



International  
Trade  
Centre

# Strategic Plan 2022–2025

Building inclusive, sustainable  
and prosperous economies



TRADE IMPACT FOR GOOD





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## Foreword

We are living through historic and difficult times. In the past, despite economic highs and lows, we could celebrate the prosperity of millions lifted out of poverty through trade. Now we face monumental, almost existential challenges. Gains that we perhaps took for granted are in serious danger of being completely reversed.

The scale of the task is enormous. We must rebuild entire economies battered by nearly two years of a global pandemic. We must protect the most vulnerable from growing social and economic instability. We must harness the extraordinary power of technology for the good. We must protect future generations from the triple planetary crisis of climate change, biodiversity loss and pollution. We must restore the promise of the Sustainable Development Goals (SDGs) in their final decade.

We are entering a pivotal moment in history. We have a chance to show that multilateralism matters—that trade can not only create a rising tide but also build a better boat.

*Building inclusive, sustainable and prosperous economies* outlines the International Trade Centre's (ITC) vision for delivering systemic change and building more resilient economies. It sets out our strategic plan and guiding vision for 2022–2025. It lays out a roadmap for creating trade that is sustainable, inclusive and transformative. Trade that puts the SDGs back on track.

This plan builds on the basic premise that ITC's business model has never been more critical or relevant. ITC will turn 60 years old during the period covered by this strategic plan. During those six decades, our interventions have created more competitive micro, small and medium-sized enterprises, stronger business ecosystems, better regulatory environments and more accessible public goods.

Over the next four years, this strategic plan will push our business model even further. Thematically, it will deepen our already cutting-edge work on the economic empowerment of women, youth and refugees. It will turbo-charge our offer on



digital connectivity and the green transition. It will give regional economic blocs—particularly in Africa—powerful tools to create truly integrated markets and transform centuries-old patterns of trade.

This strategic plan will transform not just what we do but also how we do it, externally and internally. We will deepen our in-country engagement, in response to the UN Secretary General’s call for a more coherent and impactful UN Development System. We will deliver even more customized solutions to respond to the unique needs of least developed countries, landlocked developing countries, small-island developing States, conflict-affected countries and sub-Saharan Africa. We will build better partnerships with our Geneva partners at the WTO and UNCTAD, within the UN family and with the wider ecosystem of private sector and non-profit organizations. We will broaden our resource mobilization to access an even wider range of public and private sector partners.

Internally, we will work harder to build an even more agile, expert and supportive ITC. We will keep strengthening our core business processes and communication skills as our project portfolio grows in size and scope. We will continue to lead on equality, diversity and inclusion. We will keep tracking and delivering our development results, ensuring value for money and retaining the trust of our partners.

This strategic plan will ensure that ITC and its stakeholders thrive in these complex and troubled times. It is the next step in our sixty-year journey and a once-in-a-generation opportunity to renew the promise of multilateralism for a world in crisis. I invite you to take this next step with us, towards ever more inclusion, sustainability and prosperity. Help us build a better and more resilient world.

A handwritten signature in dark ink, appearing to read 'Pamela Coke-Hamilton'. The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

Pamela Coke-Hamilton  
Executive Director, International Trade Centre

# Abbreviations

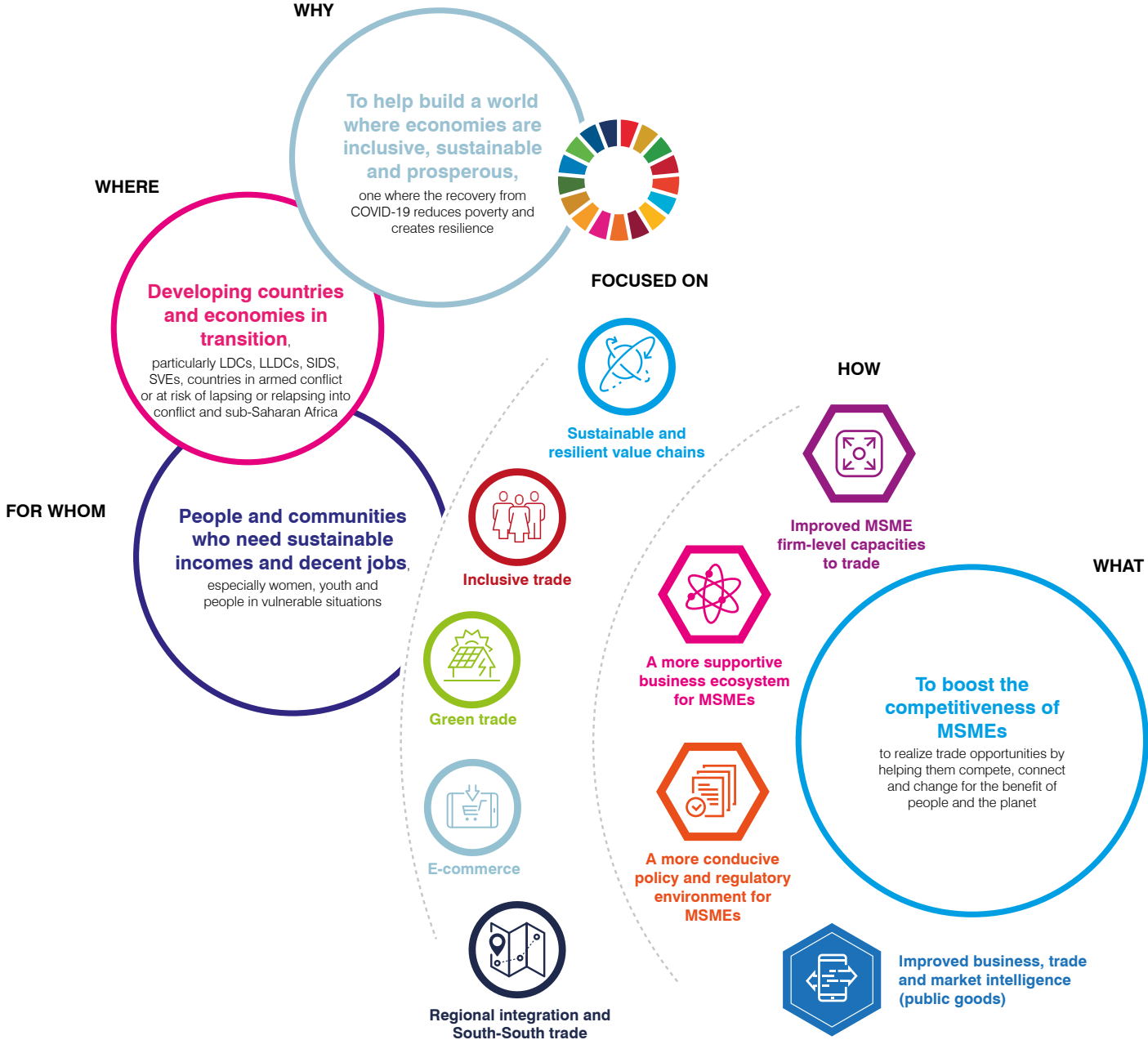
AfCFTA	African Continental Free Trade Area	SIDS	Small island developing States
BSO	Business support organization	SPS	Sanitary and phytosanitary
CCA	Common Country Assessment	STDF	Standards and Trade Development Facility
CCITF	Consultative Committee of ITC Trust Fund	SVEs	Small and vulnerable economies
COP	Conference of the Parties	T4SD	Trade for Sustainable Development
CRS	Creditor Reporting System	TBT	Technical barriers to trade
EIF	Enhanced Integrated Framework	TOSSD	Total Official Support for Sustainable Development
EFI	Ethical Fashion Initiative	WTO	World Trade Organization
ESG	Environmental, social and governance	UN	United Nations
IEU	Independent Evaluation Unit	UNDIS	United Nations Disability Inclusion Strategy
ITC	International Trade Centre	UNSDCF	United Nations Sustainable Development Cooperation Framework
JAG	Joint Advisory Group		
JIU	Joint Inspection Unit		
LDC	Least developed country		
LLDC	Landlocked developing country		
M&E	Monitoring and evaluation		
MSME	Micro, small and medium-sized enterprise		
OECD-DAC	Organisation for Economic Co-operation and Development-Development Assistance Committee		
OIOS	Office of Internal Oversight Services		
RCEP	Regional Comprehensive Economic Partnership		
RESI	Refugee Employment and Skills Initiative		
SDG	Sustainable Development Goal		

# Introduction



# 2022–2025 at a glance

FIGURE 1. ITC's strategy at a glance







## Introduction

Launched in 2015, the 2030 Agenda for Sustainable Development is a beacon around which all countries, the business community and civil society can coalesce with a shared aim of reducing poverty and creating a more sustainable and equitable world. As we enter the Decade of Action, the International Trade Centre (ITC) will support accelerated implementation of the 2030 Agenda and continue to be guided by the resolutions and agreements reached by our parent organizations, the World Trade Organization (WTO) and the United Nations (UN).

*ITC will help create a world where trade builds inclusive, sustainable and prosperous economies.*

In the period covered by the Strategic Plan 2022–2025, we will be guided by our vision of a world where trade builds inclusive, sustainable and prosperous economies, one where the recovery from the COVID-19 pandemic creates resilience and ensures a green transition. Our progress over the plan period will be measured by our contribution to people, planet and prosperity, supported by peace and partnerships.

Established in 1964, the **International Trade Centre** is the joint agency of the WTO and the UN. ITC is the only international development agency fully dedicated to supporting micro, small and medium-sized enterprises (MSMEs) to enable them to benefit from trade. Working with partners to strengthen MSME competitiveness, we help to build entrepreneurial and employment opportunities, particularly for women, youth and people in vulnerable situations. Our main clients are MSMEs, business support organizations (BSOs) and governments in developing countries and economies in transition.

## Why MSMEs

MSMEs are powerful actors in the quest to achieve broad impact for sustainable development. Poverty reduction and enhanced economic security are only possible with competitive MSMEs. Globally, MSMEs account for 60–70% of employment and the majority of new job creation in developing countries. MSMEs integrated into international markets are more productive than those that do not participate in international trade.

MSMEs help attain the Sustainable Development Goals (SDGs) through direct and indirect channels. These include the employment opportunities they generate, the ideas, innovation and dynamism that come from entrepreneurship, the responsible business practices they choose to adopt, the sectors in which they operate and the impact they have on the broader economy. To be successful, MSMEs must be competitive. It is vital to support them as engines of change.

*It is vital to support MSMEs as engines of change.*

There is no internationally accepted definition of **MSMEs**. The term covers a broad range of definitions, which differ according to factors such as country, geographic region, level of development and business culture. Even within countries, definitions may vary or be non-existent. For comparability reasons, ITC classifies companies based on the number of full-time employees: micro (0 to 4 employees), small (5 to 19 employees), medium (20 to 99 employees) and large (100 or more employees). MSMEs are therefore companies with less than 100 employees. In the context of specific country interventions, ITC may also adopt the national MSME definition, if such a definition exists, in analyses and reporting.

Source: SME Competitiveness Outlook 2021. [www.intracen.org/smeeco2021/](http://www.intracen.org/smeeco2021/)



*Colombia PUEDE will be a great change in our lives for unity, development and peace. We wish to continue working with local and young people to give them work opportunities and the choice of formal employment. We can dream of a new future by better reintegrating into society thanks to the resources granted by the ITC.*

Representative from Nueva Esperanza, **a coconut and cacao small producer** organization in Tumaco, Nariño, Colombia – on the peacebuilding project to improve the livelihoods of small producers in municipalities highly affected by the armed conflict.

The strategic context:  
A world transformed



# The strategic context: A world transformed

## The global landscape

In 2024, ITC will celebrate 60 years of existence. During these six decades, the world has transformed. The global environment has become more multipolar, volatile and complex. The way we produce, trade and consume has been altered by digital innovation and technological change. A deeper understanding of the relationship between economic development, human wellbeing, inequalities and environmental sustainability has emerged.

We see five main trends impacting the global environment in which ITC and its clients operate. These trends interact with other factors that will continue to influence the global economic and political environment, such as changing demographics, the youth bulge in many countries, increased inequalities, migration and urbanization. Figure 2 provides an overview of ITC's trade development priorities in view of trends impacting the global landscape.

## Recovery from the COVID-19 pandemic

The COVID-19 pandemic has resulted in one of the most devastating health, economic and social crises in recent memory, severely undermining progress in attaining the SDGs and giving rise to new challenges for developing countries. COVID-19 has led to the first rise in extreme poverty in a generation, with an estimated additional 97 million people pushed back into extreme poverty in 2020.

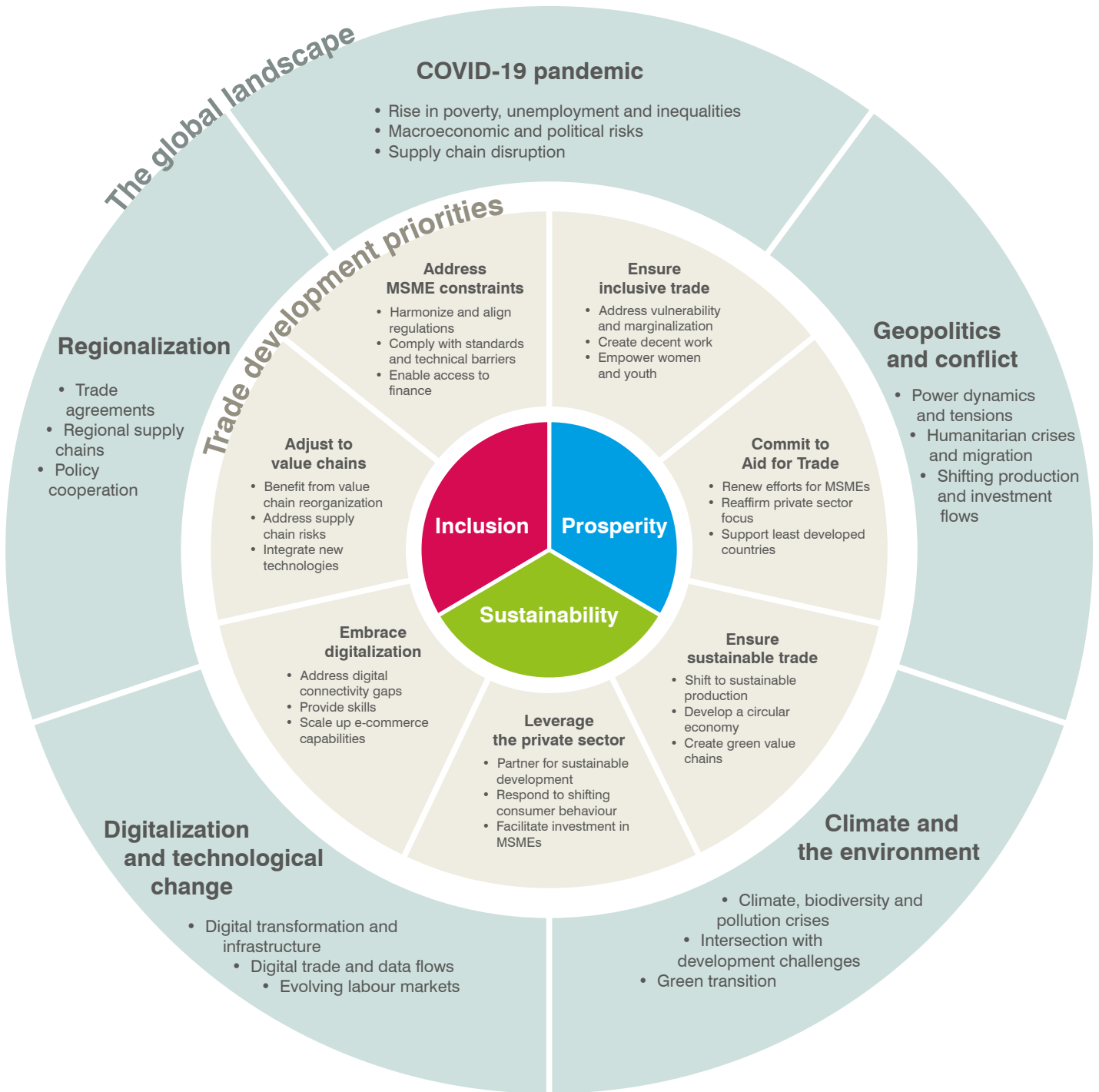


*The strategy provides a unique window of opportunity for Saint Lucia to modernize and start a new cycle of export growth. It incorporates the thoughts of public and private sector stakeholders and builds on consensus from the entire export community about what is needed to boost the country's export performance.*

**Bradley Felix**, Minister for Commerce, St. Lucia – on the National Export Strategy for 2020–2024.



FIGURE 2. ITC's strategic context



*The COVID-19 pandemic has severely undermined progress in attaining the SDGs.*

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The pandemic has reinforced pre-existing social inequalities and has had a disproportionate impact on women. The global ITC COVID-19 Business Impact Survey also showed that the pandemic affected virtually all companies, yet smaller companies were significantly more exposed than larger ones. These survey findings underline the need for MSMEs to receive adequate support, due to their limited access to finance, to facilitate their adaptation and build resilience in the recovery.

As the world continues to recover from the pandemic, it has become clear that we must adjust and learn to help build better societies and economies. COVID-19 has demonstrated that shared problems require shared solutions, and that ultimately there is no credible substitute for a multilateral system. However, despite successes, multilateralism appears to be constantly under threat.

Open economies will continue to be challenged unless we ensure that the recovery lifts all boats and is sustainable. This will need to be done against a backdrop of pronounced supply chain disruption and macroeconomic risks related to inflation, debt and exchange rate fluctuations stemming from loose monetary policies and the fiscal stimulus packages implemented to support growth and household incomes during the pandemic.



*Regarding the SAAVI project, it's very important to improving economic performance because it is promoting agricultural value chains, including marketing and promotion of products. The SAAVI project is the first step towards applying and adopting a wide range of economic reforms, including regarding WTO accession, for Iraq.*

**Nidhal Sebri Hameed**, Head of the WTO Department at the Ministry of Trade, Iraq – on the “Strengthening the Agriculture and Agri-food Value Chain and Improving Trade Policy in Iraq” (SAAVI) project.

## Geopolitics and conflict

Geopolitical forces are changing as power dynamics give rise to instability and tensions. There are diverging worldviews around political and economic models. This is leading to shifts in the organization and flow of global production and investment, partly due to economic nationalism and value chains being politicized. Industrial policies have become pervasive around the world and are key drivers of investment policy. Frictions are also arising over digital and technological development and regulation. These dynamics will have implications for industrialization and diversification strategies in developing countries. Export development and investment must be strategically linked.



*The transition to a sustainable and inclusive economy is a defining challenge of our time.*

Moreover, armed conflict and humanitarian crises, with related migrant and refugee emergencies, permeate the landscape. The last decade has seen an exponential growth of forced displacement of people, reaching nearly 80 million in 2020. In 2021, approximately 235 million people were in need of humanitarian assistance. Therefore, the international community must engage where most effective, including in the linkages between trade, humanitarian and development assistance.

## Climate and the environment

The transition to a sustainable and inclusive economy is a defining challenge of our time. Climate change, biodiversity loss and pollution are growing threats. These environmental crises intersect with the many development challenges around the world. They compound risks and pressures.

Forecasts indicate that over 130 million people could fall into poverty by 2030 because of climate change alone, predominantly among those in vulnerable situations. In addition, the effects of climate change could lead to mass displacement of people. Resilience to climate change must be strengthened. Protecting our planet must remain high on the global agenda.

## Digitalization and technological innovation

Digitalization rose dramatically during the COVID-19 pandemic. In 2019, e-commerce sales reached US\$26.7 trillion globally according to UNCTAD. This includes business-to-business and business-to-consumer sales, and is equivalent to 30% of global gross domestic product that year. Business-to-consumer e-commerce sales were estimated at US\$4.9 trillion. The digital transformation will continue to accelerate at a fast rate. It will reshape the development landscape as it continues to pervade and alter the manner in which individuals and firms interact with the world. Digitalization, technological



innovation and the vast amounts of data generated can enable countries to make significant advancements in their development agendas. Yet the concentration of power among digital giants creates dependencies that affect competition. Meanwhile, issues such as privacy, security and accountability raise new challenges.

The gaps and inequalities between those with and without access to technology remain stark. In the developed world the internet penetration rate is 90%, contrary to 57% in developing countries and 27% in the least developed countries (LDCs). Access to digital technologies and capabilities, and the hard and soft infrastructure that underpin them, will increasingly be critical to ensure opportunities are universally shared. Technological change, including artificial intelligence, automation and robotics, will have disruptive effects on labour markets to be managed in countries at all levels of economic development.

## Regional integration and trade agreements

Regionalization is at the centre of many policy debates and will continue to shape international trade and economic relations. Most developing countries around the world are engaged in formal regional integration efforts. There are also numerous preferential schemes, particularly for LDCs. For example, the African Continental Free Trade Area (AfCFTA) aims to eliminate tariff and non-tariff barriers to trade across the continent and create a market of over 1.2 billion people. Regional trade agreements of various scope, size and depth have also been concluded or are being negotiated in different regions, such as the Asia-Pacific Regional Comprehensive Economic Partnership (RCEP) that will come into force in January 2022.

When well designed and effectively implemented, these agreements can reduce costs and improve policy cooperation for the benefit of MSMEs. They can also enable the formation of and participation in regional value chains and support South-South trade and investment.





*The ITC project is a window to Europe, a window to the world. It helps to understand how competitive your product is in foreign markets, and if it is not, what needs to be changed. Such projects are really needed in Ukraine. They are truly efficient.*

**Natalia Sudarkina**, Owner, AgroPatriot, Ukraine – on the “Linking Ukrainian SMEs in the Fruits and Vegetables Sector to Global and Domestic Markets and Value Chains” project.

## The trade development environment and priorities

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*Trade can be a potent vehicle to better lives.*

ITC’s mandate is built on the principle that trade can be a potent vehicle to better lives. The relevance of trade for achieving the SDGs is explicitly recognized in the 2030 Agenda, which notes that “international trade is an engine for inclusive economic growth, job creation and poverty reduction, and contributes to the promotion of sustainable development.” Member states agreed to “continue to promote a universal, rules-based, open, transparent, predictable, inclusive, non-discriminatory and equitable multilateral trading system under the World Trade Organization, as well as meaningful trade liberalization.”

ITC’s work on MSME competitiveness to boost employment and income generation is more important and relevant than ever.

### Address the barriers and constraints to MSME growth

The increased use of non-tariff measures and the plethora of competing private standards pose challenges for MSMEs. They often involve fixed costs, which have an impact on performance when spread over lower revenues. Digital standards, labour standards and environmental standards will become more prominent, as will the need to comply with public health measures. ITC can bring valuable technical, regulatory and advocacy support in these areas.

Building enterprise resilience will be integral to the post-COVID-19 development strategy. MSMEs and their governments must increasingly look at the deeper, binding, constraints to MSME growth and development. In particular, this involves bridging the estimated US\$5 trillion MSME financing gap. Access to finance and investment ranks at the top of MSME needs. In the realm of investment, ITC will place a greater focus on investment facilitation, supporting the development of investment attraction strategies and the institutional strengthening of investment promotion agencies in developing countries to nurture the potential for greater investment flows. ITC will also work closely with competent institutions, including development finance institutions, to address the gap in affordable financing and expand the uptake of green financing for MSMEs.

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*It is important to address the deeper constraints to MSME growth and development.*



*We have completely changed our export strategy in order to focus our efforts on target markets and products. All this work on the ground has paid off in 2020; our growth rate jumped by more than 7%. With the help of the NTF IV project, business operations in Côte d'Ivoire and Burkina Faso accounted for more than a quarter of our turnover.*

**Moustapha Diop**, founder of SOLID, Senegal – on the NTF IV Export Support Competitiveness Programme.

## Leverage the private sector

Businesses are adapting to changes in their immediate environment, such as shifting consumer behaviour and preferences. Many are also seeking to respond to societal challenges and needs. The private sector network includes influential players and marketplaces that support the delivery of the SDGs. These players include financial contributors, investors, innovators, providers of market-based solutions, suppliers in the digital transformation and knowledge partners. ITC will continue to leverage partnerships with these influential players, including exploring options for scalability and replication of successful pilots.

## Adjust to value chain reorganization

Value chains will continue to reorganize, perhaps through greater consolidation and regionalization, as lead firms adapt their sourcing strategies to manage supply chain risks, adjust to cost differentials, integrate new technologies that affect international competitiveness, respond to the changing geography of demand and comply with political pressure. Value chains are also becoming more knowledge-intensive, with labour cost arbitrage an increasingly less important factor in the choice of production location. The reorganization of value chains will present both threats and opportunities for MSMEs in developing countries, which ITC can help to navigate.

The pandemic has exposed the level of imbalance in some regions with regards to the manufacture of medicines, vaccines and medical equipment. It has also led to a supply chain crisis, with huge production, transport and logistical bottlenecks. This could lead to a rethinking of whether some fundamental goods and services should be produced closer to home through near-shoring and reshoring. We can expect further disruptions to value chains of everyday goods and services critical to the global economy.



## Ensure more inclusive trade

The rise in poverty witnessed during the pandemic must be addressed as a priority. We must also better reflect on how different experiences of socioeconomic vulnerability are linked to and affect each other. Over the past decade, ITC has placed a premium on ensuring trade supports the economic empowerment of people in vulnerable situations, notably women and youth, and has fully incorporated gender mainstreaming in its work. We must continue to deliver widely and effectively to contribute to the 2030 Agenda vision of “leaving no one behind” and to realize sustainable development with full respect to human rights.

In addition, there are groups of countries that confront particular trade development challenges. ITC will prioritize at least 80% of its country-level assistance in LDCs, landlocked developing countries (LLDCs), small island developing States (SIDS), small and vulnerable economies (SVEs), countries in armed conflict or at risk of lapsing or relapsing into conflict and sub-Saharan Africa and deliver at least 45% in LDCs. There are also countries and regions within the developing world and among economies in transition that are not part of this group that face vulnerabilities due to poverty, exposure to conflict, migration or climate change, for example, which deserve due support.



*The partnership with SheTrades has allowed Buzz Women Gambia to scale up and reach out to more women in The Gambia. As we speak now, we have reached all the administrative regions of the country and have created more space for women to connect, network and lead their own transformational journeys.*

**Fatou Touray Cham**, National Coordinator of Buzz Women Gambia – on the SheTrades project in The Gambia.

## Place environmental sustainability at the heart of competitiveness

The triple planetary crisis of climate change, biodiversity loss and pollution, with its resulting health, economic, social and political consequences, has triggered a sense of urgency to act. Efforts to produce and consume more sustainably should form essential elements of national and regional development plans, business strategies and international cooperation. This should include a transition towards sustainable development through the circular economy.

## Embrace digitalization and e-commerce

The COVID-19 pandemic and its after-effects will continue to transform our understanding of digital connectivity as a matter of economic survival. The digital transformation must be inclusive. Connectivity and access to technologies will be critical and a holistic approach to digitalization is necessary. Leveraging the digital momentum will necessitate ITC to incorporate digital elements in its projects and operations and strengthen the capacity of MSMEs to engage in e-commerce, cognizant of the dependencies created by market concentration. The digital revolution also means that flows of services and data are playing an ever bigger role in connecting the world economy. MSMEs in developing countries have opportunities to tap into new services markets.

*The digital transformation must ensure that opportunities are universally shared.*

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## Commit to Aid for Trade

Aid for Trade must continue to be primary on the development agenda. Predictable funding that builds and supports business ecosystems, knowledge and capacities to develop through trade for the long run must be reaffirmed. Aid for Trade is an extremely powerful tool to build sustainable societies.

Aid for Trade funders must reaffirm their focus on the private sector in developing countries. The scope must be expanded to address green technologies, services and innovation. Committing to Aid for Trade will send a strong signal that the international community will renew efforts to build the competitiveness of MSMEs to grow through trade.



The value  
we bring



# The value we bring

## Our vision, mission and principles

### Vision

A world where trade builds inclusive, sustainable and prosperous economies.

### Mission

ITC supports sustainable and inclusive livelihoods by boosting the competitiveness of MSMEs, placing trade-led growth at the centre of public policy and building supportive business ecosystems in developing countries.

### Guiding principles

ITC's work is driven by three goals: inclusion, sustainability and prosperity. Our decision-making processes are guided by the values of collaboration and coordination and the core values of the UN: integrity, respect for diversity and professionalism.



*The recommendations provided in the study will guide us in crafting tailored policies and support programmes for the fast recovery of the Philippine MSME sector.*

**Blesila Lantayona**, Assistant Secretary, Department of Trade and Industry, the Philippines – on the report “Promoting SME Competitiveness in the Philippines: Compete, connect and change to build resilience to crises.”



*The project has helped in enhancing the capacity of the chamber and its business associations in developing position papers. Clearly articulated issues and recommendations through position papers are crucial for effective advocacy and lobbying with the government.*

**Yeshey Chen Chen Lham**, Chief, Bhutan Chamber of Commerce and Industry, Bhutan – on the project “Bhutan: Trade Support – Building business advocacy capacity of the private sector.”



*Our entire team has enjoyed training and coaching in strategic business fields such as sales prospecting, budgeting and marketing. We have also increased our reputation since we understood how to improve our product presentation. Finally, FastTrackTech has given us access to a reliable internet connection and visibility on Amazon’s web services. For a young start-up, such support is priceless; and today, it pays off.*

**Appolinaire Konnon**, Managing Director, Technology Forever Group, Benin – on the digital entrepreneurship #FastTrackTech Africa initiative.





## Our value proposition

ITC's mandate combines a focus on expanding trade opportunities for MSMEs with the aim of achieving sustainable development. Our value proposition pools a unique set of technical and operational capacities to respond to client needs.

FIGURE 3. ITC's value proposition



### Trust

ITC generates trust as a neutral and inclusive organization.

- **Universal membership and neutrality.** All UN and WTO members are stakeholders of ITC. We objectively and impartially carry out trade-related technical assistance as a member of the UN development system.
- **Reliable procedures and protocols.** ITC's processes and UN rules reduce risk and ensure consistency and accountability towards organizational principles and UN values.
- **Integrity.** ITC recognizes that inclusion starts from within through our diversity and inclusion initiatives, and our commitment to empowering employees and promoting an enabling work environment.



## Expertise

With our technical experts and networks, ITC creates knowledge and skills in unique ways to empower stakeholders with relevant capabilities, data, intelligence, advice and ideas.

- **Trade-related technical assistance.** ITC has a 58-year track record of connecting MSMEs to markets and building supportive business ecosystems. We evolve with time and maintain our competitive edge. Our distinctive feature is to offer integrated solutions for increased MSME competitiveness and trade, thereby creating opportunities, including for the least advantaged.
- **Project management.** ITC has strong project design and results-oriented delivery systems based on client-focused needs assessments and good country intelligence drawn from extensive local networks and country presence. We have a proven ability to show results.
- **Trade intelligence and public goods.** ITC is the trusted reference for MSME data and business, trade and market intelligence that is relevant to all economies and the business community.

## Connectedness

ITC has the tools and channels to facilitate dialogue and support between and among MSMEs, ecosystem actors, policymakers, funders and partners. We also enable connections for people in vulnerable situations.

- **Working with the public and private sector for MSMEs.** ITC engages the private sector in contributing to development. We bring together public and private sector actors to help craft a conducive business environment.
- **Advocacy and thought leadership.** ITC raises the development topics that matter with its partners and clients. We show how they connect with trade and MSME competitiveness and which decisions contribute most to economic, social and environmental impact.
- **A purpose-built global network.** Country-based project offices, personnel, hubs, partner organizations and a family of technical consultants provide local knowledge, networks, credibility and reach.
- **Publications, events and platforms.** ITC's publications, such as the SME Competitiveness Outlook, flagship events—World Export Development Forum, SheTrades Global, Trade for Sustainable Development Forum and Trade Promotion Organization Network World Conference and Awards—digital platforms, social media and other communication channels provide tailored information, learning and exchange.

## Agility

ITC adapts, customizes and innovates to make sure clients receive timely and bespoke solutions in the right way.

- **Nimble, adaptive and innovative.** ITC is capable of rapidly changing and adapting to the needs of its clients and partners. We believe in constant innovation and creativity. We embed new technologies in our project solutions and business processes wherever this can add value to our clients and drive innovation across ITC through our Innovation Lab.
- **Hybrid delivery models for best results.** ITC has the skills, networks and technology to deliver a mix of face-to-face and remote solutions depending on what works best.

# Our framework for MSME competitiveness

MSME competitiveness, with women entrepreneurs empowered to have the same opportunities as men, is at the centre of ITC's work and how we generate systemic change. We have developed an analytical framework to understand MSME competitiveness and how it can be improved over time. This framework identifies the factors that influence the capacity of enterprises to be competitive under three interrelated pillars:

- **Compete** – the ability to deliver output of appropriate quantity, timeliness, quality and cost to meet current market expectations.
- **Connect** – the ability to build strong linkages with actors in the business ecosystem for successful enterprise operations and growth.
- **Change** – the ability to be flexible, agile and innovative and adapt to dynamic market forces, new opportunities and regulatory change.

Factors supporting the ability of MSMEs to compete, connect and change must be in place at the enterprise, business ecosystem and national levels.

Elements under the control of and/or involving the capacity of managers and employees are at the **enterprise level**. For example, improved production processes can make MSMEs more efficient. Skills training and improved business management systems are also important.

The **business ecosystem level** refers to the immediate environment of an MSME. Actors in the business ecosystem play an important role in enabling, nurturing and strengthening MSME capacities. Business support organizations (BSOs) advise, coach and support MSMEs to improve their performance. They may also link MSMEs to new suppliers, buyers, service providers and peers, and represent MSME interests in policymaking forums. Market partners—lead firms in value chains, investors, service providers and other private sector actors—play a vital role in facilitating MSME development and growth by helping them improve their efficiency, broaden their networks and adopt knowledge, skills and technology.

At the **national level**, policymakers and regulators set the rules of the game within which MSMEs can thrive, stay stable or fail. They define the conditions for trade, finance and investment, and lay the foundations for business-relevant skills development and support systems for MSME growth and innovation. Bilateral, regional and multilateral agreements and market access conditions add to the rules MSMEs must master.

ITC research has shown that MSME competitiveness and MSME resilience are closely correlated. The competitiveness attributes that ITC supports also lay the foundations for resilience that makes MSMEs and entrepreneurs ready for the impacts of disruption today and tomorrow.

*MSME competitiveness is more important and relevant than ever.*

What we  
aspire to do



# What we aspire to do



## Our clients

Our primary clients are **MSMEs**. With our support, they become competitive and capture more value and opportunities from trade. We tailor solutions for MSME groups that differ in their specific needs, like informal and small-scale producers, aspiring exporters in the formal economy, MSMEs with potential for a higher proportion of exports in turnover, active exporters with demonstrated capacity to trade, enterprises that trade indirectly by integrating into value chains and woman and youth entrepreneurs who face specific challenges.

We also offer services to many different types of **BSOs** through which ITC multiplies support to MSMEs. These include regional, national and sub-national entities charged with providing trade and investment support services to their MSME members.

**Policymakers** are important clients. We support governments to develop integrated and comprehensive trade development strategies and make the policy and regulatory environments more favourable for MSMEs.



*Being part of the ITC e-commerce project has been an amazing journey. The website optimization service I benefitted from was one of the best I have ever had and allowed me to have orders from the UK for the first time. People are now confident about my website. Sometimes I imagine: If I had not joined the project, how would I have been able to achieve all this? Many businesses are asking me if there are more similar projects. They have seen the improvements in my case, even just with social media. I hope that other businesses get the opportunity to experience this.*

**Michelle Dassah**, Founder and CEO, Laam Shea, Ghana – on the ecomConnect initiative.



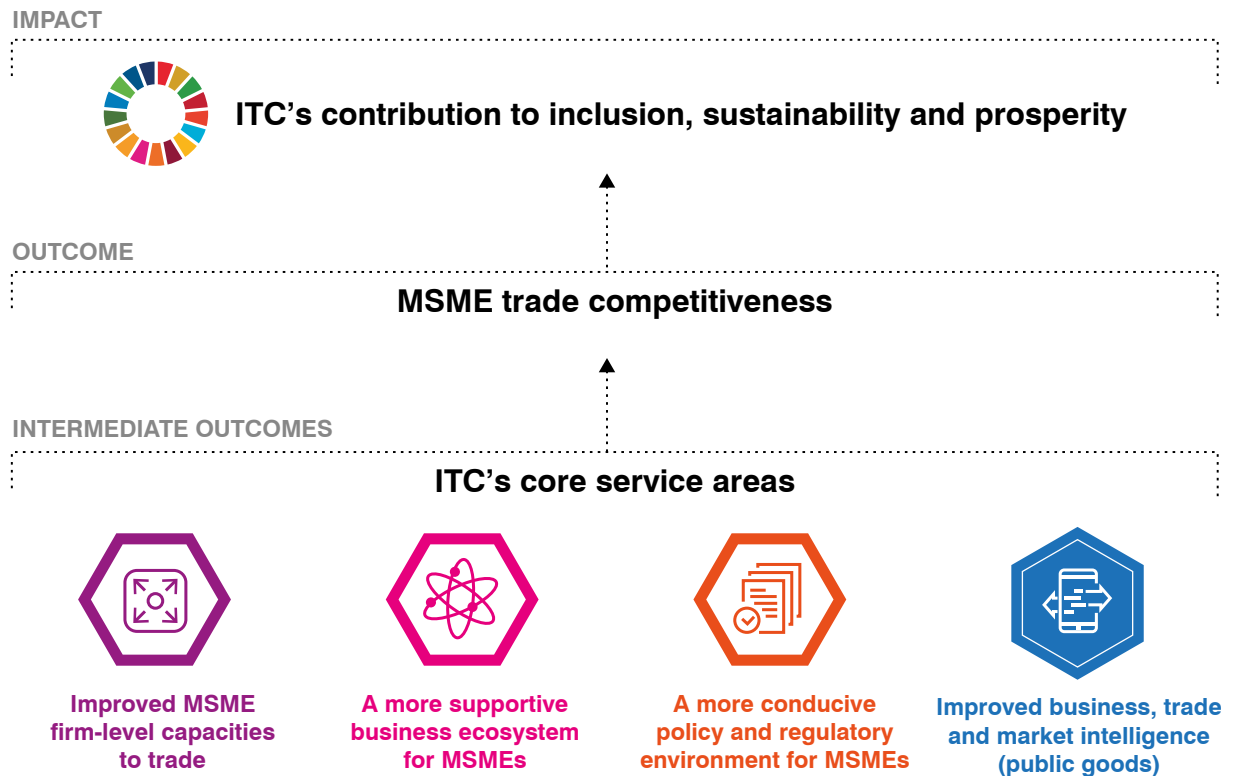
# Core services

*ITC's core services have been developed over the lifetime of the organization and offer tailored solutions for our clients.*

Over the period of the Strategic Plan 2022–2025, ITC will maintain a modular and customized approach to its service offer. We are ambitious in the change we aim to create.

We group our core services around the three intervention levels that influence MSME competitiveness. Our fourth core service, which is an implicit part of the MSME competitiveness model, offers public goods on business, trade and market intelligence. These four areas of technical expertise have been developed and nurtured over the lifetime of the organization and are the fundamental building blocks for supporting our clients.

FIGURE 4. Simplified version of ITC's results framework



Note: A full version of the results framework with corporate indicators is available in the annex.



## Improved MSME firm-level capacities to trade

ITC addresses the managerial, strategic and operational needs of MSMEs and helps create market linkages.

ITC's approach to assessing and building firm-level capacities will be harmonized, yet modular to address particular situations. Our tools and methodologies can be adapted to various degrees of trade readiness and maturity. Some support will be provided on a self-service basis—for example training modules, benchmarking tools and business community platforms—while other services will be provided directly or through partner organizations.

We will concentrate on increasing firm resilience through improving management practices and identifying and securing network, market and value addition opportunities. With partners, ITC will strengthen MSME capacities on how to access finance, which is crucial for business resilience and development. We will sharpen our focus on supporting entrepreneurship, innovation and digital literacy and enabling MSMEs to prioritize areas of change and growth markets.

Over the plan period and depending on our level of funding, ITC aims to support 75,000 MSMEs in making changes to their business operations.



## A more supportive business ecosystem for MSMEs

Businesses have a greater chance to succeed when they benefit from an ecosystem that provides support and services for growth. The services provided in this ecosystem can cover a very broad range of activities provided by different actors such as information provision, training, legal and financial advice, logistical and technical support, marketing and advocacy, to name a few.

BSOs—which range from trade and investment promotion organizations to sector associations, social enterprises, women business associations, business incubators, tech hubs, vocational training institutions, cooperatives and others—benefit widely from ITC benchmarking and diagnostic tools as well as advisory services that strengthen their governance and their managerial, operational and strategic capacities to serve MSMEs. ITC will work increasingly with networks of BSOs, including cross-border. This will involve developing joint strategies, addressing overlaps and gaps in the services provided and creating synergies that increase the efficiency and effectiveness of the ecosystem as a whole, as well as the individual actors.



We will support BSOs to expand their services for MSMEs, including management training and skills development, enabling access to finance and investment, providing guidance in implementing environmental, social and governance (ESG) factors, increasing digital literacy and e-commerce capabilities, facilitating cooperation between enterprises and providing effective advocacy.

We will reinforce our efforts to leverage the benefits market partners can bring to MSMEs. This will include advising market partners on the value of doing business with smaller firms and networking multiple partners to provide complementary support like developing long-term relationships, providing training and investment, working to adjust purchasing criteria and compliance standards and integrating policies that benefit women-led and youth-led suppliers.

ITC will continue to invest in multi-year engagements with committed and accountable market partners and BSOs for local implementation with the potential for sizeable, lasting impact. We will streamline our approach to engaging with market partners to become supportive of MSMEs.

Over the plan period and depending on our funding level, ITC will support 1,200 BSOs to improve their operations.



*I am happy to have benefitted from this training programme arranged by the Youth Empowerment Project. Today, I win contracts and install solar panels for clients. I used my Tekki-Fii mini-grant to open a store in Lamin where I sell electric appliances. I am able to empower other young people by providing them a job at my shop.*

**Bintou Colley**, Solar Engineer and entrepreneur, The Gambia – on the Youth Empowerment Project.



## A more conducive policy and regulatory environment for MSMEs

National strategies and policies hugely determine what a country trades, the investment it attracts, the sectors it develops and the markets it is competitive in. ITC's technical assistance in strategy design and policy formulation helps increase this potential and has a direct bearing on a country's competitiveness, diversification, resilience and sustainability.

ITC works with government institutions and other stakeholders to craft inclusive and country-owned trade and investment strategies, monitor the implementation of strategies and make the policy and regulatory framework more conducive for business development. This cooperation with governments contributes to systemic change. We also support programme countries to negotiate multilateral, regional and bilateral agreements and implement commitments, factoring in business and MSME perspectives.

For MSMEs to overcome trade challenges, they must understand and meet market demands, for example complying with sanitary and phytosanitary (SPS) requirements and other regulations and standards such as technical barriers to trade (TBT). We will improve the quality infrastructure for trade by strengthening the SPS and TBT regulatory environment and enabling conformity assessment bodies to demonstrate compliance with technical requirements.

We will continue to support the improvement of trade and investment facilitation regimes to reduce compliance costs for MSMEs.

We will further mainstream inclusion and environmental sustainability in our public-private dialogues and strategy solutions.

Over the plan period and depending on our funding level, at least 400 trade-related policies, strategies or regulations will be developed or changed with business sector input as a result of ITC assistance.





## Improved business, trade and market intelligence

To improve the competitiveness of MSMEs, enterprises, policymakers and actors in the support ecosystem must have access to relevant information. ITC provides public goods that promote transparency and advocate for best practices. They facilitate access to information on trade dynamics, market access conditions, growth potential and policy choices, possible business partners and business operations. In an environment where the sources, availability and value of data have increased exponentially, we help stakeholders translate information into actionable intelligence. We will increase the user-friendliness of our public goods and expand cooperation with other organizations to enhance data collection, dissemination and related activities.

ITC will build on its long-standing expertise in data collection and management to provide tools that support informed and evidence-based business decisions, policymaking and advocacy. We will continue to provide targeted data-driven and analytical products and services, such as our flagship **SME Competitiveness Outlook** report and the **Promoting SME Competitiveness** series of publications.

New information and cutting-edge research and analysis will be added regularly on topics at the forefront of global trade and development, including foreign direct investment, sustainability standards, digitalization and services trade regulations.

The **SME Trade Academy** will continue to update its e-learning offer in line with clients' evolving needs. It will also support our advocacy efforts for MSMEs and their contribution to development.



ITC plans to test and develop artificial intelligence models to incorporate new sources of data, support the digitalization of paper-based market information and invest in providing real-time information in selected areas. This will contribute to the further development of one-stop trade information “shops” like the **Global Trade Helpdesk**.

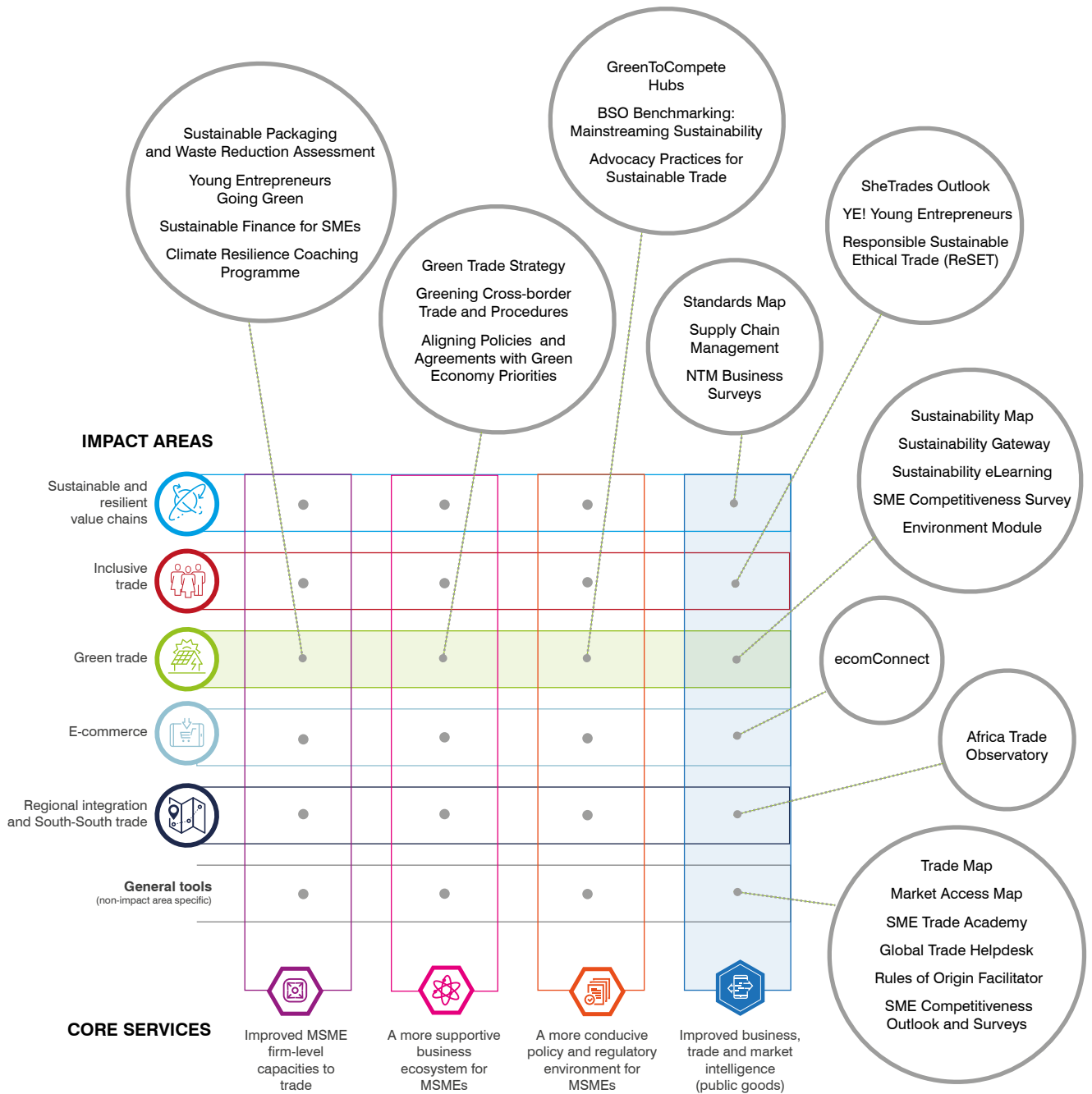
ITC will also contribute to building new tools for MSMEs to assess their competitiveness and obtain tailored business intelligence. We intend to increase the reach of our public goods by making more of them available in French, Spanish and other languages by working with partner organizations, and developing versions that can be embedded in national or regional information portals.

## Impact areas

*ITC will focus on five impact areas where we can fully exploit our technical expertise.*

In response to the priorities we see in our trade development environment, and to maximize the contribution of MSME competitiveness to inclusion, sustainability and prosperity, ITC will focus on five impact areas. The titles of these impact areas express the specific development objectives that each prioritizes. We will fully exploit our technical expertise in our four core services, and blend this expertise with specific tools and approaches focusing on the impact area. Figure 5 illustrates the combination of impact areas and core services, with the examples of one impact area, green trade, and one core service, public goods. They intersect in the matrix field “public goods on green trade.” The tools and services developed for a particular impact area can also be mainstreamed into other impact areas.

FIGURE 5. ITC's matrix approach across impact areas and core services:  
Examples of tools and services in green trade and public goods



Note: This figure provides a limited selection of ITC tools and methodologies for the two impact area and core service examples.



*The world of online sales is much bigger than I thought. I have learned about tools to study the market and now I understand the requirements of a marketplace from a seller's point of view.*

**Nara Trujillo**, Founder, Sustainable Jewellery, Panama – on the project “Linking Central American women’s businesses to the global gifts and home decoration market” project.



## Sustainable and resilient value chains

Connecting MSMEs to value chains and helping them succeed is central to ITC’s mission. In the context of value chain disruptions, partly induced by the pandemic, and rising demand for sustainable production and trade, we will maintain and sharpen our methodologies for building sustainability and resilience. We will enhance our approach for facilitating business models that rebalance the risk and value generated in these chains among all stakeholders. The reorganization of value chains will have an impact on national strategies for industrialization and economic diversification, areas where ITC has a role to play both from a policy and business perspective.

ITC targets sectors where there is the greatest potential to achieve developmental change, especially for women, youth and people in vulnerable situations. This includes improving income and employment generation, and stimulating positive spillovers to other sectors in the economy. Our work includes a focus on rural MSMEs, for example via the **Alliances for Action (A4A)** methodology where private and public actors join forces to promote competitiveness and income-risk diversification for smallholder farmers and MSMEs in the context of enhanced sustainable participation in value chains.

We convene all sector stakeholders and build partnerships along the value chain. With these stakeholders, we jointly formulate the most appropriate response for sector development aligning client aspirations, capabilities and market dynamics. At the business ecosystem, regulatory and policy levels, we mobilize policymakers, BSOs and the private sector to develop strategies and build alliances. These partnerships create more value for producers at origin. At the enterprise level, we reinforce supply and production in view of market opportunities, strengthen managerial practices and drive innovation. In addition, we support MSMEs in their sourcing, marketing, branding and market linkages activities. ITC will continue to assist MSMEs in understanding and adhering to social and environmental sustainability standards in value chains and how to benefit from related market opportunities and potential cost savings. This includes work undertaken by the **Trade for Sustainable Development (T4SD)** initiative.





Going forward, ITC will increase its scope and number of multistakeholder processes in selected sectors, such as coffee, to influence how value is created and distributed. We will scale up our work in services sectors, including logistics, and on helping MSMEs capture higher value services elements within goods sectors, such as after-sales or pre-production services. We will improve analytics to better target systemic factors that improve the resilience of enterprises and allow vulnerable actors to benefit from trade.

Our value chain diagnostic methodology will be strengthened to identify opportunities and barriers in cross-country value chain development, based on quantitative and qualitative information. We will also work more with market partners to harmonize standards to make them more attainable for MSMEs, and help make emerging sustainability-related and due diligence policies MSME-friendly.



### Inclusive trade: Women, youth and people in vulnerable situations

The participation of women and youth in entrepreneurship and trade can unlock boundless possibilities for economic prosperity. The inclusion imperative has taken on greater salience due to the rise in inequalities across multiple dimensions witnessed during the pandemic. ITC's work emphasizes economic empowerment and creating entrepreneurial and remunerative opportunities for women, youth and people in vulnerable situations.



We will differentiate between these groups in the monitoring and evaluation (M&E) of the impact of our actions and in risk mitigation, ensuring that our interventions and operations do not contribute to their marginalization or vulnerability. We will look at the needs of the most vulnerable, and more systematically, when undertaking needs assessments and developing projects.

ITC places emphasis on initiatives and projects that create opportunities for **women, youth** and other **people in vulnerable situations** (the poor, refugees, internally displaced persons, people with disabilities and other marginalized groups).

ITC's **SheTrades** is a comprehensive initiative that brings together the full range of our service offers from a gender perspective. It addresses specific barriers for women to access markets, finance, digital technologies and business development services, supports the upgrading of women-led businesses and women producers in value chains and improves ecosystems for women's entrepreneurship, working with local institutions and BSOs as SheTrades hubs. SheTrades Outlook provides an expanding repository of information to explore and guide how countries are addressing a gender perspective in trade policies and practices. We will continue to reduce barriers for women entrepreneurs, and ensure the better collection and analysis of sex-disaggregated data and other mainstreaming efforts. In response to requests to upscale our work on gender, SheTrades will pursue a growth strategy.

ITC's **Youth and Trade** initiative positions young people in developing countries as a competitive force for the future. To achieve this, we provide tools for entrepreneurship development and employability and establish connections with market partners. Work with incubators and vocational training organizations extends our reach and impact. The initiative will continue to

build a large community of young entrepreneurs who benefit from a platform, the Ye! Community, that offers mentoring, capacity building, networking and an amplified voice to achieve their ambitions for economic success.

ITC's work with people in vulnerable situations also includes the **Ethical Fashion Initiative (EFI)** and the **Refugee Employment and Skills Initiative (RESI)**. The Ethical Fashion Initiative will continue to create and strengthen social enterprises to connect discerning international brands in fashion, interiors and fine foods with talented local designers, artisans and micro-producers. RESI will expand its reach to more countries, with a particular focus on creating digital jobs for displaced people and getting the private sector to participate more actively in refugee-inclusive businesses.



## Green trade

Climate change, biodiversity loss and pollution are posing an unprecedented threat to livelihoods, health and societies. While trade has often been seen as a contributor to environmental degradation, it also forms an integral part of the solution. At the same time, environmental sustainability and climate resilience have become key determinants of enterprise competitiveness, making a green shift of MSMEs no longer an option but a must.

Whilst balancing environmental, developmental and economic goals, ITC supports MSMEs in gaining a competitive advantage by promoting sustainability. Through the **GreenToCompete** initiative, we reinforce our commitment to sustainable trade by assisting developing countries to seize the opportunities of the green economic transition by leveraging trade. ITC will strengthen local capacities to mitigate and adapt to a changing climate and will promote nature-positive practices in value chains to preserve and restore biodiversity. ITC will also support small businesses to limit their environmental footprint through the application of resource efficiency and business practices, and production cycles that are truly circular. With the ITC Standards Map website and database and the ITC Sustainability Map, we will continue to enhance transparency on sustainability standards, making them more attainable for MSMEs.

Innovation is key to achieving the systemic change needed to tackle the triple planetary crisis. The green transition provides an opening for small businesses to innovate and to embrace new technologies, products and services, creating new jobs and supporting local livelihoods. ITC will support ecopreneurs and MSMEs to build and scale their green innovations and products. We will also build ecosystem services and promote the alignment of trade- and environment-related policies to contribute to the achievement of the goals of the Paris Agreement and commitments subsequently taken at the Conference of the Parties (COP).





## E-commerce

The world has decisively shifted to conducting its business online and the pandemic has accelerated the need for MSMEs to master digital technologies. Digitalization has offered a means of survival to some and created vast opportunities for the most resourceful. But many have been left behind. Many MSMEs struggle to develop their online presence and are inadequately supported to address their specific barriers. Many in the least connected countries and regions, especially in rural areas, simply do not have access to the opportunities of the digital economy.

ITC centres its efforts on the digitalization of trade and the specific constraints faced by MSMEs, in particular e-commerce of goods and services. We will reinforce our focus on facilitating inclusive participation in e-commerce by simultaneously enabling firm growth and addressing challenges faced at the enterprise, business ecosystem and policy levels. We will support digital connectivity by improving telecommunications regulations and by working with partners who provide access to technologies and services.

Through the **ecomConnect** initiative, ITC will enhance its offer on MSME capacity building and the provision of tools and solutions for the development of e-commerce. The initiative aims to build the world's largest community of e-commerce entrepreneurs engaged in the sustainable development of small businesses online. We will contribute to improving business ecosystems by collaborating with market partners and equipping BSOs to support MSMEs in the digital economy. Our work with policymakers will concentrate on strengthening their understanding of the particular needs of MSMEs in relation to e-commerce and digitalization and creating a policy and regulatory environment that is conducive to e-commerce development at the national, regional and multilateral levels.





## Regional integration and South-South trade and investment

ITC's interventions at the regional and inter-regional level will continue to focus on boosting regional trade and advancing South-South trade and investment. Our initiatives and projects support the implementation of regional economic integration initiatives in which developing countries participate by enhancing supportive regulatory and institutional environments, including trade-related financial ecosystems, and by integrating MSMEs into regional value chains and connecting them with emerging trade opportunities.

ITC's **One Trade Africa** initiative will support implementation of the AfCFTA, empowering African enterprises, especially women- and youth-led businesses, to access market opportunities from continental integration. The initiative is an integrated package of technical assistance solutions that ITC is offering to the African business community operating in both the formal and informal sectors. Working closely with AfCFTA national committees, trade ministries, national and regional business associations, regional economic communities and the AfCFTA Secretariat, One Trade Africa will move the AfCFTA to concrete business transactions that bring jobs and inclusive and sustainable growth to the continent.

South-South trade stood at 52% of developing country exports in 2018. By 2025, companies from the South will generate one-third of global foreign direct investment outflows. There is growing evidence of the opportunities provided to enhance economic development and generate positive social and environmental impacts. However, the benefits of **South-South trade and investment** are still limited in terms of product and sector reach and for MSMEs due to a variety of institutional, structural and other reasons. ITC will address these challenges by making trade and investment opportunities for MSMEs more transparent and enterprises' risk assessments better founded, and by promoting dialogue, business links and institutional partnerships between countries in the Global South.

## Responding to country needs

ITC's support combines global, regional and local perspectives and is rooted in the needs of client countries. Responsiveness to these needs and local ownership are essential for effective and accountable development assistance. Building on our diagnostic tools, our needs assessment methodologies will be streamlined, underscoring engagement with local communities and emphasizing agility.

### Committed to the Paris Declaration and Busan Partnership

ITC is committed to the principles of the Paris Declaration on Aid Effectiveness and the Busan Partnership for Effective Development Cooperation. We will enhance the transparency of our work through our Open Data Portal.

### Customized solutions

ITC provides customized solutions in support of MSME competitiveness that are aligned with national development objectives. These solutions are often implemented with local partners and other organizations to leverage complementary resources and expertise.

### Involved on the ground

ITC has no permanent “brick and mortar” representation offices in client countries but has many project offices in these countries. Collaboration with national stakeholders and partner organizations is essential—for example through the “hub” concept where local BSOs take on a multiplier role and provide services on our behalf. This concept, already piloted under the SheTrades, Youth and GreenToCompete initiatives, will be expanded. As experienced during the COVID-19 pandemic, the approach strengthens ITC's local presence without creating heavy overhead costs and strengthens local capacities. It also enables ITC to be anticipatory and pivot where required in response to local needs.

ITC will further optimize its hybrid delivery models that combine online client services with services delivery through local partners and with direct support by ITC experts. ITC will also enhance its field operations in programme countries, notably by increasing work with UN country teams. With these operations becoming increasingly complex—working in situations of conflict or post-conflict, for example—ITC will produce a field operations manual and train country-based personnel accordingly.

*ITC's assistance is people-centric and promotes national and local ownership.*



## Engaging with the WTO and the UN

*All ITC products and services contribute to the WTO-led Aid for Trade Initiative.*

### The WTO

All of ITC's products and services contribute to the WTO-led Aid for Trade Initiative, including work conducted under the Enhanced Integrated Framework (EIF). Some interventions are directly linked to the WTO's operational activities, while others aim to build the supply-side capacity of developing countries from additional angles.

One strand of work supports the implementation of WTO agreements in developing and least developed countries. For example, ITC has been engaged in implementing the WTO Trade Facilitation Agreement in over 65 countries. In close coordination with the Standards and Trade Development Facility (STDF), we also provide support to implement the WTO's SPS and TBT agreements.

In collaboration with the WTO Accessions Division, we assist developing and least developed countries in their bid for WTO membership and post-accession implementation of commitments. For the period 2022–2025, specific initiatives to support Iraq, Sudan, Tajikistan, Turkmenistan and Uzbekistan are planned.

ITC supports the WTO's informal working groups on MSMEs and on Trade and Gender. We contribute to WTO work on trade and the environment, including by building the capacity of developing country negotiating teams to take informed positions and conduct sustainability impact assessments for ongoing or new trade agreements. We will also continue to be active in the area of investment

facilitation. Regarding WTO discussions on e-commerce, ITC examines the practical challenges MSMEs face and assists developing countries in aligning domestic legislation and regulations to enable e-commerce.

Our work will respond to the emerging priorities of WTO members and the outcomes of ministerial conferences as a strong implementation partner. We will continue our close cooperation with the WTO in areas where we have a joint and complementary agenda such as MSMEs and gender. We will also maintain extensive joint research.

## The UN

ITC is an active participant and integral member of the UN development system. At the headquarters level, ITC works with other members of the UN Sustainable Development Group to take forward the systems and processes that strengthen UN reform.

At the regional and country level, we collaborate extensively through technical partnerships with UN agencies with whom we share complementary mandates. ITC will focus on expanding partnerships to deliver on priority impact areas. We will also strengthen our relationship with the UN Office for Partnerships.

ITC will intensify its engagement with UN Resident Coordinator offices to support a coherent response as One UN. We will increase our participation in the development of the UN Sustainable Development Cooperation Framework (UNSDCF) and Common Country Assessment (CCA) as well as in joint programming and in M&E.

We will continue to work as part of the UN Inter-Agency Cluster on Trade and Productive Capacity, which coordinates trade and development operations.

## Partnering for purpose

Partnerships beyond the UN and WTO are essential to foster improved trade cooperation for MSMEs in developing countries. The pandemic demonstrated that solid project-level partnerships, in particular, were vital to ensuring that ITC continues to deliver operations on the ground.

Each partnership exists for a purpose. Beyond funders for resource mobilization, our partners include multilateral and bilateral development agencies and an increasingly diverse range of public and private sector entities.





*Partnerships are essential for improved trade cooperation for MSMEs.*

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## Understanding and building partnerships

ITC approaches partnerships from many perspectives. Processes for building and scaling partnerships and creating synergies between project-level and corporate partnerships will be streamlined through an internal knowledge-sharing platform. Greater efforts will also be made to communicate the results and impact of ITC partnerships through campaigns and building an outreach approach around “partnerships4Purpose.”

We will undertake a stocktaking of existing partnerships to better understand the different levels of depth, commitment and responsibility. Exploring the specific challenges that ITC project managers have with securing partnerships is a priority to gauge whether internal administrative arrangements around partnerships are fit for purpose.

## Technical partnerships

Technical partnerships provide ITC with access to knowledge and supplementary competencies. Efforts will be made to further concretize existing partnerships, including with international agencies and regional commissions, through results-focused memorandums of understanding and joint delivery initiatives.

Partnerships with academia and think tanks stimulate ideas and enable research and data gathering to solve trade and development challenges. ITC will focus on developing more academic partnerships to help build training and research services adapted to local needs. We will continue to increase our cooperation with institutions and organizations in the Global South.

Private sector can act as gateways to value chains and markets. Improved business processes, greater networking power and a higher engagement of MSMEs in value chains are all benefits from working closely with multinational enterprises. Existing collaborations have yielded good results. ITC will build on these partnerships across different sectors and countries.

## Local partnerships

By working with regional, national and local partners, we better ensure the sustainability of results. Project functions which can be decentralized to the field should be delivered locally. ITC will increasingly work with reliable and proven local implementing partners and deepen its partnerships with BSOs. This implies an emphasis on assessing partner suitability and monitoring for impact. Our guidelines and due diligence on implementing partners will be further refined.

Where there is an overlap with the work of other organizations, our unique focus on MSME competitiveness for developmental impact will guide opportunities for collaboration rather than duplication. We will continue to transmit our expertise at regional and local levels.

## Leading the global conversation

ITC has made great strides in leading the global conversation on MSME competitiveness, trade and development. Our reach is global and our audience is constantly growing. Our goal will be to strengthen ITC's position as the leading source of MSME and trade information for our main stakeholders. We will continue to provide relevant and targeted information for our many constituencies.

In 2022–2025, ITC communications and outreach will be driven by five priorities.

- **Brand:** Amplify ITC's visibility with funders and partners.
- **Broadcast:** Give stakeholders a voice and showcase impact.
- **Connect:** Strengthen digital communication tools and channels.
- **Engage:** Broaden our audience and expand our coverage.
- **Innovate:** Identify new ways to produce content and reach audiences.

Our focus will be on strategic issues—including women's economic empowerment, youth, migration, the environment and digital connectivity. We will explore how our communications strategy could be updated to better engage with our audiences. We will also enhance communication on the value of our products and services.

Our goal will be to strengthen ITC's position as the leading source of MSME and trade information for our main stakeholders. We will continue to provide relevant and targeted information for our many constituencies.

The COVID-19 pandemic saw a steep rise in the use of our digital communication channels. Through our new website, we will develop a user-centred and integrated digital environment as the main conduit for the information we produce.

We will continue to support the thought leadership on trade issues and advocacy pursued under ITC's public goods.

Our events will be hybrid and thereby provide opportunities to expand our audience base and increase participation and interaction. Partnerships will continue to play an instrumental role in bolstering our communications and outreach.

How ITC will  
be managed



# How ITC will be managed

## Purpose-driven identity

The COVID-19 pandemic has strengthened many individuals' motivation to contribute to inspirational goals. Organizations with a strong identity, which meet employee aspirations for purpose, have a motivated workforce that can be trusted with decision-making. Organizations that are clear on what they stand for are also better partners and more effective.

ITC will continue to strengthen its identity driven by our vision, mission and principles. They will guide management decisions and each employee will be encouraged to consider how their work contributes.

We will ensure that cross-cutting development objectives, such as the economic empowerment of women, are pursued in all programmatic work, supported by a dedicated project design taskforce. ITC's mainstreaming guidelines for sustainable and inclusive trade, developed in 2019, will be regularly reviewed, and performance tracking will be further strengthened through the data management initiative.

The next iteration of the guidelines will integrate a people-centred approach, specifying practical ways to ensuring a meaningful participation of affected communities in the design, delivery and M&E of projects. In addition, ITC will enhance the focus on decent work and the realization of human rights, that is civil, cultural, economic, political and social rights in the context of ITC's trade-related and development assistance.

*Organizations with inspirational goals and a clear identity are more effective.*



*Thanks to the coaching of a financial management counsellor, I was able to structure and control my direct and indirect costs, which allowed me to save US\$5,680 that I invested in the construction of a henhouse for 2,000 laying hens which resulted in the creation of 18 jobs.*

**Kaba Lancine**, Manager, Kabadouya Production, Guinea – on the Support Program for the Socio-Economic Integration of Youth (INTEGRA) Programme.





ITC will invest further in capacity building for our employees to better understand how to implement, monitor and analyse cross-cutting objectives and create feedback loops for learning.

Cross-cutting objectives are also important for **internal organizational decisions**.

FIGURE 6. ITC guidelines to mainstream sustainable and inclusive development in project development

	STEP 1: Prioritize	STEP 2: Define	STEP 3: Design	STEP 4: Rate	STEP 5: Review
<b>Task</b>	<ul style="list-style-type: none"> <li>Review the project scope, objectives, limitations and challenges to be addressed.</li> <li>Determine how deeply each focus area can be mainstreamed using the development marker framework.</li> </ul>	<ul style="list-style-type: none"> <li>Based on mainstreaming prioritization, define interventions to address significant issues in each mainstreaming focus area.</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate which outcomes, outputs and indicators are relevant for the project and embed them in the project approach and logframe.</li> </ul>	<ul style="list-style-type: none"> <li>Confirm the development marker rating based on the final design of the project.</li> </ul>	<ul style="list-style-type: none"> <li>Review draft logframe with project design taskforce, project quality assurance office and/or mainstreaming focal point to align and confirm final logframe.</li> </ul>
<b>Result</b>	<ul style="list-style-type: none"> <li>Indicative level of mainstreaming determined for each focus area.</li> </ul>	<ul style="list-style-type: none"> <li>Significant issues related to the prioritized mainstreaming area(s) defined.</li> </ul>	<ul style="list-style-type: none"> <li>Project approach and draft logframe designed.</li> </ul>	<ul style="list-style-type: none"> <li>Development marker rating confirmed.</li> </ul>	<ul style="list-style-type: none"> <li>Mainstreamed project logframe aligned in preparation for further approvals.</li> </ul>

Source: Mainstreaming sustainable and inclusive trade: Guidelines for International Trade Centre projects. [www.intracen.org/publication/Mainstreaming/](http://www.intracen.org/publication/Mainstreaming/)



*This project is a comprehensive and far-reaching project involving major public and private stakeholders in business and international trade in Pakistan. Through the project's intervention areas spanning National Priority Sectors Export Strategy, building institutional capacity for trade policy formulation and addressing trade barriers, and finally through targeted trade facilitation-oriented reforms, the project will go a long way towards contributing to increased trade and investment for the inclusive and sustainable economic development of Pakistan. I am pleased to know that ReMIT has a gender response framework which informs all project activities.*

**Muhammad Sualeh Ahmad Faruqi**, Federal Secretary Commerce, Pakistan  
– on the Revenue Mobilization, Investment and Trade (ReMIT) project.

## Building on lessons learned

The ITC Independent Evaluation Unit (IEU) has produced an Annual Evaluation Synthesis Report (AESR) since 2013. The purpose of these reports is to contribute to improving the performance and results of ITC in delivering trade-related technical assistance. For the 2020 AESR, the IEU analysed all AESRs since 2013 to validate patterns and enrich the lessons learned.

Overall, the 2020 AESR found that ITC's strategic relevance is high and that the organization has consistently demonstrated to be an effective partner that delivers value-added results which are both significant and impactful. The recommendations that emerged from this report, which were accepted by ITC management and are being implemented, are summarized in Figure 7 with a brief description of how ITC plans to take them forward.

In 2021, the IEU analysed the effectiveness of the Strategic Plan 2018–2021 as a tool to improve the organization's performance in the areas related to vision, planning, measurement, reporting and decision-making. The 2021 AESR found that the Strategic Plan 2018–2021 was an effective tool that had provided ITC with a directional and yet flexible operating framework. It conveyed a clear sense of purpose and had built trust, both inside and outside ITC. The main conclusions for the new Strategic Plan were to develop an implementation framework that would bridge the space between high-level medium- to long-term corporate objectives and annual operational objectives, guiding strategic resource allocation; and to regularly review progress and lessons learned from strategy implementation.

FIGURE 7. Recommendations for improved ITC performance and responses in this Strategic Plan

**1** Fully mainstream sustainable development good practices

Mainstreaming gender equity and other dimensions of sustainable development are central to ITC's intervention model. The ITC mainstreaming guidelines are applied in project development and implementation. The new matrix structure of core services and impact areas will support the mainstreaming of tools and services. We will further implement mainstreaming actions at the corporate level, and have strengthened different mainstreaming perspectives in the revised corporate results framework.

**2** Enhance the capacity to utilize theories of change

ITC projects are anchored in our results framework. All projects develop a results chain and a logical framework, supported by our Project Design Taskforce. In revisiting our corporate results framework for this plan, we have articulated in more detail the interconnections between the different pillars. We will offer staff training to enhance their capacities to develop and use project-level theories of change.

**3** Enhance simplification, harmonization and effectiveness of the M&E corporate system

Knowledge sharing about good M&E practices among ITC staff is vital, as is the ongoing improvement of tools that support baseline data collection, progress and results assessments. We have published an IEU report on M&E best practices in ITC projects and finalized an M&E capacity assessment. We will continue to implement our corporate data strategy, which will facilitate more granular data collection and analysis of ITC results for different client groups.

**4** Strengthen project results sustainability

Focusing on sustainable results remains a front-and-centre priority for all ITC projects. Our project development process requires all projects to elaborate on their approach to sustainability, local ownership and exit strategy. We believe that good planning and adaptive management are at the core of project sustainability, and the issues of results sustainability are fully integrated in our internal project portal. ITC evaluations and staff training will continue to build knowledge and capacities in this field.

**5** Build on good project field office performance and coordination

ITC has developed a number of action points leading to increased synergies between headquarters and the field. This includes implementing employee induction processes, ensuring information sharing for field personnel and identifying good practices to ensure better coordination. ITC's Innovation Lab is working with the Project Design Taskforce to support the implementation of these action points.

**6** Implement corporate strategy to engage in UNSDCF

Following a commitment to engage in UNSDCF in a more organized and harmonized manner, ITC is developing a UNSDCF Engagement Strategy. To enforce this strategy, we will make full use of e-courses provided by the UN Development Coordination Office and the UN System Staff College. If deemed necessary, we will also develop our own training programmes for country managers.

Source: 2020 Annual Evaluation Synthesis Report. Management response and implementation follow-up. <https://www.intracen.org/itc/about/how-itc-works/evaluation-publications-and-synthesis/>

## Gender equality, diversity and inclusion

ITC is committed to pursuing gender equality, women's empowerment, geographic diversity, disability inclusion and zero discrimination across all organizational areas and functions. Progress will be tracked through the UN-SWAP 2.0/3.0 and the new UN Disability Inclusion Strategy (UNDIS) benchmarking and monitoring frameworks. ITC is determined to retain its top-performer status within the UN-SWAP network and to perform well on UNDIS.

In support of an enabling work environment that embraces diversity, eradicates bias and has zero tolerance for any form of discrimination and harassment, ITC will promote institutional learning and accountability at each organizational level. Human resources management initiatives on leadership development, talent management, recruitment and employee training will include specific components to support diversity and inclusion. As such, initiatives will be aligned with the UN core values. ITC's Diversity and Inclusion Group will remain empowered to lead with advocacy, promote an intersectional approach to organizational culture and de-silo diversity and inclusion-related efforts. ITC's Staff Council will continue to pursue the well-being of all ITC personnel.

## Environmental sustainability

ITC is committed to contribute to environmental sustainability by integrating environmental considerations into all ITC operations. We will seize opportunities for digitalization and the reduction of our carbon footprint, including in the realm of travel. ITC will also implement all dimensions of the Strategy for Sustainability Management in the United Nations System (2020-2030), which covers five environmental impact areas and six management functions. Indicators, commitments and objectives are assigned to all.



*The workshop demonstrated unrivalled partnership, leveraging unique competences in trade finance to strengthen trade promotional skills and capabilities for unlocking sustainable non-oil export possibilities.*

**Olusegun Awolowo**, CEO, Nigeria Export Promotion Council – on the One Trade Africa initiative.



# Organizational strengths

ITC's value proposition combines four organizational strengths. These are not static assets. They have to be carefully nurtured and continuously developed with strategic intent.

## Trust

Accountability and transparency are indispensable for maintaining trust. Accountability means that ITC and its employees are answerable for all decisions made and actions taken and are responsible for honouring commitments. Transparency means making information about ITC's work, rules, results and other areas accessible to stakeholders, both proactively and on demand.

ITC will continue to build trust through maintaining and strengthening the following tools for **accountability** and **transparency**.

*ITC's organizational strengths are nurtured and developed with strategic intent.*

## RESULTS-BASED MANAGEMENT

ITC will maintain a strong focus on results, starting at project design. Decisions on our project portfolio and resource allocation will be consistent with the priorities outlined in this Strategic Plan 2022-2025, and all ITC processes, projects and services will contribute to its implementation. Monitoring and regular reviews to validate the strategic plan objectives and implementation choices are necessary in a constantly changing operating environment. This will be facilitated by an implementation framework that serves as a bridge between the high-level medium- to long-term objectives and the annual operational plans. In some areas, it will be necessary to develop or update sub-strategies, for example on the areas of partnerships and resource mobilization. UMOJA and ITC's project portal will be complemented by new results-based management tools—a new dashboard, and new data collection tools developed under the ongoing data management initiative will provide more easily accessible, granular and timely information. Where poor performance is identified, it will be assessed and addressed.

## INDEPENDENT EVALUATION

Evaluations support accountability and learning. During the 2022–2025 period, ITC's IEU will assess progress and demonstrate accountability of our contribution to achieving inclusion, sustainability and prosperity. The unit aims to distil information and recommendations for senior management, governing bodies, staff and partners to improve the relevance, coherence, efficiency, effectiveness, impact and sustainability of our interventions.

The IEU will keep updating its methods and focus on maximizing the utility and use of evaluations for learning. At the country level, the unit will continue its efforts to contribute to national evaluation capacities. ITC will integrate evaluative learning more systematically into programmatic and resource allocation decisions. Senior management will work with the IEU to ensure that the schedule and scope of evaluations are responsive to key questions, while giving the IEU full discretion in final decisions on the evaluation programme.

## RISK MANAGEMENT

Taking risks, combined with good risk management, is essential for the credible stewardship of the resources entrusted to ITC. With the benchmarks of the UN Reference Maturity Model for Risk Management, ITC aims to move from the “established” to “advanced” level. This will imply, in particular, further staff training, a strengthening of the corporate risk management function and an advanced enterprise risk management platform.

## REPORTING

ITC will maintain its transparent reporting, with the annual report of the Executive Director as the main means for reporting on strategic plan progress to the Joint Advisory Group (JAG) and member states. The biannual reports to the Consultative Committee of ITC Trust Fund (CCITF) will continue to provide comprehensive information on implementation of the annual operational plans, and programme and budget reports will inform our parent organizations about ITC’s performance in relation to plans. ITC is readily available to outside scrutiny through its reporting to the International Aid Transparency Initiative and the new ITC Open Data Portal. Given the quality of ITC’s delivery data, OECD-DAC has invited ITC to report on its main databases on development finance: the Creditor Reporting System (CRS) and Total Official Support for Sustainable Development (TOSSD), which will further increase transparency.

## INTERNAL CONTROLS AND EXTERNAL OVERSIGHT

Internal controls ensure that results are achieved in line with mandates, organizational policies, regulations and integrity standards. ITC will continue employee onboarding and training measures, including for its field personnel, to ensure knowledge of rules and compliance. We will keep aligned with the updating and streamlining of regulations and rules by the Secretary-General. Mechanisms such as the Board of Auditors and Joint Inspection Unit (JIU) provide oversight on behalf of the member states, and the Office of Internal Oversight Services (OIOS) conducts internal audits, investigations and organizational evaluations. Their reports and ITC’s management responses are made publicly available.

## Expertise

In 2024, ITC will celebrate 60 years of experience in trade-related technical assistance, continuously guided by a focused mandate. This has allowed the organization to attract experts and build unique knowledge. ITC expertise must continuously adapt to effectively support MSMEs in addressing a changing environment. Efforts to bolster expertise and thought leadership will focus on three pillars.

### TALENT MANAGEMENT STRATEGY

For its core work in supporting clients, ITC relies on six types of expertise that need to be maintained: technical and country expertise, project design, project management, administrative support and management expertise. Our talent management strategy, with ongoing investment in training, will attract, retain and build human capacities, skills and behaviours that reflect ITC's strategic objectives. It will include a focus on performance management that incentivizes knowledge creation, collaboration and learning. Among other outcomes, the strategy will strengthen internal coherence. ITC will increase investment in digital skills to accelerate the adoption of digital technologies as needed.

### INNOVATION

ITC aims to foster creativity and innovation to solve client and organizational needs. The Innovation Lab, a grassroots collaborative hub for experimentation and learning, will continue to serve as a pillar for supporting our innovation and knowledge-management culture. It provides training, networks and other resources to help intrapreneurs succeed, regardless of where they work. ITC will also maintain its second pillar for supporting innovation—Window 1 allocations to fund the development of new tools and approaches, in view of strategic priorities.

### DATA MANAGEMENT INITIATIVE

The data management initiative aims at efficiently collecting, sharing and analysing corporate data sets in order to turn data into a strategic asset that expands ITC's knowledge of its clients and intervention results. Data collection and processing will be further harmonized, standardized and automated. Aligned with the UN Data Strategy, ITC will foster data savviness across all corporate functions and systematically manage data security, privacy and risks. ITC will engage in the conversation on data management at UN level and seek partnerships to leverage expert knowledge and skills in support of objectives.

## Connectedness

Connectedness allows ITC to magnify the scale, scope and impact of its interventions. It is essential to applying a systemic approach involving MSMEs, BSOs, policymakers and public and private partners to shape integrated solutions.

Connectedness results from our unique position between the UN and WTO. This includes our approach to partnerships, our presence in Geneva, New York and programming countries and our communications and outreach. Geneva HQ ensures we are connected to the decisions, influencers and networks of the UN, WTO and broader trade and development communities. Our representation in New York ensures connectedness to the wider UN family.

Going forward, ITC will continue to build its deliberate business model of combining global and local outreach and engagement as described in the preceding sections on country needs, partnerships and communications—notably the strengthening of specialist hubs and local partner organizations and deeper collaboration with UN country teams. There will be further investment in platforms and campaigns that inform and support topical communities, peer learning, multi-channel dialogue and outreach to diverse constituencies.

## Agility

As an agile organization, ITC can respond fast and effectively to changes in the marketplace. We encourage experimentation and innovation and regular review of business practices.

ITC will reinforce factors of agility that have served it well, not least since the COVID-19 pandemic. This includes the fast adoption of technologies, rapid engagement with new types of partners and hybrid delivery models that combine remote and in-country delivery.

### **STREAMLINED INTERNAL PROCESSES**

Internal processes will be streamlined and accelerated, without compromising on their quality or compliance with UN rules and procedures. ITC will implement an agenda to review and adjust resource-consuming practices and processes for efficiency gains and flexibility.

### **DECENTRALIZED DECISIONS**

ITC will empower employees to delegate decisions with accountability for outcomes. This will be supported by directions on purpose, values, priorities and transparency. At the same time, ITC management will reduce and mitigate drivers of siloed behaviour.





## Resource mobilization

Continued efforts in securing contributions are indispensable to deliver tangible results. Our resource mobilization efforts will focus on maximizing flexible and predictable income. We will look at maintaining our funding level for 2022 at US\$140 million and grow at a moderate rate thereafter.

ITC needs all three of its funding sources to sustain its intervention model: the regular budget, unearmarked or soft-earmarked contributions (Window 1) and earmarked voluntary contributions (Window 2). Each funding source unlocks distinct value. While activities funded by Window 2 and Window 1 contribute to many of the visible results, they would not be possible without core management functions, programme development, public goods and innovation, all funded via the regular budget also supported by Window 1.

*Resource mobilization efforts align with the objective of creating a more inclusive, sustainable and prosperous future.*

The external funding environment is evolving, partly owing to the economic and fiscal impacts of the pandemic on member states. Key changes include greater competition, a reprioritization in official development assistance, the decentralization of resource allocation decisions to programming countries, UN reforms, efforts to strengthen UN-pooled funds and the increasing weight of new development actors.

ITC will anticipate these changes through an **updated resource mobilization strategy** that will deepen relations with traditional funders and diversify our funder base.

We will continue to engage with those funders that have actively supported our operations through customized engagement strategies, and we will explore options for cooperation with new funders interested in supporting our work. This will include working towards eligibility for multilateral pooled funds where we are not yet recognized, such as the Global Environment Facility. We will also continue to monitor closely the horizon of new funding modalities

and changing approaches to how development finance is provided. ITC will actively seek to sustain and grow financial contributions from additional public and private sector partners, including governments, bilateral and multilateral partners, UN joint programmes and pooled funds, foundations and businesses, and through innovative in-kind contribution arrangements.

Efforts to leverage in-country funds and develop resource mobilization partnerships with entities that have complementary strengths for joint projects will be important elements of this approach.

All resource mobilization efforts will be consistent with ITC's core mandate and the priorities laid out in this ITC Strategic Plan 2022–2025 that aim to create a more inclusive, sustainable and prosperous future.

ITC believes in and will advocate for the immense value of Aid for Trade. It is indispensable for achieving the 2030 Agenda.



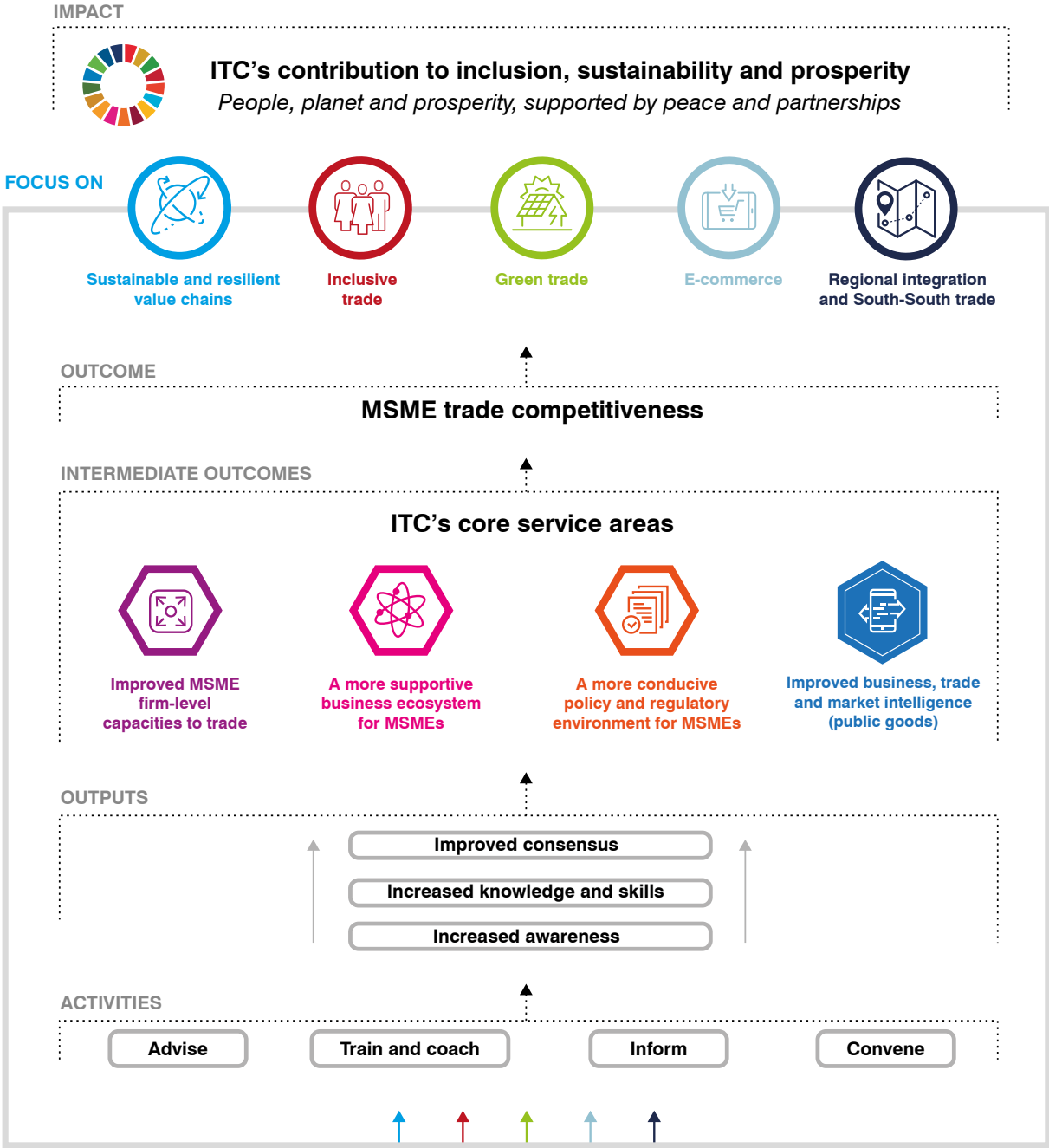
*The journey to reach this stage was extensive, thorough and highly valuable. Our staff thoroughly enjoyed the many weeks of collaborating and participating in the brainstorming sessions, which added considerable value in the development and advancement of Invest Barbados and more importantly, to our jurisdiction. These actions will certainly rebound to the benefit of the Barbados economy. Invest Barbados greatly appreciates the quality of service you have provided in transforming the strategic direction and sustainability of Invest Barbados and Barbados.*

**Kaye-Anne Brathwaite**, CEO, Invest Barbados – on the “Improving institutional performance for SME internationalization” project.

Annex



# Annex: ITC's results framework and corporate indicators





## IMPACT

### Contribution to people, planet and prosperity, supported by peace and partnerships

Qualitative and quantitative reporting on improvements in ITC projects and operations for:

- Prosperity: # of jobs created, supported or maintained;\* changes to value chains that support development
- People: Focus on women, youth and other people in vulnerable situations (the poor, refugees, internally displaced persons, people with disabilities and other marginalized groups)
- Planet: Sustainable resource management, sustainable production and consumption, climate change action
- Peace: ITC % delivery in countries in armed conflict or at risk of lapsing or relapsing into conflict
- Partnerships: Agreements with partners that commit to extending services to MSMEs

## OUTCOME

### MSME trade competitiveness

- # of MSMEs having transacted international business as a result of ITC support
- \$ value of international business transactions of ITC client MSMEs, including national business transactions that are part of international or global value chains as a result of ITC support
- # of MSMEs that have accessed new markets (including through e-commerce) as a result of ITC support

\* ITC will strive to assess the # as well as the quality of jobs created, supported or maintained in projects where we work directly or through BSOs on enterprise capacity building. ITC will not include estimates for # of jobs created through policy and regulatory changes—e.g. WTO accession, regional trade agreements or harmonization of quality standards—as long as there are no established models for calculating such estimates.

Note: MSME owners and trainees will be segregated by gender and age, to the extent possible. Information on other aspects of vulnerability/inclusion will be based on project context and/or self-declaration of beneficiaries.

Note: Enterprise changes, BSO services improvements and policies, strategies or regulations will be tracked in view of their links to social and environmental improvements and new application of digital tools, to the extent possible.

## INTERMEDIATE OUTCOMES

### Improved MSME firm level capacity to trade

- # of MSMEs having made changes to their business operations for increased competitiveness as a result of ITC support

### A more supportive business ecosystem for MSMEs

Business support organizations

- # of cases in which BSOs improved their services for the benefit of their members as a result of ITC support
- # of MSMEs served by BSOs that are directly supported by ITC
- # of business support ecosystems created or improved as a result of ITC support

Market partners

- # of MSMEs benefiting from a service/product/initiative put in place by a market partner in the framework of a partnership with ITC

### A more conducive policy and regulatory environment for MSMEs

- # of policies, strategies, rules or regulations, improved for the benefit of MSMEs with business sector input, in process of agreement, as a result of ITC support
- # of policies, strategies, rules or regulations, improved for the benefit of MSMEs with business sector input, and promulgated or implemented, as a result of ITC support

### Improved business, trade and market intelligence

- # of clients gaining greater awareness of international trade from using ITC's business, trade and market intelligence

Note: This indicator measures the output "increased awareness."

- # of new markets/countries/sectors that became more transparent through coverage in ITC's business, trade and market intelligence



## Strategy development process

ITC launched an inclusive strategy development process from March to November 2021, engaging with employees, member states, partners, clients and the broader trade and development community. We are indebted to all for their contribution in helping to build consensus on the strategic directions set forth in this document.

The process included multiple discussions among the Senior Management Committee and facilitated discussions across ITC. It involved detailed corporate document review, in-depth working groups and an online survey which collected numerous valuable responses.

This strategy also reflects the inputs and recommendations provided by stakeholders following wide distribution of a detailed consultative document, and subsequent feedback on a draft ITC Strategic Plan 2022–2025 presented to the Joint Advisory Group of ITC.

” *The future of a young woman with a disability will depend on our society providing her opportunities and access to education and work. Together with ITC we are promoting training and workshops about social responsibility. The GTEX project is helping to empower women and bring inclusivity to the textile and clothing sector in Kyrgyzstan.*

**Fariza Sheisheeva**, Owner, SAIMA, Kyrgyzstan – on the Global Textiles and Clothing (GTEX) Programme.



*We are thankful to the ITC for the financial management trainings and coaching support provided thus far. The diagnostics that were done of our business were an eye opener of the many wrong ways we had been operating as a business. After the diagnostics, the coaching support helped us put plans into action. Now we have done our business planning, product costing and a number of financial management tools are being used in our business to great effect.*

**Musa Tarawally**, CEO, Progressive Green Revolution, Sierra Leone – on the West Africa Competitiveness (WACOMP) Programme.





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