn become an integral part of larger inter-regional initiatives.<sup>4</sup>

**ITC's un-earmarked funds are indispensable and** contribute to the full range of needs assessment, technical tools and specialised skills and expertise that allow ITC to successfully deliver large programmes. They allow for an integrated approach in the design and implementation of customized solutions comprehensively addressing the complex needs of policymakers, trade support institutions, and SMEs in beneficiary countries. In 2014 a large proportion of un-earmarked funds will continue to support ITC's global public goods, providing access to trade and market intelligence that makes a difference to business and policy decisions. The suite of global public goods are provided directly to all clients free of charge over the internet, and are also used to inform country needs assessments and as a component in many large programmes. ITC will continue to allocate un-earmarked funds for these purposes with a clear focus on supporting the needs of LDCs, SIDS, LLDCs and sub-Saharan Africa.

<sup>3</sup> Excluding corporate projects and project development and innovation funds

<sup>4</sup> Finland's contribution to regional integration in East Africa, for example, will be an integral part of the Pan-African Programme to Boost Intra-regional Trade, which ITC will launch in 2014.



### 3.1.2 INVESTING IN INNOVATION AND NEEDS ASSESSMENT

Investment in needs assessment, project development and innovation is necessary for ITC's trade solutions to remain relevant for clients in the context of the dynamic trade environment and to boost the new generation of large projects and programmes.

ITC's approach to needs assessment ensures that beneficiary countries are partners in the identification and development of projects. The Project Development Fund, first established in 2010, facilitates the transformation of project ideas into bankable project plans. The Investment and Innovation Fund, established in 2013, fosters innovative and novel approaches in TRTA, in line with the needs of clients, and allows ITC to be at the cutting edge of innovative solutions.

In 2014, ITC will invest approximately US\$ 500,000 in targeted country and regional needs assessment and project design initiatives to develop integrated trade solutions with clients. In addition, the organization will invest US\$ 1 million each in both the Project Development Fund and the Innovation Fund.

Key themes that will be further developed in 2014 through the Innovation Fund include:

- Youth and trade
- Trade and the informal sector
- Trade in services
- E-commerce and e-solutions for SMEs

### 3.1.3 REACH AND FOCUS: ITC SERVICES FOR ALL DEVELOPING COUNTRIES, BUT FOCUS ON THOSE MOST IN NEED

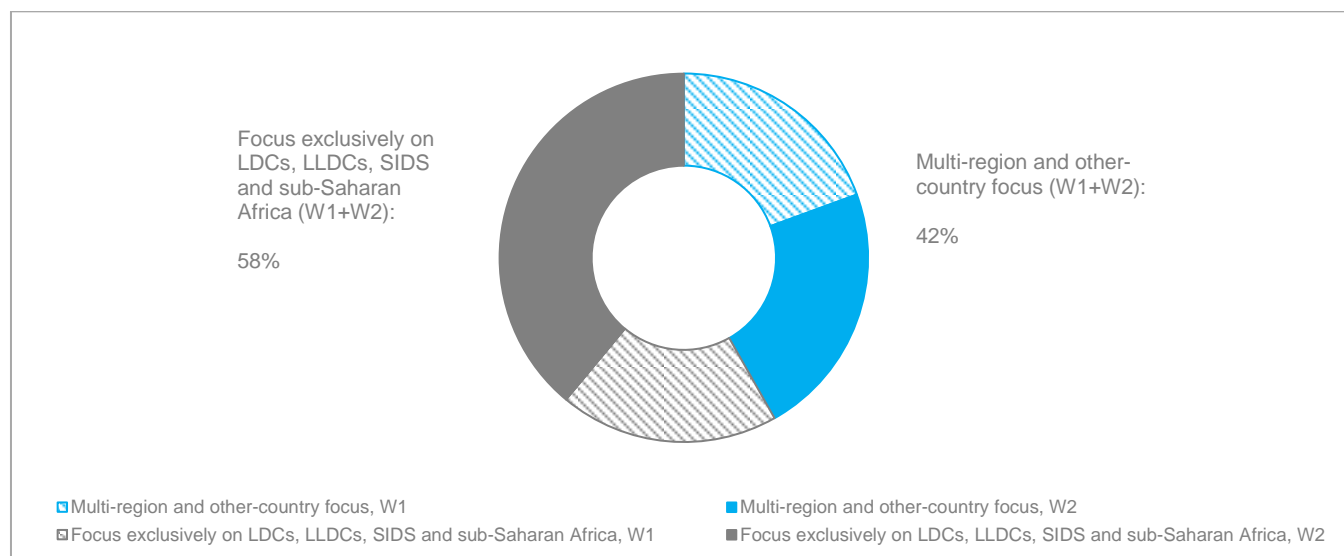
ITC's services are for all developing countries. Many of the services, in particular the range of global public goods, are free for all users in developing countries, permitting a wide range of SMEs, trade support institutions and policymakers to benefit. Nevertheless, ITC focuses on countries that are most in need, and can benefit the most from the organization's trade promotion and export development services. In 2014, ITC will continue to target least developed countries (LDCs), landlocked developing countries (LLDCs), small island developing States (SIDS) and sub-Saharan Africa (SSA). There will also be a new focus on fragile and post-conflict states.

Close to 60% of the 2014 work programme will be focused exclusively on these priority countries, not taking into account global public goods and internal organizational development projects.

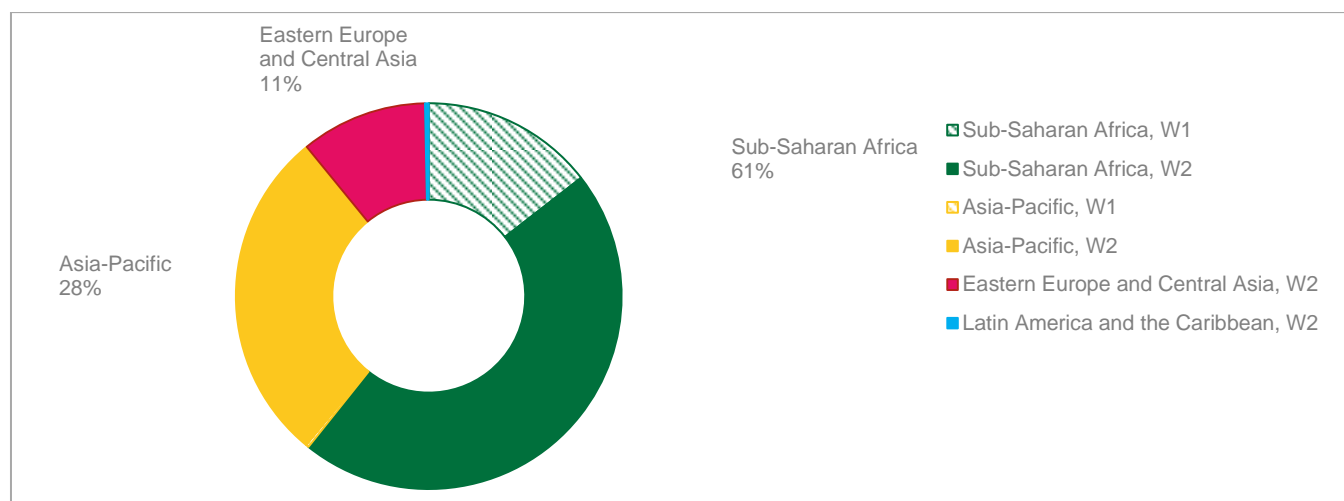
The graph below summarizes the 2014 budget by priority country focus and funding source (Window I or Window II).



**Figure 2: 2014 Budget by priority country focus and funding type (US\$ million)<sup>5</sup>**



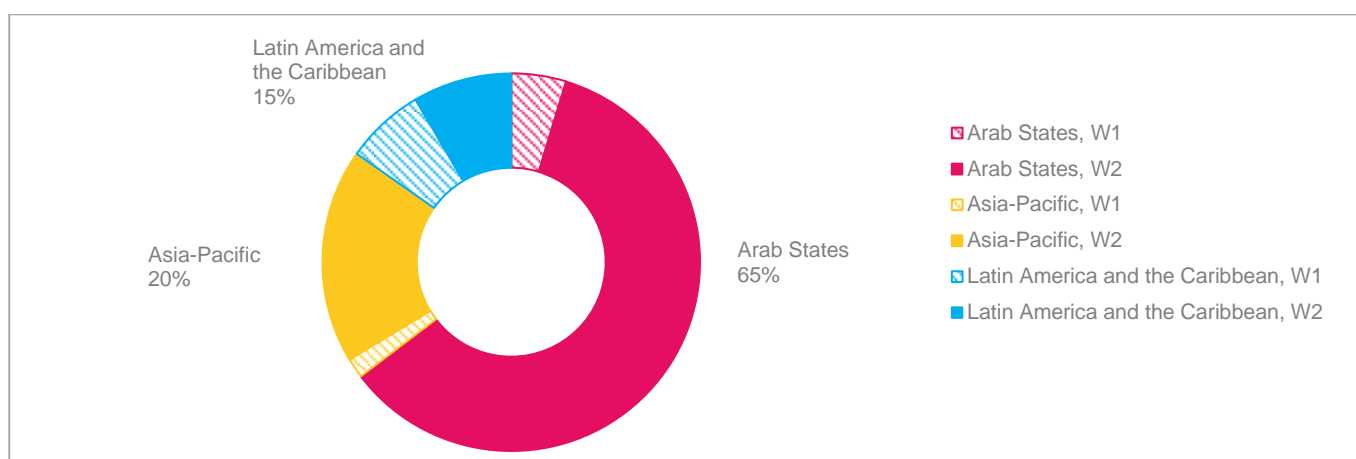
**Figure 3: 2014 Budget by region and funding type, priority countries only<sup>6</sup>**



<sup>5</sup> Excluding global and corporate projects

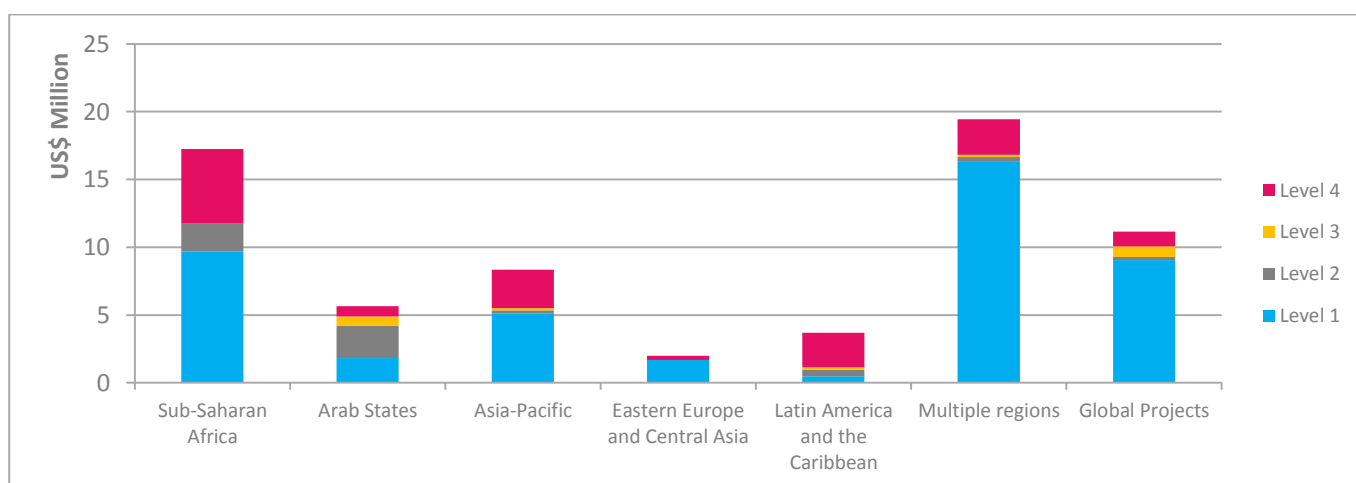
<sup>6</sup> Excluding multi-regional, global and corporate projects

**Figure 4: 2014 Budget by region and funding type, other countries**



The graph below illustrates the 2014 budget and project pipeline by region and level of certainty, where level 1 refers to the confirmed budget and subsequent levels capture projects for which funding has not yet been confirmed.

**Figure 5: 2014 Budget and pipeline by region and level of certainty<sup>7</sup>**



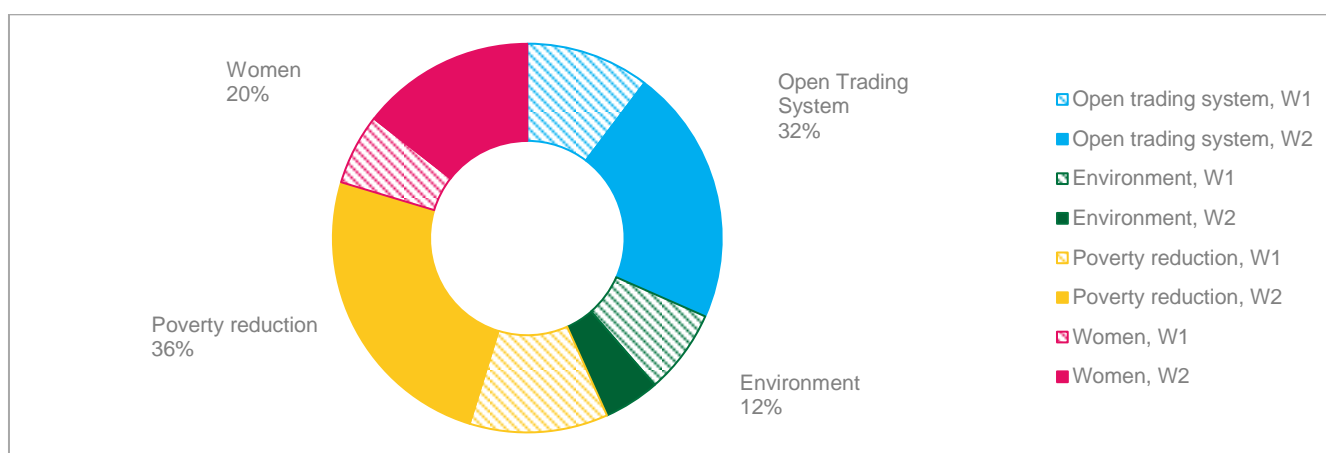
### 3.1.4 CONTRIBUTING TO SUSTAINABLE DEVELOPMENT

All of ITC's work operates within the framework of the Millennium Declaration and is guided by the Aid for Trade agenda. A large section of the ITC portfolio contributes to the Millennium Development Goal (MDG) of developing an open, rule-based, predictable, non-discriminatory trading system. In addition, some projects and programmes also directly target other MDGs, such as poverty reduction, empowering women and contributing to environmental sustainability. In 2014, ITC's work programme will include US\$ 30 million of expenditure that directly targets specific MDGs.

ITC continues to closely follow discussions related to sustainable development objectives beyond 2015 and will contribute its expertise to the creation of new robust indicators for trade-based sustainable development.

<sup>7</sup> Excluding corporate projects and project development and innovation funds

**Figure 6: 2014 delivery targeting specific MDGs (US\$ million)**



## 3.2 Doing better

In addition to growing its portfolio of TRTA, driven by client needs, ITC is also committed to improving the effectiveness and efficiency of its operations. This entails investment in ensuring quality results while minimizing costs. ITC will continue this commitment in 2014 and beyond.

### 3.2.1 IMPROVING EFFECTIVENESS

#### *Enabling better project cycle management*

Improving project cycle management remains a key priority for ITC. In 2014, the organization will build on improvements to project design and implementation by embedding support, systems and skills for better project management. The projects portal will be further enhanced to better support programmes and will also be better integrated with other systems. Processes, including project design and quality assurance, will be improved and streamlined. In addition, training and support mechanisms will be developed for project managers, with particular emphasis on project implementation.

#### *Development results: continuing focus on outputs and outcomes*

ITC continues to be committed to ensuring quality outputs and outcomes from projects, and transparently sharing results with stakeholders. In 2013, ITC's development results webpages ([www.intracen.org/development-results](http://www.intracen.org/development-results)) have enabled real time quantitative reporting on outputs and outcomes. The organization will continue the timely update of information on results and improvement of functionalities on these webpages. Work with project managers will continue through training and systems improvements to ensure coherence and quality in the formulation and reporting of outputs and outcomes. This is particularly significant as 2014 is the first year of implementation of ITC's new corporate logical framework.

#### *Looking at impact on the ground*

Significant strides were made during 2013 to establish the statistical and methodological groundwork to enable ITC to take the first steps to get a sense of the medium- and long-term impact of its projects and programmes on direct and indirect beneficiaries. During 2014, the impact initiative will be piloted on the basis of a set of indicators which have been developed. The initial results of the initiative will allow the organization to refine its methodology and develop a more robust methodology for future years. ITC will present preliminary results of this initiative which focuses primarily on export incomes, job creation, gender, and environmental sustainability, to ITC's clients in 2014.

## ***Renewing ITC's strategy: Strategic Plan 2015–2017***

Regular renewal of the organization's strategic plan contributes to improved effectiveness by guiding the organization's work in the context of changing client needs and the dynamic realities of global trade. During 2014, ITC will prepare its strategic plan for the period 2015-2017. The plan will take significant guidance from the outcomes of the independent evaluation of the organization and the ongoing discussions on the post-2015 development agenda.

### **3.2.2 ENHANCING EFFICIENCY**

#### ***Human resource management***

As a knowledge-based organization, ITC's people are at the heart of its success. In 2014, the organization will continue the improvement and implementation of its people strategy, including career development, staff mobility and skills development. Significant emphasis will be placed on building better staff-management relations as a vehicle to promote a more effective organization. In addition, ITC will develop and implement a new online recruitment and selection tool and enhance the automated hiring and assessment tool for consultants and individual contractors. Both of these tools will assist in attracting and recruiting world-class talent. Training of staff will be a priority. Tailored learning and development activities will promote knowledge and excellence in leadership and people management by promoting a culture of accountability. ITC will also introduce induction and orientation programmes for new staff to improve on-boarding. A number of other human resource processes will be reviewed, improved and automated to build efficiencies and ensure compliance with new UN-wide systems.

#### ***Further improving business processes***

During 2014, ITC will expand its implementation of automated workflows and streamlined business processes to improve efficiencies across the organization. The organization will focus on automating Memoranda of Understanding as the next most process-intensive workflow. The Client Relations Management System (CRM) will be further improved. In addition, ITC will continue to focus and implement collaboration tools that enhance knowledge management, facilitate paperless meetings, and streamline programme and project management.

#### ***Implementing IPSAS and a new UN-wide Enterprise Resource Planning (Umoja)***

ITC will begin implementation of international public sector accounting standards (IPSAS) in 2014 with the preparation of IPSAS-compliant financial statements. ITC will ensure full compliance under IPSAS by providing support and training to staff to enable a smooth transition to the new standards. During 2014, organization-wide databases, information systems and reports will be updated for IPSAS requirements while internal processes will be reviewed for compliance and improvement. In preparation for the implementation of the United Nations Enterprise Resource Planning project (Umoja), a number of tools and processes will be piloted and made ready for migration to the new solution, which is due to be implemented in 2015.

#### ***Cost transparency and costing***

As part of ITC's efforts to become more efficient, ITC will continue work in 2014 to develop an IT-based system that will allow the organization to measure costs at activity/output level. The main objective of this initiative is to enable ITC to obtain a better understanding of its costs and more importantly to assess whether time and resources spent on ITC's operations are aligned to its key priorities.

### 3.2.3 CONSOLIDATING GOVERNANCE AND ACCOUNTABILITY

#### *Accountability framework at ITC*

Accountability, as defined by the United Nations General Assembly, is the obligation of an organization and its staff to be answerable for all decisions and actions taken, and responsible for honouring their commitments, without qualification or exception. ITC is committed to strengthening accountability.

During 2014, ITC will benefit from an Office of Internal Oversight Services (OIOS) Advisory Service to develop an ITC specific accountability framework using the UN Secretariat Accountability System, laid out by the General Assembly in its resolution 63/276 as a benchmark. The Advisory Service will develop an action plan of work to assist ITC in achieving a high level of maturity in organizational accountability, with a focus on ITC's TRTA activities.

#### *Risk management*

In 2014, ITC will develop and implement a corporate risk register to track risks that could affect the organization's ability to reach its objectives. ITC projects identify key risks during the project design phase. From 2014, the organization will focus on better monitoring and management of these risks during project implementation.

#### *Audits*

During the course of 2014, ITC will work with the UN Joint Inspection Unit in the implementation of its Programme of Work. Particular attention will be paid to implementing recommendations addressed to ITC.

Part of ITC's governance and accountability includes participation in a number of annual internal and external audits, and continued implementation of recommendations arising from previous audits that are not yet closed. The table below summarizes audits conducted in 2013 and those planned for 2014, by both OIOS and the External Board of Auditors (BOA).

**Table 6: Audits in 2013 and 2014**

	OIOS	External Board of Auditors
Audits conducted in 2013	<ul style="list-style-type: none"><li>• Preparedness of ITC to comply with IPSAS on property, plant and equipment, and inventory;</li><li>• OIOS Audit of HR Section and HR Management;</li><li>• OIOS Audit of project management at ITC.</li></ul>	<ul style="list-style-type: none"><li>• ITC's simulation of IPSAS financial statements;</li><li>• BOA November 2013 Interim Audit for the biennium 2012-2013 accounts.</li></ul>
Audits planned for 2014	<ul style="list-style-type: none"><li>• Continuation of OIOS Audit of HR Section and HR Management;</li><li>• Selection and management of TRTA partners for performance;</li><li>• Cote d'Ivoire Project.</li></ul>	<ul style="list-style-type: none"><li>• In March 2014, BOA will conduct a final audit for the biennium 2012-2013 accounts.</li></ul>

In addition to the above audits, there will be verification exercises conducted by the European Commission on projects that they fund.

#### *Evaluation: embedding a culture of learning*

##### **The Independent Evaluation of the International Trade Centre**

The most important evaluation to be completed in 2014 is the Independent Evaluation of ITC, which is a follow up to the ITC-wide evaluation conducted in 2006. The objectives of the evaluation are to:

1. Review progress made and lessons learnt in the follow-up to the previous ITC evaluation;

2. Support accountability to parent organizations, donors and beneficiary countries of ITC by demonstrating the results and impact of ITC's activities since 2006;
3. Recommend strategic and operational direction to the organization for the years ahead.

The final report is due at the end of April 2014 and results should be communicated to all stakeholders shortly thereafter. ITC will translate the recommendations contained in the report into a roadmap of actions for implementation before the end of July 2014.

#### **Other evaluation initiatives to take place in 2014**

ITC will also conclude a series of evaluations initiated in 2013: the Trade and Environment Programme, the Women and Trade Programme, the Non-Tariff Measures Programme, the e-Learning Course Development and Partnerships.

ITC will also initiate three to four independent external evaluations. The list of these evaluations will be determined by taking into account ITC's corporate strategic objectives;

#### **Improving the evaluation infrastructure**

The ITC Evaluation Policy will be upgraded in 2014 as a tool to promote a culture of accountability and learning. Evaluation will be better integrated into corporate planning and project design. Roles and responsibilities of governing bodies and senior management as well as the guidelines/operational directives in evaluation will be updated. An organization-wide system to track the implementation of evaluation recommendations will be implemented. New guidelines for self-evaluations will be rolled out. Finally, the ITC Evaluation function will be subject to a professional peer review during the second half of 2014. The objective of the peer review will be to assess the extent to which the evaluation function contributes to accountability and learning.

## 4. FUNDRAISING AND PARTNERSHIPS

### 4.1 Building a closer dialogue with ITC's constituency

Over the course of the year ITC will strengthen its outreach to its constituency. The Joint Advisory Group of ITC's member states and partner organizations meets annually to examine the activities of ITC on the basis of the Annual Report and to make recommendations on ITC's programme of work to UNCTAD's Trade and Development Board (TDB) and the WTO Committee on Trade and Development (CTD).

Input from Member States will continue to guide the strategic direction of the organization in 2014. The next session of the JAG will be held in June 2014. The JAG will provide an opportunity for ITC to not only present its Annual Report but to also provide an update on the implementation of the Operational Plan.

#### *Consultative Committee of the ITC Trust Fund*

The Consultative Committee of the ITC Trust Fund (CCITF), made up of both funding partners and client countries, reviews the use of funds made available through the ITC Trust Fund (ITF) in consultation with ITC management. The Committee also periodically reviews the progress made in the implementation of programmes financed by ITF. The CCITF will continue to meet on a regular basis in 2014. A preliminary schedule of meetings with tentative agenda items can be found in the table below.

**Table 7: Preliminary schedule for meetings of the CCITF in 2014**

Date	Agenda items
Mid-March 2014	<ul style="list-style-type: none"><li>• Annual Report 2013</li><li>• CCITF Report 2013 – annual financial report</li><li>• Operational Plan 2014</li><li>• Case for Support 2014-2017</li></ul>
Mid-May 2014	<ul style="list-style-type: none"><li>• ITC-wide Evaluation Report</li></ul>
Mid-September 2014	<ul style="list-style-type: none"><li>• 2014 Mid-year Financial Report</li></ul>

### 4.2 Implementing ITC's new fundraising strategy

The purpose of ITC's new fundraising strategy, following the recommendations of the JAG and the CCITF, is to provide a more ambitious, systematic and coherent approach to engage development partners and diversify ITC's funding base, while still being driven by client needs. The new corporate-wide approach will enable ITC to better steer programme design, communications and funding partner solicitation towards improved matching of beneficiary needs with funder priorities and ITC expertise. ITC's approach to needs assessment and project design ensures that beneficiaries are partners in project development, while also enabling ITC to assess and confirm funding partner interests early in the process. These new partnerships should enhance ITC's resource mobilization capabilities and enable all stakeholders to engage in well-structured consultations aimed at securing multi-partner funding for ITC's next generation of large programmes. ITC's technical cooperation pipeline contains 25 new initiatives, worth approximately US\$ 200 million, which are actively being developed with partner beneficiaries and other stakeholders. ITC has formulated an ambitious vision for growth as it plans to double its TRTA delivery over the next five years. To reach this target, ITC is aiming for an average yearly increase in XB funding of 15-20%. This will be achieved through pooling resources for larger multi-year programmes from traditional supporters and a targeted approach to new development partners including in the South.

The main objectives of the fundraising strategy are to:

- 1. Develop and implement new processes to move towards a more co-ordinated approach to resource mobilization:**

- Prioritize fundraising activities against corporate objectives and goals, needs assessment and project development (NAPD), and funder priorities to ensure maximum impact and sustained engagement with funding partners;
- Set up an information sharing system for improved internal communications and develop new processes to better coordinate prospect management and funding partner solicitation while capitalizing on existing initiatives;
- Improve visibility and communications packages to assist in making the case for support.

## **2. Pool resources for larger, multi-partner funded initiatives to increase impact and leverage:**

- Launch a new consultation process geared towards the organization of an Annual Funding Partner Conference starting in 2014;
- Enhance reporting and communications with a view to leverage multi-partner funding for larger programmes;
- Ensure adequate monitoring of achievements against targets and corporate goals.

## **3. Reach out to new partners:**

- Strengthen cooperation with emerging economies engaging them as development partners in South-South projects;
- Reach out to non-traditional supporters of the ITC by focusing on areas of mutual interest responding to needs assessments
- Explore the potential of private-public partnerships (PPPs) aimed at promoting shared value in field operations, as well as options for broader corporate alliances.

## **4.3 Strengthening partnerships**

### **PUBLIC-PRIVATE PARTNERSHIPS IN FOCUS**

In response to JAG recommendations, ITC and members of the donor community have expressed a common interest in further exploring the mutual benefits of public-private partnerships (PPPs). With the assistance of donors, ITC will be systematically approaching large corporations in 2014 to further explore the potential of PPPs. As key actors in developing country economies, large corporations would benefit from stronger TSI infrastructure and improved export competitiveness. In agro-food products, for example, multinational enterprises (MNEs) have an interest in strengthening their network of suppliers and improving market access. Large corporate actors would certainly benefit from investments in regional integration and trade facilitation, and from concerted efforts to better integrate local SMEs in global value chains, including through the leveraging of technology. There is also scope for broadening the partnership to build business-to-business platforms. Partnering with MNEs will not only add value to ITC's field operations but should be viewed as a first step towards co-developing solutions within the context of broader alliances, which would include MNEs, NGOs and corporate foundations. Broadening ITC's corporate base by involving MNEs is an integral part of ITC's strategy to scaling up activities for greater impact. While ensuring sustainable sourcing for large corporate partners is key to help SMEs move from smallholder supply chains to regional and global value chains, it can also contribute to reducing poverty and promoting food security in LDCs.

### **LEVERAGING STRATEGIC PARTNERSHIPS**

In 2014 a concerted effort will be made to better leverage ITC's cooperation with other international organizations, those of the United Nations and beyond, to also include regional economic commissions, regional development banks and development agencies and actors of ITC members. These partnerships will range from co-designing and co-implementing projects and programmes to carrying out joint operations in the field, including with other UN organizations under the umbrella of the "Delivering as One Initiative".



## 5. ENHANCING THE VISIBILITY OF ITC'S WORK

ITC recognizes the importance of communication and outreach, to generate better awareness and understanding of the importance of trade for development, and as part of project delivery. By communicating effectively, and to a broader audience, the results of ITC's projects will generate more interest in TRTA interventions and will generate increased demand for services that contribute to development results.

In 2014 a new external communication strategy will be implemented. The goal of the communications strategy is to enable ITC to better fulfill its mission by building awareness around the wider benefits of developing country SME export growth. The strategy will follow an approach for communicating ITC's mission and impact beyond a narrow "technical" audience and for linking the organization's work and achievements to major and timely themes in international trade and development. At the same time, in terms of its traditional technical audience, the strategy will enable ITC to better differentiate itself from other TRTA actors through its messaging.

Once this strategy is fully implemented, ITC will be better positioned to deliver against the strategic objective of awareness building, and communicate with key audiences as a thought leader on the importance of SMEs as drivers of inclusive, sustainable export growth. More broadly, improved awareness of ITC's thought leadership will give policymakers and trade support institutions the tools, such as examples of project successes, market access tools and other resources, to advocate for the creation of a business environment that is conducive to SME exports.

As a result of ITC's press releases, news items, electronic news alerts, and more active and planned engagement with the media, ITC expects an increase in media mentions of 20% and an increase in web traffic of 25% in 2014, building on the newly launched website. ITC plans to expand its social media activities both at the corporate and project level. It will also publish a number of books and technical papers. This will include a flagship book on the history of trade promotion and applicable lessons for the future, produced as part of ITC's 50<sup>th</sup> anniversary activities. ITC will release its new generation of country pages as well as a mobile platform to be used at ITC-organized events.

To further improve the quality and consistency of its non-English outputs, ITC will expand the use of the computer-assisted translation<sup>8</sup> (CAT) tool, put in place in 2012. The use of CAT tools will be expanded from French and Spanish to also include Arabic, Chinese and Russian, and from corporate documents to documents produced by all ITC Sections.

Events will continue to play an important role in ITC's awareness building activities and will also provide platforms for dialogue with stakeholders. ITC plans to organize the World Export Development Forum (WEDF) and the World TPO Network World Conference and Awards in 2014. The Women Vendors' Exhibition and Forum will be organized as part of WEDF. ITC will contribute to numerous other events organized by partners, including the Comprehensive Ten-Year Review Conference of the Implementation of the Almaty Programme of Action ([www.unohrrls.org/en/ldc/975/](http://www.unohrrls.org/en/ldc/975/)) and the United Nations Conference on Small Island Developing States ([www.sids2014.org/](http://www.sids2014.org/)), among others. Numerous smaller events will be organized as part of ITC's 50<sup>th</sup> anniversary activities.

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<sup>8</sup> CAT is a form of language translation in which a human translator uses computer software to support and facilitate the translation process based on previously translated ITC content.

## APPENDIX I – 2014 BUDGET BY FOCUS AREA

Focus area	Budget \$ million
<b>Trade and market intelligence for SME competitiveness</b>	<b>7.5</b>
Window 1	3.8
Window 2	3.7
<b>Supporting regional economic integration and South-South trade</b>	<b>2.9</b>
Window 1	2.2
Window 2	0.7
<b>Connecting to value chains: SME competitiveness, diversification and links to export markets</b>	<b>14.6</b>
Window 1	2.8
Window 2	11.8
<b>Strengthening trade and investment support institutions</b>	<b>2.3</b>
Window 1	1.2
Window 2	1.1
<b>Promoting and mainstreaming inclusiveness and green trade</b>	<b>11.4</b>
Window 1	5.9
Window 2	5.5
<b>Building a conducive business and policy environment through public-private partnerships</b>	<b>5.4</b>
Window 1	3.2
Window 2	2.2
<b>Corporate projects</b>	<b>7.6</b>
Window 1	7.6
<b>Total</b>	<b>51.7</b>
Window 1	26.8
Window 2	24.9

## APPENDIX II – SUMMARY OF MAIN PROGRAMMES AND PROJECTS IN DEVELOPMENT

	Budget (US\$)	Expected Duration
<b>Trade and market intelligence for SME competitiveness</b>		
Connecting SMEs and buyers online: An online marketplace based on market analysis tools	3.9 million	3 years
Developing a taxonomy for assessing obstacles to trade in services	2.3 million	3 years
Building competitive intelligence: Helping TSIs identify SME export opportunities	4 million	3 years
<b>Supporting regional economic integration and South-South trade</b>		
Boosting intra-African trade	30 million	5 years
Southeast Asia: Deepening regional integration through trade in ASEAN	10 million	5 years
South Asia: Advancing regional integration in SAARC economies	10 million	5 years
CARIFORUM: Strengthening networks for export diversification and regional integration	10 million	5 years
Central America: Enabling regional trade	4.5 million	3 years
<b>Connecting to value chains: SME competitiveness, diversification and links to export markets</b>		
Branding for development	8 million	5 years
Georgia: Enhancing export competitiveness in tea, herbs and spices	2.5 million	3.5 years
Guinea and Senegal: Promoting mango exports	8 million	4 years
Eastern Africa: Investing in IT and IT-enabled business services	6 million	3 years
Myanmar: Accelerating inclusive and sustainable export-led growth	5.5 million	3 years
Building competitiveness and export capacity of services sectors	3.5 million	3 years
<b>Strengthening trade and investment support institutions</b>		
AIM for Results: Assess, improve and measure the performance of trade support institutions	14 million	5 years
Haiti: Technical cooperation for stronger business and institutional performance	3 million	3 years
Training African SMEs on international commercial contracts	1.5 million	3 years
Modular Learning System in Export Value Chain Management: <i>USD 6M, 4 years</i>	6 million	4 years
<b>Promoting and mainstreaming inclusiveness and green trade</b>		
Strengthening livelihoods through green trade	4.5 million	3 years
Combatting youth unemployment through trade	1 million	1.5 years
Community-based tourism (\$2 million per country)	12 million	3 years
EAC: Facilitating women informal cross border traders	1.7 million	3 years
Ethical fashion initiative	35 million	8 years
Empowering women, powering trade	15.6 million	3 years
<b>Building a conducive business and policy environment through public-private partnerships</b>		
Export Strategy design and implementation	12 million	5 years
Addressing NTMs for enhanced export competitiveness	10 million	4 years
<b>TOTAL</b>	<b>224.5 million</b>	





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