

ITC

STRATEGIC PLAN

2009 - 2012

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Abbreviations

A4T	Aid for Trade
ACABQ	Advisory Committee on Administrative and Budgetary Questions
<i>ACCESS!</i>	<i>ACCESS!</i> for African Businesswomen in International Trade
BPP	Bureau of Policy and Programme
CEMAC	Central African Economic and Monetary Community
CPD	Consolidated Programme Document
CRM	Client relationship management
DTIS	Diagnostic Trade Integration Study
EC	European Commission
EIF	Enhanced Integrated Framework
EPRP	Export Poverty Reduction Programme
ERP	Enterprise Resource Planning
GTF	Global Trust Fund
IDA-only	International Development Assistance-only
IMDIS	Integrated Monitoring and Documentation Information System
IOC	Indian Ocean Commission
IPSAS	International Public Sector Accounting Standards
JAG	Joint Advisory Group
LDCs	Least developed countries
LLDCs	Land-locked developing countries
MDG	Millennium Development Goal
NGO	Non-governmental organization
NTMs	Non-tariff measures
OECD	Organisation for Economic Co-operation and Development
OIF	Organisation internationale de la francophonie
OIOS	Office of Internal Oversight Services
PACT	Programme for Building African Capacity for Trade
RB	Regular budget from UN and WTO
SADC	Southern African Development Community
SCLP	Supply Chain and Logistic Programme
SIDS	Small island developing States
SMEs	Small and medium-sized enterprises
TEP	Trade and Environment Programme
TRTA	Trade-related technical assistance
TSIs	Trade support institutions
UEMOA	West African Economic and Monetary Union
UN CEB	UN Chief Executives Board
UNCTAD	United Nations Conference for Trade and Development
WEDF	World Export Development Forum
WTO	World Trade Organization
WTPO	World Trade Promotion Organization
XB budget	Extrabudgetary resources budget

Executive Summary

1. The ITC Strategic Plan 2009 to 2012 has been developed at a time when the global trading system is experiencing unprecedented volatility. The global financial crisis, finite traditional energy resources, shortages of food and calls for more sustainable development are all factors impacting on markets. The Strategic Plan therefore prioritizes the objectives that ITC is realistically in a position to achieve in the medium term. It sets the framework for work to be performed by divisions and sections and constitutes the basis against which performance will be monitored and assessed. It also prioritizes competing demands from clients and donors for use of ITC's limited resources.
2. It takes into account ITC's mandate, the needs of client countries, the role of other partner organizations, in particular UNCTAD and WTO. It acknowledges the necessity to engage clients to identify needs and tailor solutions, to secure impact and sustainability from capacity building by providing for more integrated solutions. ITC contributes to the growth of globally competitive companies and to their sustainability.
3. The Paris Declaration and 2008 Accra Accord place an emphasis on country ownership and leadership. As a result, ITC will develop closer and more informed relationships with key counterparts such as trade support institutions (TSIs) ministries of trade and commerce, development, foreign affairs and business representative organizations.
4. The strategic environment, clients' needs and lessons from ITC's experience combine to produce a series of challenges to which the Strategic Plan sets out its responses in two parts:

Programme delivery responses:

Targeting MDGs to contribute to sustainable development ;

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

Export capacity building through integrated country solutions;

Regionally structured solutions;

Global public goods for globally accessed solutions;

Focusing on outputs and impact.

Internal organizational responses:

Leveraging more unearmarked resources;

Upgrading financial management;

Investing in people;

Improving communications and information systems;

A more effective organization.

5. ***Targeting MDG's to contribute to sustainable development*** – ITC has a proven track record using trade to achieve sustainable development. Successful experiences include poverty alleviation, empowering women exporters, ethical trade and green trade. ITC will promote good practice in export development through the MDGs. It will promote knowledge and action on trade and MDGs through international advocacy networks. In addition, MDG targets will be mainstreamed across all capacity building activities. Project design will systematically incorporate development goal solutions with the aim of achieving ***Export Impact for Good***.

6. **Focusing on those who need it the most** – ITC is committed to continuing its priority for LDCs, LLDCs, SIDS and Sub-Saharan Africa. It is entering a phase where its successful pilot experiences can be generalized into methodologies to be applied in the priority countries, such as the Lao People's Democratic Republic, where the DTIS followed the development of a National Export Strategy. ITC will promote this approach in selected countries. In the case of LDCs for example, ITC will actively engage within the EIF by strengthening national capacity in programme design and management. Effective solutions will combine ITC country-focused competencies together with its five business lines.

7. **Export capacity building through integrated country solutions** – The restructuring of the organization to create the Bureau of Policy and Programme (BPP), which incorporates the geographic offices along with Export Strategy and Business and Trade Policy, is in recognition of the need to provide responsive demand driven customized services to clients. BPP will be expected to provide leadership and expert knowledge of the client countries, understand their export development and promotional needs and be able to construct appropriate solutions in conjunction with ITC technical divisions and partner organizations.

8. Developing countries present a complex mix of needs and demands that require integrated solutions. ITC will deploy a holistic use of its competencies and those of other organizations to ensure long-term impact. Increasingly, ITC expects to be designing country solutions from two starting positions, national export strategies and vertically integrated sector strategies.

9. ITC will build on its rich experience of supporting the production of national export strategies. At each step of the formulation of the strategy, ITC will provide state-of-the-art analytical support in terms of markets trends and options in trade negotiations. ITC will support public-private dialogue to ensure that the country strategy is produced and implemented with a fully engaged business sector

10. ITC will promote its successful experiences in export sector development. It will increasingly target sectors with high export potential in countries where there is a strong country commitment. A combination of direct support to enterprises and enhancing the capabilities of business service providers will deliver a more holistic approach focused on tangible and timely business improvements.

11. **Regionally structured solutions** – There are many opportunities to support export growth through regional programmes. Where regional solutions will respond to common trade challenges, ITC will support stronger links between countries. This will involve the creation of a regional dimension in the development of exports involving regional bodies, development banks, academic or vocational training organizations, chambers of commerce and sector associations. Following the example of Programme for Building African Capacity for Trade (PACT) II, ITC also expects to deliver a small number of larger scale regional programmes.

12. **Global solutions** – To spread the understanding of how markets work, it is critical that all developing countries have access to as many of ITC's services as possible. To provide wider access and create public goods, ITC will expand its on-line information through an e-platform. Services to be expanded by on-line delivery include trade information and intelligence services and publications related to enterprise competitiveness, trade policy for business and analytical tools such as 'Buy for Development'.

13. ITC will develop and deploy global vocational training initiatives to support the creation and management of trade support institutions (TSIs) and enhance the efficient provision of their services to exporting enterprises. To guarantee the sufficient quality in training material, authoritative third parties will validate the provision. The training will

then be delivered through a global network of recognized partners and through an e-learning platform.

14. ITC's global events, in particular the World Export Development Forum (WEDF) and the World Trade Promotion Organization (WTPO) Awards, will be further fashioned to provide the adequate platform for key counterparts in the international export promotion and business development community to acknowledge good practice and develop informed networks. With this same objective in view, ITC is considering a bold initiative combining national and global awards to promote best practice of exporting enterprises.

15. **Focusing on outputs and impact** – In response to client demand and donor expectation, the timely achievement of planned outputs and impact must have a high profile in ITC planning and delivery. An improved project cycle management process will engage ITC, with counterparts, in identifying agreed outputs and impact. Stronger quality control in planning and monitoring will improve project management.

16. **Leveraging more unearmarked resources** – ITC is developing a capacity to manage a larger project portfolio in response to client demand and flat or lower regular budget resources, thus requiring access to higher levels of funding. As a cautious minimum, ITC hopes to extend its extrabudgetary annual expenditure to US\$ 40- US\$ 50 million by 2012. ITC will strengthen existing donor relationships to secure long term funding commitments.

17. The Resource and Partnership Group sits within BPP. It will work along with the Geographic offices to develop relationships with country based bilateral donors and identify partners to support the work of the organization. New strategies will be deployed to exploit opportunities available through the Enhanced Integrated Framework and One UN, and to build up strategic partnerships with Regional Banks, bilateral development programmes and new sources of funding.

18. **Upgrading financial management** – ITC has to operate in a complex financial environment. Therefore, it will upgrade its financial forecasting, cash flow management and project budget control, at the same time as implementing the International Public Sector Accounting Standards (IPSAS). Financial management processes will be improved to achieve internal transparency and external accountability. A key objective is the increase of ITC's operational reserve to 15% of its XB budget in order to provide predictability and continuity in project delivery.

19. **Investing in people** – ITC's people will be the heart of the successful organization. The organization will continue sourcing, attracting and recruiting world-class talent on a global basis. Special attention will be focused on promoting excellence and ITC values in the field of leadership and people management. ITC staff will be better trained and supported through improved processes for building stronger client relationships, project management and performance appraisal.

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

21. To achieve greater efficiency and higher quality management information ITC must invest in modern information systems and associated management processes. With adequate investment, ITC expects to improve a wide range of information systems including its web presence and content, client relationship management business processes and its project cycle management.

22. **A more effective organization** – Continuous improvement via learning from experience will be critical to achieving a planned programme delivery for developing countries. The implementation of the new Evaluation Policy, including an Annual Evaluation Report with a Clients' Survey, and the ITC Annual Report reflect ITC's commitment to transparent review, action plans and reporting designed to raise standards and quality systematically.

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

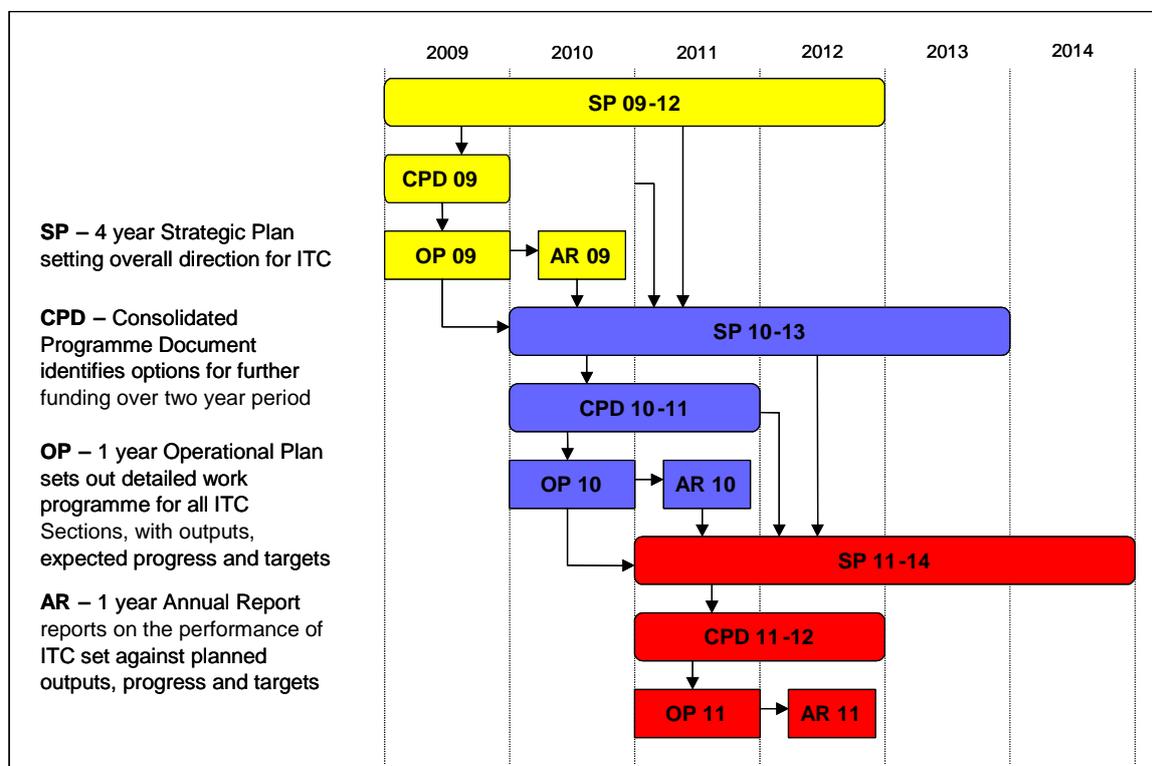
Introduction

24. The ITC Strategic Plan 2009 to 2012 takes into account the mandate of the organization; the needs of client countries; the role of other partner organizations; and the need to be more impact oriented and set realistic goals in cooperation with our partner countries over the next four years. The Strategic Plan covers the four-year period 2009-2012, and will be rolled forward annually. It will facilitate external dialogue with programme countries and donors as well as contribute to internal discussions driving continuously improved performance.

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

26. With the completion of the Strategic Plan, ITC has put in place a four component planning and reporting structure, as set out in the diagram below: The CPD acts as the link between the Strategic Plan and ITC's operations and presents its proposed programme of work. ITC will continue to prepare its annual Operational Plan as an internal document. The Strategic Framework is a broad two-year programming document submitted to the UN General Assembly corresponding to the UN budgetary cycle based on strategic objectives, and it forms part of the Strategic Plan.

Figure 1 – Rolling Cycle of planning and reporting



Strategic Environment

The Global Trade Environment

27. Drawing on its own research, its extensive information and data systems and the experience of others, ITC has identified several global trends, which are relevant to its work over the next four years:

- Expanding trade between developing countries. South-South trade represents 40% of goods trade today compared with 30% in the early 1990s and this trend will continue.
- More differentiated export performance. Some developing countries have achieved acceleration in their export growth to impressively high levels. Many others show weak performance.
- Changing composition of goods trade. The relative importance of agriculture in international trade is declining (except in Africa) while some countries are successfully moving up the value chain.
- Growing service exports. Services are accounting for an increasing share of GDP in countries at all levels of development.
- Importance of the business environment for competitiveness. There is a strong correlation between export competitiveness and the quality of a country's business environment.
- Links between foreign direct investment (FDI) and global value-chains. Some developing countries have seen a rapid increase in FDI inflows. LDCs have been stagnant, while FDI flows have been growing between developing countries.
- Lower tariffs but other significant market access barriers. Applied tariffs have been declining worldwide, but non-tariff measures (NTMs), as well as trade-related taxes, are emerging as the major obstacles to market access.

28. Recent worldwide volatility in financial and commodity markets will impact on credit flows and lower market demand. The precise impact can only be factored into ITC's plans once the understanding of the situation has been fully determined. The global financial crisis, finite traditional energy resources, shortages of food and calls for more sustainable development are all factors impacting on markets.

29. Throughout the plan period, ITC will need to respond continually to the above factors, which will determine the environment of ITC's clients. In particular, ITC will need to develop clear advice and to reconfigure its service delivery according to priorities arising from the new situation created by the crises in finance, food, energy and transport.

Millennium Development Goals

30. The MDGs have served as critical benchmarks for ITC, as the 2007 Annual Report has helped to illustrate. Four of them will remain a special focus of ITC programming:

MDG 1: halving the incidence of income poverty and hunger. Programmes aimed at bringing the poor and marginalised into the global economy through exports will stimulate job creation and income generation.

MDG 3: achieving gender equality. A significant proportion of micro and small exporting enterprises are run by women and employ women in growing numbers. Challenges remain to extend the empowerment of women within business, trade institution building and policymaking.

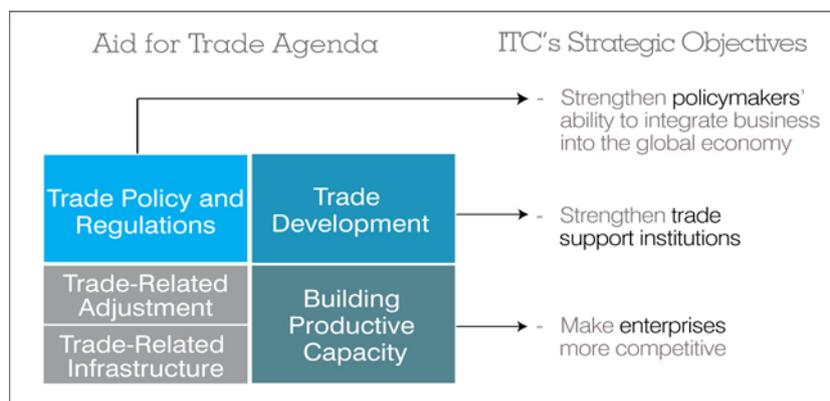
MDG 7: environmental sustainability. Many small exporters depend on natural environments and primary resources. The export activities of small enterprises can be harmoniously and sustainably linked to the environment.

MDG 8: global partnership. It is expected that the trading system will become more open, rule-based, predictable and non-discriminatory. In the short term this could include tariff and quota-free access for country exports and more generous development assistance. In cooperation with the private sector, greater access could be facilitated to new technologies, especially in information and communication. This goal requires additional support for LLDCs and SIDS.

Aid for Trade (A4T)

31. ITC can legitimately claim to be 'the 100% Aid for Trade' organization. Through Aid for Trade, ITC will continue to respond to the trade development needs of countries and develop market led sustainable solutions for enterprises. The four pillars of A4T link to the three ITC strategic objectives (figure 2).

Figure 2 – Aid for Trade Agenda



32. The Enhanced Integrated Framework (EIF) is the successor programme to the Integrated Framework and will provide comprehensive review of the trade needs of LDCs as well as seed funding for countries in Trade Policy Development, Trade Development and Building of Productive Capacities. It is due to become fully operational in 2009 and it offers LDCs, in particular, significant opportunities. Working with other trade-related technical assistance organizations, ITC will offer sustainable solutions to the challenges of export development in the LDCs.

Importance of Partnerships

33. The scale and complexity of TRTA and the goal of expanding exports requires all the major players, including ITC, to develop effective working partnerships to leverage faster progress and a wider impact. The EIF is a good example of a partnership approach to trade-related assistance. In the initial phase of the One UN (one budget, one programme) Initiative as part of the UN Reform Process, there are more opportunities for ITC to work closely with other UN Agencies and organizations in LDC countries.

34. ITC is also part of the 'UN Cluster on Trade and Productive Capacities' established by the UN Chief Executives Board (CEB) as a means to achieve more harmonization and coordination among UN agencies and organizations with trade-related technical assistance programmes. For a small organization, such as ITC, the demands of collaboration and partnership are significant, especially during the setting up phase. Priorities will have to be selected.

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

Focusing on Client Country Needs

36. Following the Paris Declaration and confirmed by the Accra Accord, country ownership and leadership is a high priority for aid programmes, including TRTA. ITC attaches the highest priority to understanding and responding to the evolving needs of its clients in beneficiary countries. This is done in a variety of ways through regular consultations both in the field and in Geneva. For the first time a comprehensive client survey was conducted in 2007 and a second is being undertaken in 2008. ITC expects to continue this activity on an annual basis. The responses from all of these sources have highlighted the need for:

- A clearer measurement of the impact of ITC programmes incorporating lessons learnt and cost analyses;
- The completion of projects within agreed timescales;
- The design of more integrated and linked solutions;
- The need for greater depth in capacity building activities at country level to ensure sustainability;
- A greater customization of services matching client needs and context;
- A more effective communication on ITC's range of advisory/support services, and internet-based services.

Challenges from the Strategic Environment

37. The components of the strategic environment, as set out in paragraphs 27–36, together with ITC's experience combine to create a number of major challenges:

- To ensure that ITC's technical assistance makes a direct or indirect but measurable contribution to the Millennium Development Goals;
- To maintain the primary focus of ITC's assistance on Sub-Saharan Africa and on LDCs, LLDCs and SIDS;
- To provide integrated and sustainable TRTA solutions at country level;
- To strengthen regional trade integration through export facilitation and intraregional trade;
- To ensure global outreach through innovative dissemination of generic tools, products and services;
- To ensure systematic measurement of outputs and impact to achieve 'Export Impact for Good'.

Export Impact for Good: A Stronger ITC

38. Since the comprehensive evaluation of 2005/2006, ITC has undertaken a change process, which is resulting in a stronger organization, as it seeks to deliver '**Export Impact for Good**'. The Strategic Plan builds on the foundation of the Strategic Framework, agreed within the UN accountability process, with a Mission and three Strategic Objectives.

Mission

To enable small business export success in developing countries...

By providing, with partners, sustainable and inclusive trade development solutions...

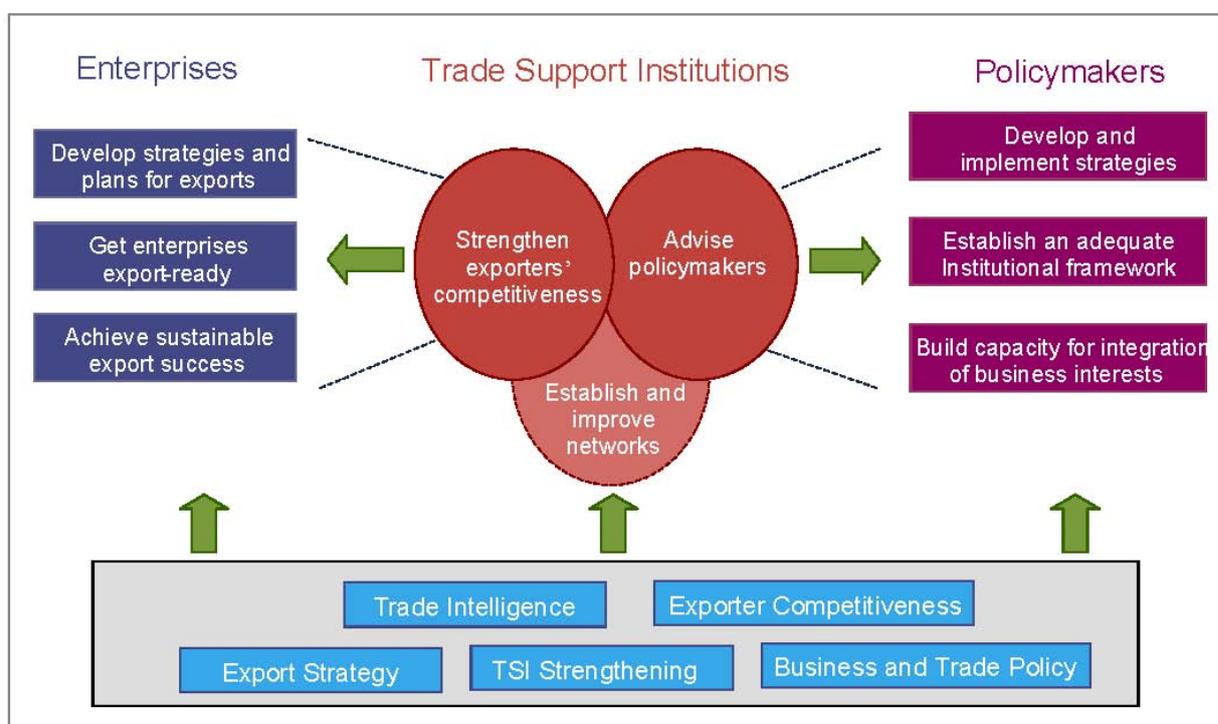
To the private sector, trade support institutions and policymakers.

Three Strategic Objectives

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

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

Figure 3 – Building capacities on the three levels



Five key TRTA Competencies (Business Lines)

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

Export Strategy: ITC interacts with governments and economic sectors to enhance their capacity to formulate successful national export strategies that contribute to the expansion of exports. The process also mainstreams trade into development policy, including poverty alleviation, women empowerment and environmental sustainability. *Export Strategy* supports country and regional solutions by ensuring the use of sound methodologies, particularly public-private sector dialogue, for export strategy design, implementation and monitoring. At an international level, it communicates ITC's thought leadership on issues related to export promotion and business development, in particular through global events, publications and networks.

Business and Trade Policy: ITC supports the small and medium-sized business sector to understand its stake and to promote its interests in the formulation of national trade policies and in the negotiations of international trade agreements. It is instrumental in promoting business advocacy in the context of public-private sector dialogue and institutional consultation mechanisms. It supports the relevance of national export strategies and integrated sector strategies at each step of their formulation and implementation by ensuring that the framework of international trade agreements is properly taken into account. It provides globally accessed solutions in terms of vocational training initiatives, including e-learning and supports ITC's global events by contextualizing business and trade policy issues.

TSI Strengthening: ITC plays a critical role in helping policymakers and trade support organizations to assist exporters generate and develop sustainable business. It builds and strengthens national, regional and international trade support institutions to develop export-oriented services that meet the needs of clients and to set up institutional arrangements for the delivery of these services. To this end, ITC offers capacity building programmes, tools and methodologies and facilitates learning from good practices through benchmarking and networking. It also provides support for improving the trade environment through trade facilitation services and access to finance. As such, TSIs become ITC's partners in the field for a wider dissemination and sustainable transfer of knowledge and expertise, through the concept of 'One to One to Many'.

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

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

Organizational Change

41. The continuation of ITC's transformation saw further progress in 2008 and it will sharpen ITC's capacity and responsiveness in the coming years. The organization will continue to evolve and adapt to client needs and its changing environment. In particular, the Plan period will see the need to:

- Develop common strategies and tools for country needs assessment, programme design and resource mobilisation.
- Establish an effective overall resource mobilisation strategy, which will identify roles for all parts of ITC directing effort towards the key sources of funding, traditional and new.
- Create a client relationship management system to secure good working relations with clients, stakeholders and partners to facilitate collaborative working within projects and programmes.
- Build on the foundation of the five ITC values (Vision, Integrity, Excellence, Pragmatism, Responsiveness) and the agreed competencies for enhanced policies for developing ITC's people.
- Continue to upgrade corporate and project communications to secure greater impact from ITC's programmes and its major events.
- Make faster progress in underpinning key management processes by sound workable information systems.
- Complete new governance arrangements for the ITC Trust Fund and improve reporting to the Consultative Committee.
- Explore further delegation of responsibility in human resources from WTO and UNCTAD.

Programme Delivery Responses

42. Paragraph 37 has set out six programme challenges for ITC over the medium term. ITC has built corresponding programme delivery responses to these challenges:

- Contributing to sustainable development - MDGs;
- Focusing on needs of LDCs, LLDCs, SIDS and Sub-Saharan Africa;
- Sustainability through integrated country solutions;
- Regionally structured solutions;
- Global goods for globally accessed solutions;
- Focusing on outputs and impact.

Targeting MDGs to Contribute to Sustainable Development

43. ITC has a proven track record using trade to achieve sustainable development and impact positively on poverty alleviation, the empowerment of women and the environment. In the next four years, the challenge is to build on successful experiences to move into projects with wider scale impact. The next four years will be marked by ITC taking its experience in each of the three areas and progressing to increase its contribution through:

- Defining good practice in linking trade and the development goals;
- Promote greater awareness, through international advocacy networks, of the added value of export development projects which integrate the development goals in the aims and design of the projects;
- Identify country champions to manage larger scale projects underpinned by ITC proven expertise;
- Mainstream sustainable development and one or more of the three development goals, underpinned by partnerships, into all ITC designed projects and programmes.

44. Poverty alleviation (MDG 1): ITC's Export Poverty Reduction Programme (EPRP) pilot projects have been undertaken in a wide variety of environments and sectors. As a result, many ITC projects can benefit from applying the lessons from this experience to generate a substantial multiplier effect. This will mean more focus on identifying the key components of a supportive infrastructure to enable the larger scale replication of EPRP successes. Thus, ITC's focus will be directed to identifying champion poverty alleviation projects through which to continue supporting and expanding the number of projects with a clear goal to alleviate poverty. Further, it will promote the EPRP methodology in order to avoid being overcommitted to direct delivery.

45. Empowerment of women (MDG 3): ITC's gender strategy targets policymakers, to create an environment more conducive to women's export business, and TSIs, to better provide businesswomen with customized export and trade services. The work programme includes the follow-up to the Round Table on the Gender Dimension of the EIF, seminars on identifying and addressing gender-based constraints to trade and the rollout and integration of Gender Guidelines into National Export Strategies supported by ITC. For TSIs, the programme will be built around supporting successful women entrepreneurs and TSIs active in outreach to women, as well as strategies to better connect with women's trade associations and organizations in order to create and strengthen such entities.

46. Among actions planned to help women-owned enterprises become more competitive are the roll out of 'ACCESS! II' in Africa, as a component of PACTII. This will include training, mentoring and a dedicated trade portal www.womenexporters.com. Pilot programmes modelled on 'ACCESS!' will be launched in Latin America and Asia in 2009. In the Middle East and North Africa, the gender strategy will be directed to linking women-owned SMEs into the value chain.

47. Environmental sustainability (MDG 7): ITC's approach is twofold: on the one hand, to adapt trade practices to environmental concerns; on the other, through its Trade and Environment Programme (TEP), to help developing countries overcome constraints (such as costs of marketing and compliance with quality standards, supply issues, weak national environmental policy) in order to seize export opportunities in sustainably sourced natural resource-based products and renewable energy technologies, for which global markets are now estimated respectively at US\$ 50 billion and US\$ 600 billion per year.

48. TEP, planned over three years (2009 to 2011) at a total cost of US\$ 20 million and designed and implemented with partners including UN agencies, NGOs, government, trade support institutions and private sector participants, will work to three strategic objectives: strengthen the international competitiveness of enterprises; develop the capacity of trade services providers to support businesses; and support policymakers in integrating the business sector into the global economy.

49. Global partnership (MDG 8): ITC fully subscribes to the recommendations of the Accra Agenda for Action. Specifically, ITC will seek to expand its partnerships for development with beneficiaries, agencies and donors, with the aim of rationalizing activities and improving the complementarity of efforts across the TRTA spectrum. Efforts will be made to deepen its engagement with, and access to, global funds and programmes – governmental, civil society and corporate. ITC will raise the profile and priority of South-South cooperation. It will also emphasize local and regional procurement and will prioritize development cooperation in fragile and post-conflict countries, with a special emphasis on LDCs and IDA-only developing countries.

Focusing on Needs of LDCs, LLDCs, SIDS and Sub-Saharan Africa

50. As a UN organization, the mandate of ITC focuses its work on developing and transition economy countries. Particular priority will be given to the 49 LDCs, other LLDCs and SIDS. ITC is committed to devoting 50% of its programmed resources to these groups of countries. ITC would also give priority to Africa and its sub regions and to countries in reconstruction wherever feasible.

51. ITC is entering a phase where its successful pilot experiences, such as in the Lao People's Democratic Republic, can be generalized into methodologies for application in the priority countries. In the case of LDCs for example, ITC will actively engage within the EIF by strengthening national capacity in programme design, aimed at export development.

52. At the same time, ITC will engage under EIF, in programmes aimed at responding to priority needs identified in the Diagnostic Trade Integration Studies (DTIS), in particular for strengthening the enterprises' competitiveness and building the capacity of the EIF National Implementation Units. ITC will broaden its interventions under the EIF Trust Fund by linking its expertise to the priorities identified in the Action Matrix that prioritizes technical assistance projects. It is envisaged to launch over 20 new country-specific EIF projects and a few regional programmes during the plan.

53. With a view to support Sub-Saharan countries, in particular LLDCs, ITC will launch an Export Facilitation Programme to enhance the competitiveness of exporters, with the aim to be the voice of SMEs both in negotiations and in implementation of 'one-stop window' and transit facilitation. The main outcomes of the strategy will be better management of export processes, improved provision of export facilitation services and reduction of export transaction cost.

Export Capacity Building through Integrated Country Solutions

54. The restructuring of the organization to create the Bureau of Policy and Programme (BPP), which incorporates the Geographic offices along with Export Strategy and Business and Trade Policy, is in recognition of the need to provide responsive demand driven customized services to clients. BPP will be expected to provide leadership and expert knowledge of the client countries, understand their export development and promotional needs and be able to construct appropriate solutions in conjunction with ITC technical divisions and partner organizations.

55. A key recommendation of ITC's external evaluation was the need for ITC to increase the depth of its assistance at country level and ensure sustainability of its operations. ITC's has responded by elaborating a series of 'integrated country programmes' which aim to provide comprehensive, customized and integrated solutions to the needs of specific countries which include the Lao People's Democratic Republic, Liberia, Mozambique, Senegal, Tunisia and Uruguay. These programmes are being finalized in collaboration with national stakeholders and start-up activities have already commenced in some countries.

56. On the basis of this experience, ITC will move to deploying a holistic use of its competencies as well as working closely with other organizations to ensure long-term impact. Increasingly, ITC expects to be designing country solutions from two starting positions, national export strategies and vertically integrated sector strategies.

57. In the next four years, ITC will build on its rich experience of supporting the production of national export strategies. At each step of the formulation of the strategy, ITC will provide state-of-the-art analytical support about the impact of trade negotiations on business. It does it on a practical basis: by country and economic sector, taking into account commitments and prospects at bilateral, regional and multilateral level; and, for existing and potential trade negotiations, identifying threats and opportunities for the country's sectors.

58. On the basis of targeted intelligence on business and trade policy, ITC provides support to the business sector and governments for the definition and implementation of national and sectoral export strategies. ITC does it in a practical context. Its approach addresses practical opportunities and threats related to scenarios in the trade negotiations. ITC supports countries developing and managing institutional systems to identify priorities for enhancing export performance. The objective is to strengthen the linkages between export development and socio-economic growth, including the development of a strong public-private dialogue to enable a fully engaged business sector.

59. ITC will generalize its successful experiences in export sector development. It will intensify the deployment of vertically integrated sector strategies structured around three pillars: (a) Improving the export competitiveness of enterprises in the sector in areas where export competitiveness is determined by activities at the enterprise level (sales and marketing, quality and safety and supply chain management); (b) Strengthening the Business Support Services Organizations through increasing the quality and range of their services that can assist potential and actual exporters in becoming more export competitive; and (c) Supporting the design and implementation of the sector export

strategy and integrating it in a framework of sustained public-private consultations on trade development.

60. Crucial to these two starting positions is the process of identifying counterpart organizations within a given country, through which most programmes will be implemented and on whom the ultimate long-term impact of a programme will depend. Priority during the next four years will be given to identifying national counterpart organizations for project planning and implementation. Further, it will commit to the long-term appraisal of the impact of projects in order to measure and secure long-term sustainability.

61. The recent positive evaluation of ITC's vertically integrated sector strategy projects in Kyrgyzstan and Tajikistan and the recommendations contained therein provide an excellent basis for sound needs assessment and programme design. ITC will continue to sharpen its approaches for needs assessments, programme development and counterpart identification over the plan period and develop specific tools, methodologies and guidelines in this regard.

62. ITC will maintain its commitment to One UN countries and work closely with other agencies to implement Joint Programmes on trade promotion under the auspices of the One Plan for example in Mozambique, Albania, Cape Verde, Uruguay and Viet Nam.

63. Progressively over the planned period, ITC will develop programme synergies by targeting a limited number of countries through its range of multi-country projects such as ACCESS and through solutions accessed or provided on a global scale.

Regionally Structured Solutions

64. ITC considers regional programmes as being an important means to help integrate regional economies into the multilateral trading system, develop regional and south-south trade and rationalize regional supply-chains. Regional programmes can be more cost-effective as they allow for 'economies of scale'.

65. A major component of the ITC delivery programme throughout the Plan period will be the Programme for Building African Capacity for Trade (PACT II). This and other regional programmes will provide solutions for integrating regions into the multilateral trading system, encouraging intraregional trade and trade with other developing regions. They will also contribute towards building region-wide trade support institutions and business networks, identifying promising export products and rationalising regional supply chains.

66. Environmental sustainability issues will be addressed through awareness building, expert advice and dissemination of good practice. PACT II integrates a particular initiative through which businesswomen receive gender-responsive support in export management training and counselling and priority consideration under support schemes for specific sectors. Anticipated impacts include Regional Economic Commissions taking a lead role and the creation of Pan-African networking to improve cooperation in the development of regional trade; regional trade support networks, especially involving businesswomen, engaged in trade policy dialogue and coordinated trade support and promotion; and exporting enterprises in priority sectors being more competitive, with special emphasis on women-owned enterprises.

67. ITC will be looking to develop regional synergies from country programmes in individual regions with strong regional traditions, for example in South East Asia (Cambodia, Lao People's Democratic Republic and Viet Nam). ITC has initiated a Supply Chain and Logistic Programme (SCLP), focused on the SADC countries for several years. This programme will help poor communities and their agri-cooperatives to join

established agri-food supply chain systems that are serving national and regional supermarkets. The programme is designed to transfer know-how and better perspectives of agri-industry supply chain and logistics management to the region's agri-food sub sector.

68. ITC will actively pursue other regional programme opportunities to maximize the impact from its delivery support. This will include:

- Ongoing support for ITC's Business Generation Programme which works with partner institutions in Africa, the Arab States, Asia and Latin America for generating south-south trade, encouraging business partnerships and networking among enterprises.
- Partnerships with the *Organisation internationale de la francophonie* (OIF) promoting intra- and interregional trade among countries in the West African Economic and Monetary Union (UEMOA), the Central African Economic and Monetary Community (CEMAC), the Indian Ocean Commission (IOC) and Mekong (Cambodia, Lao People's Democratic Republic and Viet Nam).
- Interregional trade promotion efforts focusing on high potential sectors representing business opportunities related to rice, wood products, textiles and clothing.
- The creation of creating regional training centres in association with selected partners, and will seek to organize a number of regional forums with partners such as the African Union and Global Compact.

69. The regional context also provides opportunities for ITC to exploit its experience to support the application of good practices emerging from delivery projects for the benefit of much larger numbers of enterprises, support institutions and policymakers.

Global Public Goods for Globally Accessed Solutions

70. ITC's global tools, products and activities provide a wide array of export support public goods and publications through which ITC shares its know-how with a global audience. They have enabled ITC to provide developing and transition countries with access to key trade-related information over the years. During the Plan Period ITC will continue to broaden the scope and delivery channels of these services.

71. ITC will continue to re-engineer its approach to training as it moves towards more on-line and certified learning methodologies, as an alternative to repeated short-term in-country events. The purpose is to achieve more sustainable capacity development at institutional and individual level. It will draw on information and expertise within ITC and utilize the best e-learning technologies. In pursuit of ensuring 'sustainable learning', ITC will develop a wide array of Internet-based learning tools and provide e-learning solutions. In addition, the capacity developed within ITC will be devolved systematically to organizations of excellence at country and regional level, in keeping with the multiplier principle of one-to-one-to-many. ITC's existing courses will be upgraded through peer group review and a standardized approach to e-learning will be developed. Accreditation procedures will be reviewed and new partnerships explored with academic institutions.

72. ITC's market analysis tools enable trade policymakers and TSIs to conduct better market analysis and research. During the period under review, ITC will continue developing its existing market information and analysis tools, such as Trade Map, Market Access Map and Investment Map, and devise new analysis tools. A lead economist will guide analysis and improve market intelligence for wider circulation. A 'helpdesk' is envisaged, as well as a trade information portal as a one-stop shop for trade information. Regular alerts will be issued to SMEs on emerging international trade issues. ITC's

innovative tradition will be continued through the development of the Buy for Development initiative, supplying information requested by consumers.

73. ITC will continue to strengthen its efforts on non tariff measures (NTMs), which have become a major market access impediment for developing and least developed countries' exports. Together with a number of international organizations, ITC will work on a project that addresses the need for a common international classification and methodology to collect, classify and disseminate data on NTMs. The long-term objective is to increase transparency about NTMs by providing access to relevant data for exporters, trade support institutions and policymakers. During 2008, ITC and UNCTAD have successfully tested this new methodology in seven pilot countries. For 2009, the partners plan to roll out the project in more countries, and to launch the web portal 'Trade Barrier Reporter'.

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

75. ITC will continue to give business a voice in trade policy by promoting dialogue between the public and private sector and organizing workshops and forums, in partnership with other UN international agencies and academic institutions.

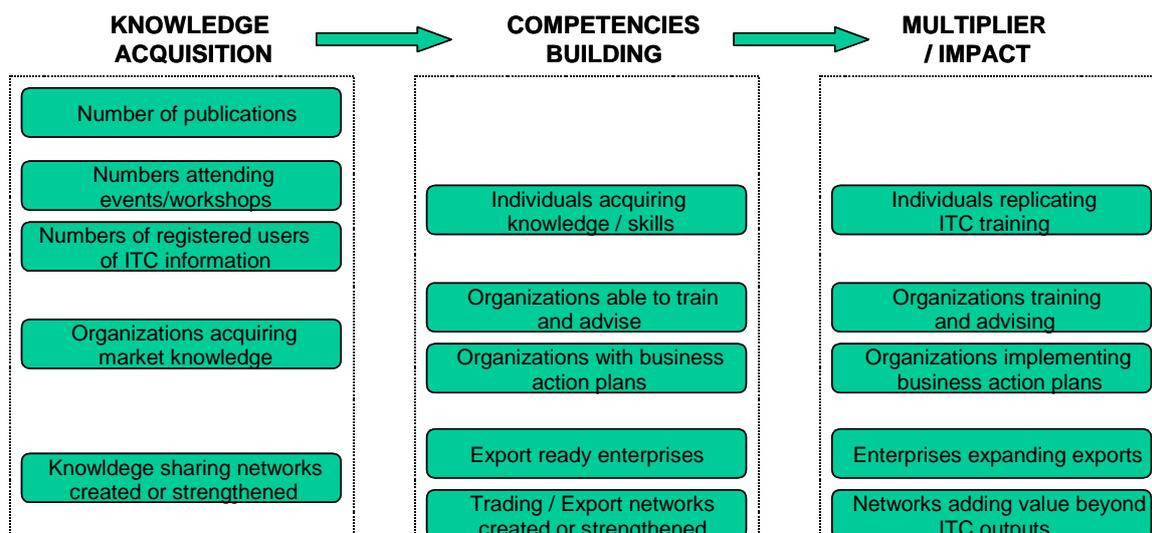
76. Good practice in exporting by developing countries needs to be captured and disseminated to as wide an audience as possible. ITC will pursue its 'thought leadership' role through events such as the World Export Development Forum and the World Trade Promotion Organization Awards. These global events further provide a route through which countries' needs and demands can be promoted. ITC has the opportunity, through its global networks with TSIs, to compile information to extend the awareness of the sector's needs and its potential to provide solutions. ITC is considering a bold initiative combining national and global awards to promote best practice of exporting enterprises. Further, a limited number of good practice publications will be published each year, including on-line, with the aim of disseminating good practice to a wide audience. This strategy will also include work on publishing statistics and data on exports, e.g. World Tariff Profiles with WTO and UNCTAD.

Focusing on Outputs and Impact

77. In response to client demand and donor expectation, the timely achievement of planned outputs and impact must have a high profile in ITC planning and delivery. During the next four years ITC's efforts will be focused in the building of a comprehensive and holistic approach to monitor the delivery of outputs and measurement of impact.

78. To ensure higher levels of quality for ITC activities, a series of indicators have been identified in three categories: individuals, organizations and networks. They are also classified according to the sequence of development from 'knowledge development', through 'competence building' to a 'multiplier/impact'. Outputs are the basic deliverables of a project. Impact focuses on the actions of the counterparts to be completed during the period immediately following ITC support.

Figure 4 – Output indicators



79. An improved project cycle management process will engage ITC, with its counterparts, in identifying agreed outputs and expected impact. This process will improve quality control in planning and monitoring, which in turn will improve project management. It will also impact on timelier project delivery.

80. In the Aid for Trade context, ITC will continue contributing to the development of a set of indicators to assess the contribution of trade development to sustainable development. In terms of the monitoring system, ITC will seek coordination within the OECD and the WTO to establish partnerships with pilot countries to validate the agreed approach.

Internal Organizational Responses

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

- a. Leveraging more unearmarked resources;
- b. Upgrading financial management;
- c. Investing in people;
- d. Improving communications and information systems.

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

Leveraging More Unearmarked Resources

82. ITC is developing a capacity to manage a larger project portfolio. This increased capacity flows from response to the 2006 Evaluation and the ongoing organizational developments. It will enable ITC to widen the impact of its expertise, experience and delivery work. As a result ITC will need to access higher levels of funding through a combination of both its traditional and new sources. This will undoubtedly involve creating innovative partnerships to match the changing situations.

83. ITC expenditure, which is funded from two sources, will total in 2008:

- Regular budget (US\$ 33 million from WTO and UN);
- Extrabudgetary funds (US\$ 30 million from a range of sources).

ITC is not expecting any significant increase in the regular budget funding from WTO and UN in the foreseeable future and indeed it may decline. Over the four years, ITC will be seeking an increasing level of extrabudgetary funding to support annual expenditures. This extrabudgetary funding should grow to a minimum of US\$ 40 million by 2012, but hopefully could reach US\$ 50 million by the end of the plan period.

84. ITC has embarked on implementing an overall resource mobilization strategy which has the following guiding principles:

- Strengthening relations with traditional donors to harmonize funding of the agreed plan activities through both the GTF and bilateral arrangements and reaching out to emerging donors.
- Continued pursuit of sales of ITC products to maintain the flow into the Revolving Funds, which offer ITC sections some seed funding and flexibility.
- Continuing development of partnerships linked to emerging and new funding sources, which will increasingly be country based, including EIF, One UN, development banks and private sector.
- A stronger analysis of available funding resources by donor, purpose, expected outputs and impact.

85. Under the leadership of the Resource and Partnership Group, ITC will have to prioritize its efforts to leverage resources on a limited number of key sources, especially those that are likely to fund multiple projects and programmes, e.g. EC and EIF. Resource mobilization will require the coordinated work of all parts of ITC to secure the required funding. Strategic partnerships will have to be developed with Regional

Development Banks and bilateral development programmes will be enhanced using the ITC presence in the field.

86. A continuous dialogue will be kept with the EIF National Implementation Units from priority countries. This contact will be strongly supported through the advisory and planning support set out within the integrated country solutions strategy and supplemented by ITC's country networks. This approach will also enable ITC to explore new funding links with non-traditional partners committed to funding large bilateral programmes in selected countries. It will tap into multi-donor arrangements and basket funds being established mainly in LDCs and running in parallel to EIF Trust Fund resources.

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

88. The longer-term strategic partnerships will need to be put in place to secure longer-term unearmarked funding for ITC operations, which in turn will facilitate planning and delivery. Equally, ITC's delivery performance will be a critical contribution to convincing funding sources to contribute to an expansion of ITC's project portfolio.

Upgrading Financial Management

89. ITC operates in a complex financial environment, receiving funds from a variety of sources with varied timelines and different conditions. It will take a variety of steps to improve its financial forecasting, project budget control, cash flow management as well as implement the International Public Sector Accounting Standards (IPSAS).

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

91. ITC will continue to improve its financial management processes with a balanced approach to delegation to sections and project managers, while intensifying its internal reporting and monitoring procedures. This will facilitate reporting and accountability to ITC's senior management and to external bodies.

92. At the same time, ITC will be involved in the implementation of the IPSAS in coordination with the United Nations and expected from 2011. The early stages of converting the accounting basis to one of accrual accounting have begun in ITC, with the new standards expected to be implemented from 2011. Depending on the timing and rate of implementation by the UN Secretariat, Financial Management Services will begin spreading the awareness of the new approach across ITC in 2009/2010. This development will assist the delivery on ITC's commitment to improving value for money and its financial forecasting capacity.

93. Cash flow management is critical to the smoother delivery of projects. To give its internal operations greater continuity ITC will move as fast as possible to an Operational Reserve at 15% of its XB Budget. Without specific contributions to the Operational Reserve its current options for enhancing the Reserve will take several years to reach the target, thus inhibiting some progress in the immediate future.

Investing in People

94. ITC's staff are at the heart of the ambition to be a more successful organization. In recognition of this, ITC has agreed a five-part strategy, to be implemented over the medium term, to secure the people resources to deliver its planned programmes. The strategy, including short term priorities and longer-term targets, will:

- Source, attract and recruit world-class talent to ITC on a global basis;
- Promote excellence in the field of leadership and people management;
- Encourage and support staff in their continuing professional development and performance improvement;
- Provide ITC staff with a diverse and supportive working environment;
- Develop efficient, transparent and responsive human resources processes to support ITC business delivery.

95. Each goal will be underpinned by the ITC core values, and policies will be driven by the ITC's 7 organizational competencies: Integrity, Vision, Teamwork and Leadership, Excellence and Accountability, Client Commitment, Pragmatism and Communication. As ITC seeks to intensify its country and regional presence, more attention will be devoted, in the immediate future, to the recruitment and working arrangements for field-based staff.

96. A more comprehensive training and staff development programme will be developed and it will require additional funding. This programme will upgrade both generic competencies and technical knowledge and skills. The comprehensive implementation of the appraisal scheme will identify the training needs of staff as well as confirm the rates of progress being achieved.

Improve ITC's Communications and Information Architecture

97. Improved communications will play an increasingly important role in the delivery of projects and in raising awareness of the experience of ITC and its counterparts. A new Unit will bring public information, publications, media and events functions together. Its main job will be to support divisions to bring our brand essence '*Export Impact for Good*', to life.

98. New technical publications, the repositioning of *Trade Forum* and taking greater advantage of new media channels will be the strategy to reach much wider audiences. In this regard, ITC will establish smart partnerships to expand the dissemination of its material. During the planning period, work will be done in both the development of content and on the mode of delivery. With respect to content, integrity will be built around the new brand identity and will ensure clarity around messaging. ITC will continue reinforcing its 'one image' policy to provide for a single message at the corporate level, ***Export Impact for Good***.

99. With respect to delivery, ITC is proposing to lay a foundation for a long-term information management system, migrating away from 'islands of information' and independent systems to a holistic enterprise IT architecture required to underpin ITC strategic objectives and corporate wide system integration. It is also a critical piece of the Global Delivery strategy, which envisions our stakeholders having access to greater levels of information and training on-line. The IT operations of the organization have been divided into five modules:

100. Redevelopment of ITC web presence and web content management system – The challenge is to undertake a comprehensive web redesign and develop underlying system architecture so that ITC can migrate into the correct electronic market space to communicate effectively with our customers, clients and partners. A web content management system will provide ITC with the capacity to manage and control the growing volume of web-based content and take advantage of rich multimedia tools to enhance our communication, interaction and provision of services. ITC will also need to establish an overarching corporate governance and management framework.

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

102. Implementation of an e-learning platform – The 2006 evaluation of ITC questioned the level of resources being deployed for short workshops and training. However these services are necessary to build awareness and to provide a wide range of information. ITC has been examining how much of this training can be delivered to a wider audience and in a more cost effective and sustainable manner via an e-learning platform and or through teleconferencing. The management, updating and sharing of content can be centralized and will serve to reduce travel costs and the associated environmental impact of delivering basic training and services directly on the ground.

103. Implementation of a business process management system – In response to client needs, feedback and review, ITC will continue to upgrade its administrative processes to improve efficiency and effectiveness. The immediate action plan will implement the agreed recommendations of the Division of Programme Support (DPS) change project, which focused on the processes of hiring consultants, events management, memoranda of understanding and project budget control. Additional areas will be examined and upgraded, notably IT and IS, to allow new ways of managing projects and business processes and enhancing interaction with ITC clients and among staff members. The business processes will need to be integrated into the ERP system, which the UN will be deploying in 2011 and 2013.

104. Implementation of a project cycle management system – ITC will introduce a revised project cycle management process across all sections to improve consistency and to raise standards. The revised process takes into account many of the key commitments listed in the Strategic Plan, in particular: setting projects in their local context; engaging counterparts, potential partners and all relevant business lines in design; securing the development goals in all projects; and, setting achievable outputs and impacts within feasible deadlines. Part of the required communication infrastructure will be the upgrading of the global messaging platform.

Accountability and Governance

105. A critical component for creating an effective ITC organization will be the consolidation of the internal and external processes for accountability and governance. This area of ongoing development will be a continuing focus of senior management attention.

Performance Management and Operational Planning

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

107. The Operational Plan outputs will be part of the UN Strategic Framework system, linked through IMDIS into the wider reporting mechanism. Based on the section plans and the Operational Plan, each member of staff will be able to identify their key work priorities, performance targets and deadlines for the Performance Appraisal System. The full implementation of PAS will be a critical component in the drive for improved performance and quality across ITC.

Continuous Monitoring

108. ITC is strongly committed to continue strengthening the quarterly reporting mechanisms covering finance, people resources and project delivery. As ITC continues to enhance its quarterly financial monitoring in order to exert strong control over its finances and expenditures, section chiefs will be required to report quarterly on expenditures. Improved cash flow forecasts and the deployment of the operational reserve are critical to raising efficiency and securing timely delivery.

109. Quarterly human resources reports will monitor staffing levels, staff development progress and assist with selecting priorities.

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

111. The precise definition of the indicators has also been used as an opportunity to raise standards and support improved performance. In this way, ITC sections will be encouraged to upgrade activities, which in turn will maximise impact for the counterparts. Through its enhanced PCM process ITC will also secure information on the impact of projects, which in turn will lead to continuous improvement of performance.

Output Oriented Annual Reporting

112. The 2007 Annual Report established a structure and approach, which will be continued and enhanced over the next few years. Its format will broadly remain the same while attention will be paid to:

- Continuing to improve the clarity of the key messages;
- Greater focus on results and inputs;
- More staffing statistics;
- More trend analysis rather than focusing on a single year;
- Extracting overall intelligence and conclusions from the wealth of detailed performance information provided in the Addenda to the ITC Annual Report;
- Deploying good stories alongside the more structured reporting to add relevance and context to the statistics.

113. The Global Trust Fund (extrabudgetary resources) reporting will follow the terms agreed in discussions in the Consultative Committee of the Global Trust Fund.

Stronger Focus on Evaluation and Learning

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

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

116. It is likely that the annual client survey will become a key feature in the evaluation cycle. Individual sections are being trained to assess their performance through the data available from the survey. A possible spin-off from the expertise gained from the survey would be the establishment of in-house survey capability and capacity, which could be deployed to investigate key matters of interest in TRTA. Major publications could then follow as part of ITC's wider contribution to knowledge and thought leadership in TRTA.

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

Improved Governance

118. Externally, ITC will continue to report to the relevant committees of WTO and UNCTAD, together with the UN Committee for Programme and Coordination and the ACABQ. At the same time, ITC will be subject to audit and the work of OIOS. Their reports will contribute to improving performance, achieving value for money and maintaining good operations.

119. ITC's own accountability framework will be strengthened through the changes to the GTF Consultative Committee mechanism as well as the JAG.

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