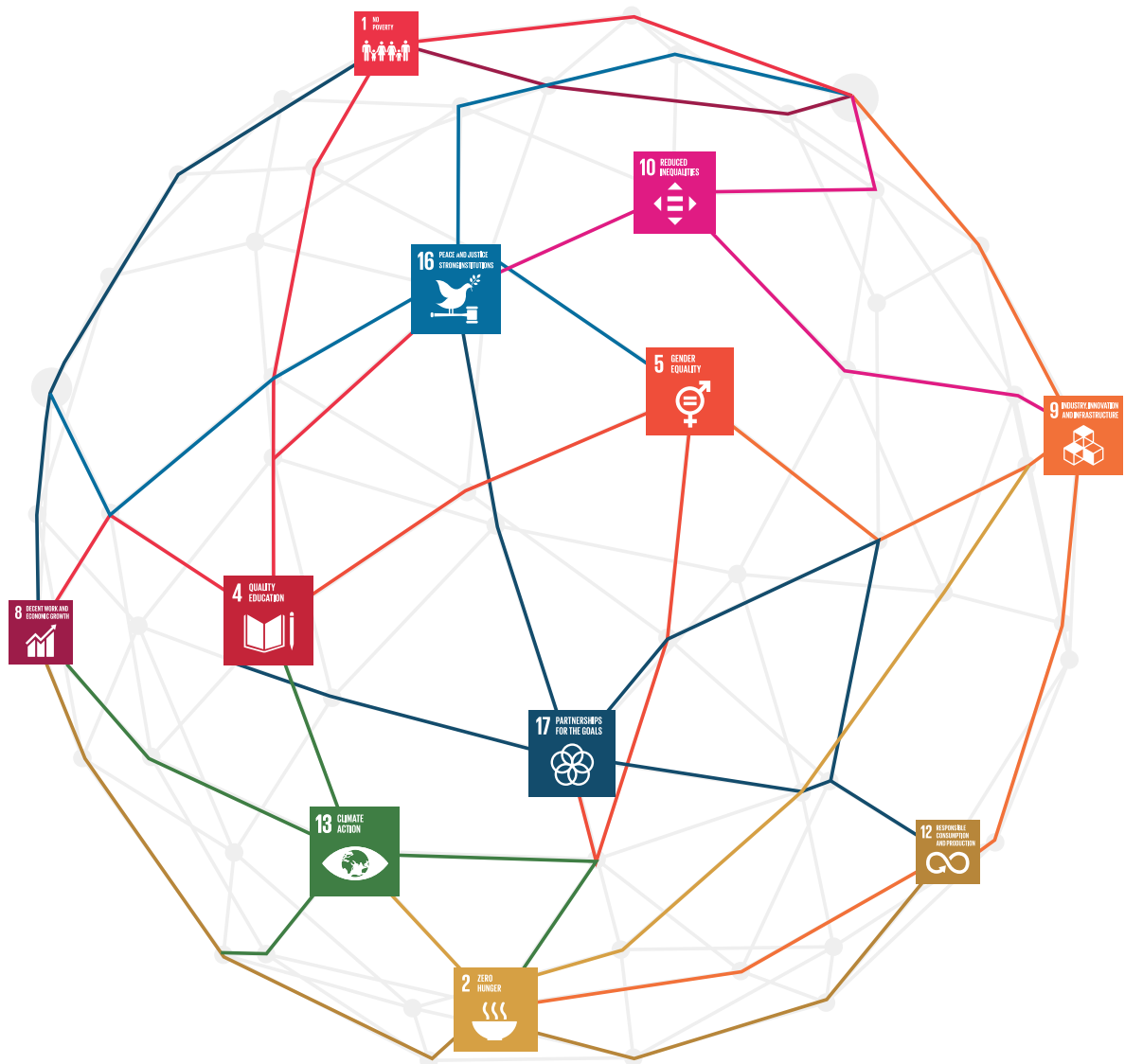




Annual Report 2019



The International Trade Centre is the only international agency fully dedicated to the development of micro, small and medium-sized enterprises. Working with partners to strengthen the competitiveness of exporters, we help to build vibrant, sustainable export sectors that provide entrepreneurial opportunities, particularly for women, young people and poor communities.



Trade impact
for good



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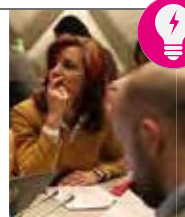
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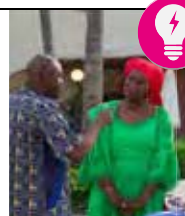
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Foreword

The world is facing the greatest threat of the 21st century so far. The COVID-19 pandemic has affected all facets of the way we work, produce, consume and trade. It has transformed how we live as individuals and how countries and territories interact, exacerbating existing vulnerabilities while creating new ones. This global problem requires a global solution. An integral part of that response is strengthening multilateralism and the agencies that shore up international collaboration and partnership, such as the United Nations family.

This Annual Report reflects the results of our work in 2019, which ended shortly before the COVID-19 pandemic invaded our health and economic system. Despite the cataclysmic socio-economic effects still being felt in all corners of the world, our work in 2019 laid secure foundations for the challenges of 2020 and beyond. It has become clear that our approach to 'good trade' will be indispensable in the recovery. The need and demand for trade-related assistance from our clients and partners on the ground has increased during the Great Lockdown. Central to the recovery will be building the resilience of micro, small and medium-sized enterprises (MSMEs) and helping these businesses to realize their potential as catalysts for inclusive and sustainable growth and job creation.

In 2019, our then Executive Director Arancha González often spoke of three revolutions at force in the global economy – trends that have only been accelerated by the coronavirus.

The digital revolution that is reshaping the way we produce, work, consume and trade, has sped up. In the short-term, online sales and marketing – already a smart move for sectors like handicrafts, personal care products and small food items – has proved a lifesaver for MSMEs in developing countries. But COVID-19 is forcing the pace of a systemic pivot to e-commerce and digital economics long anticipated by ITC. In January 2019, a group of World Trade Organization members launched talks on rules to govern global e-commerce. African governments have mandated the development of a digital economy development strategy as an essential complement to the African Continental Free Trade Area. Yet the pandemic is also revealing pre-existing gaps in elements like internet connectivity more starkly than ever – only a third of Africans can get online, for example, compared to 95% of Europeans.

The ecological revolution was very high on the agenda before the pandemic with climate change looming large in our concerns. While a 17% drop in carbon dioxide under lockdown offered a tantalizing glimpse of a cleaner world, this must not blind us to the systemic reforms needed to achieve a greener economy. Several trade policy options are feasible, including facilitating trade in clean technologies, discouraging trade in polluting goods or services and promoting the spread of sustainability standards. Demand for sustainable goods is growing: ITC research in 2019 indicated that 92% of retailers in France, Germany, Italy, the Netherlands and Spain expected sales in sustainable products in fashion, food and electronics to increase in the next five years. Far from dampening this trend, the pandemic could accelerate it.

A third revolution is taking place in societies. The global economy was under stress in 2019, and this left many people feeling insecure about their prospects. Even in developing countries where growth was fastest, the most significant gains were not felt at the base of the pyramid. Civil protests sprang up around the world, and the inequality that drove them was revealed in sharp relief by the pandemic. With signals of social upheaval, minds will undoubtedly be concentrated on equitable solutions.

These trends came against a backdrop of long-simmering geopolitical tensions in 2019. Trade was often the most visible form of these tensions. In 2019, an undertow of protectionism characterized the trade scene, with shortening supply chains, rising costs and thickening barriers (see Global Context). This de-globalization narrative has gained greater currency in some quarters since the pandemic hit.

But the crisis demonstrates that more collaboration is needed, not less; that multilateralism and its institutions need reinvigorating, not undermining; that the failures of globalization demand re-globalization, not de-globalization.

If the trends that animated us before the pandemic are accelerating, our response must similarly intensify. The approach that ITC has taken – to trade and market intelligence, to building a conducive business environment, to strengthening institutions, to connecting MSMEs to international value chains, to promoting green and inclusive trade and supporting regional economic integration and South-South links – has made us well placed to deliver



1. Dorothy Tembo at the World Trade Organization's Aid for Trade Global Review 2019 2. Handicrafts in Bhutan © Gabriela Byrde/ITC
3. Fruit drying in Guinea 4. Executive Director Arancha González announcing her departure from ITC in January 2020

with impact in 2020 and beyond. You will find compelling examples of this approach in this report.

In 2019, we expanded our footprint with deeper and more interconnected projects and programmes. We also continued to deliver on our thought leadership mandate and positioned our flagship SME Competitiveness Outlook as a critical annual publication in the trade and development space. And we pioneered innovative ways to deliver trade and market intelligence to our clients with a range of online tools that are now proving more invaluable than ever.

This report reflects the work and results of ITC in 2019 before the pandemic, and you will find few extra details of our pandemic response in the first half of 2020. But we continue to work to retool and rebalance our interventions. We are 100% focused on post-pandemic recovery and resilience.

This means supporting more women and young people to become entrepreneurs. It means giving more young people the skills they need to get a job. It means helping communities at the base of the pyramid. It means getting a fair price for crops and handicrafts or arranging ways for more sophisticated products to be produced and sold to create value. It means better marketing and packaging, or improved quality management and standards. It means

making business connections across continents. And it means assisting governments and agencies in achieving all of these outcomes in line with the United Nations Global Goals.

We cannot say how deep or how long the economic and social ramifications of the COVID-19 pandemic will run. But, from the results in this report, we know that the ITC model is uniquely positioned to respond.

This success is due to the dedication of our staff in Geneva and around the world. Here I would like to give special acknowledgment of the leadership of Arancha González, who was Executive Director from 2013 to 2020. On behalf of ITC, its funders and its clients, I would like to take this opportunity to thank her for her service.

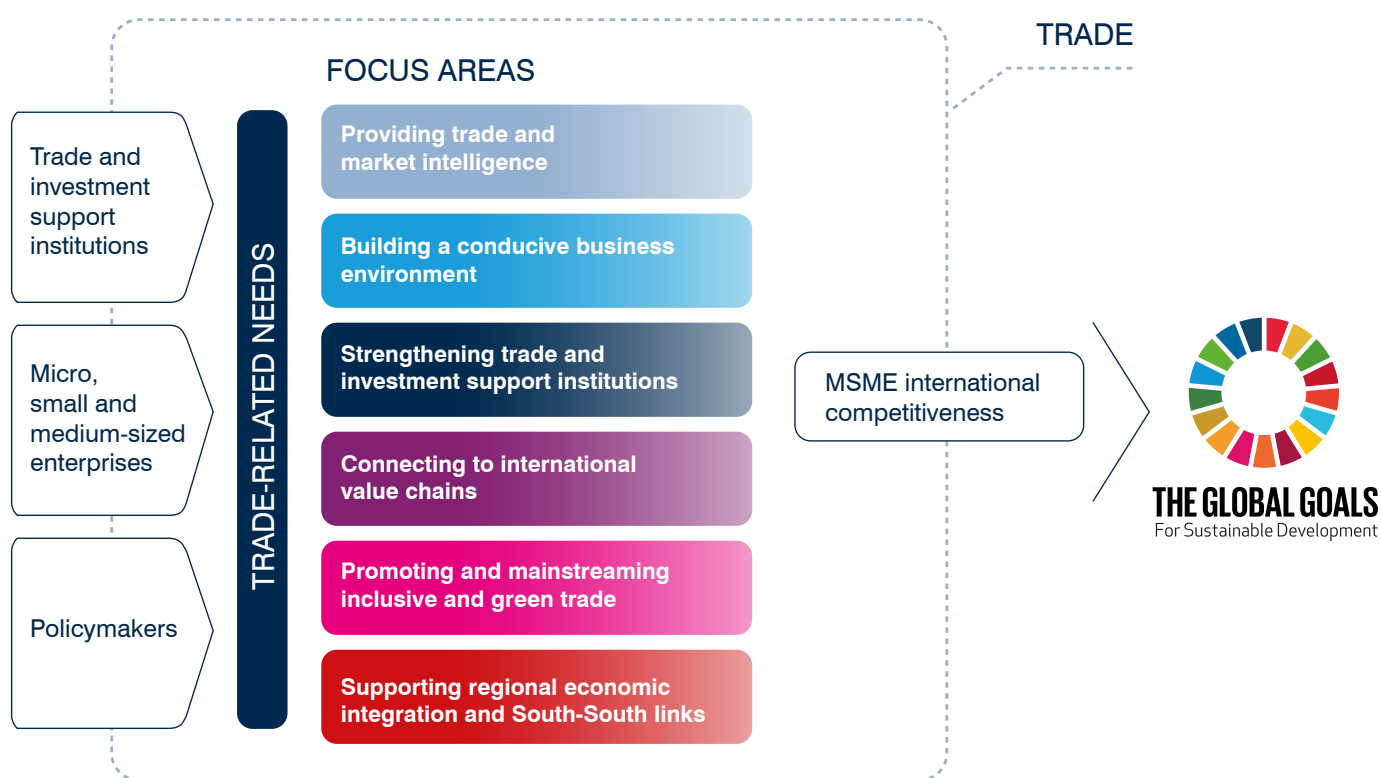
A handwritten signature in black ink, appearing to read 'Dorothy Tembo'.

Dorothy Tembo
Executive Director a.i.
International Trade Centre

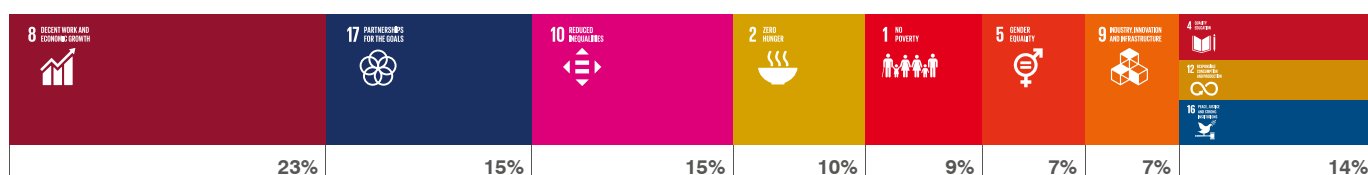
The Global Goals are ITC's goals

The Sustainable Development Goals (SDGs) represent a universal, global development agenda for all United Nations member states and development actors until 2030. They consist of an interlinked set of 17 Global Goals supported by 169 targets in economic, social and environmental development dimensions. ITC directly supports 10 Global Goals by supporting the international

competitiveness of micro, small and medium-sized enterprises (MSMEs) with value addition, trade, investment and global partnerships for inclusive and sustainable growth. It has systems in place to monitor results and assists the global community in tracking advances towards achieving these goals. A code of conduct guides ITC's interventions.



How ITC projects link to individual SDGs





GOAL 1

- Reduce the proportion of men, women and children of all ages living in poverty
- Create sound policy frameworks based on pro-poor and gender-sensitive development strategies



GOAL 2

- Double agricultural productivity and incomes of small-scale food producers, in particular women
- Ensure sustainable food production systems and implement climate-resilient agricultural practices



GOAL 4

- Ensure youth and adults have relevant skills, including technical and vocational skills, for decent jobs and entrepreneurship



GOAL 5

- Ensure women's full and effective participation in economic life, with equal opportunities for leadership at all levels of decision-making
- Enhance the use of enabling technology to promote the empowerment of women



GOAL 8

- Achieve higher levels of economic productivity through diversification, technological upgrading and innovation
- Promote development-oriented policies that support productive activities, decent job creation and entrepreneurship
- Achieve full and productive employment and decent work for all women and men, including young people
- Substantially reduce the proportion of youth not in employment, education or training
- Implement policies to promote sustainable tourism that creates jobs and promotes local culture and products
- Strengthen the capacity of financial institutions to encourage and expand access to financial services for all
- Increase Aid for Trade support for developing countries, in particular least developed countries (LDCs)



GOAL 9

- Improve the access of small-scale enterprises to financial services, and increase their integration into value chains and markets
- Support domestic technology development, research and innovation in developing countries



GOAL 10

- Achieve and sustain income growth of the bottom 40% of the population
- Promote the social, economic and political inclusion and empowerment of all
- Implement the principle of special and differential treatment for developing countries, in particular LDCs



GOAL 12

- Achieve the sustainable management and efficient use of natural resources
- Encourage companies to adopt sustainable practices and integrate sustainability information into their reporting cycles



GOAL 16

- Support effective, accountable and transparent institutions at all levels
- Ensure responsive, inclusive, participatory and representative decision-making
- Ensure participation of developing countries in the institutions of global governance



GOAL 17

- Promote a universal, rules-based, open, non-discriminatory and equitable multilateral trading system
- Increase exports of developing countries, in particular with a view to doubling LDCs' share of global exports
- Realize timely implementation of duty-free and quota-free market access on a lasting basis for all LDCs



Global context

Global economic growth slows in 2019

The world economy grew by 2.9% in 2019, a fall from 3.6% in 2018, reflecting a challenging geopolitical environment characterized by trade tensions and political uncertainty in the largest economies.¹ Developing countries saw their economies grow at 3.7%, a faster pace than the rate of 1.7% reported by the developed world. However, these gains will be wiped out in 2020 with the World Bank Group estimating a 5.2 percent contraction in global GDP.

Persistent trade tensions between the world's largest economies stymied global trade growth in 2019. After rising by 2.9% in the previous year, global merchandise trade fell by 0.1%. Year-on-year exports and imports in the fourth quarter declined by 1.2% and 0.9% respectively.²

Figure 1 shows seasonally-adjusted quarterly merchandise export and import volumes by region. Asia and North America exhibited a higher exports growth towards the end of 2019 compared to other regions, while Europe, South America and other regions reported significant declines. The low export performance of the latter regions reflected a weaker global demand caused by rising trade tensions, monetary policy tightening in developed countries and Brexit-related uncertainty in the European Union.³

Global trade in services grew by 2.2%, slowing sharply after growing at approximately 9% in the previous two years. Although the services sector is less affected by increases in tariff rates than the manufacturing sector, many services are nonetheless dependent on the flow of goods. Exports of

commercial, travel and goods-related services increased by only 2.0%, 1.1% and 1.2% respectively, while transport services declined by 0.5%.⁴

The policy context for global trade in 2019 was marked by escalating trade and geopolitical tensions that heightened uncertainty in global decision-making bodies and consequently for international business operations across the world. Since 2018, the United States has imposed tariffs on more than \$360 billion of dollars of Chinese goods, while China has retaliated with tariffs on more than \$110 billions of dollars of U.S. products.⁵ The International Monetary Fund estimates that the resulting tariffs have significantly reduced global output.⁶

Meanwhile, the United Kingdom spent much of 2019 addressing the future of the country's relationship with the European Union. After a decisive general election in December 2019, the United Kingdom officially left the EU on 31 January 2020. However, many of the details associated with Brexit have yet to be clarified, including the nature of the future trading relationship between both parties.

At the multilateral level, the World Trade Organization (WTO) dispute settlement system ended 2019 under threat. In 2020, there were no longer enough Appellate Body judges to adjudicate disputes.⁷ Members were left seeking a way forward to continue to uphold this critical element of the rules-based multilateral trading system in 2020.⁸ With the UN celebrating its 75th anniversary in 2020, it is more important than ever to strengthen the institutions and forums which facilitate multilateral dialogue and coordinated policy action.

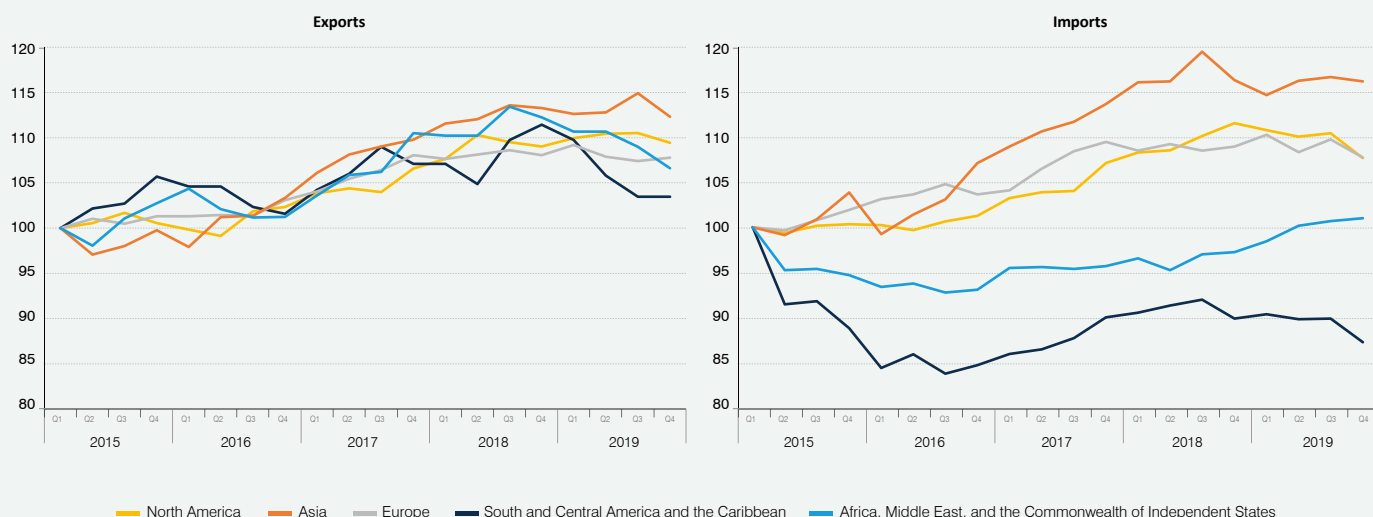


FIGURE 1 Global trade growth: medium- and short-term trends

Left Panel: Index of world merchandise export volumes where 2015Q1 = 100.

Right panel: Index of world merchandise import volumes where 2015Q1 = 100.

Source: WTO Secretariat.

The year 2019 was the second warmest year on record.⁹ Against this backdrop, climate change negotiations continued at the United Nations were characterised by an increasing gulf between scientists and civil society groups

who called for more ambitious policy solutions and the ability or willingness of parties to come together and negotiate new targets. Ultimately, the talks were unable to reach a consensus and key decisions were pushed to 2021.

1 IMF, "Tentative Stabilization, Sluggish Recovery?"

2 WTO (2020, April 8). Trade set to plunge as COVID-19 pandemic upends global economy. *World Trade Organization*. Retrieved from https://www.wto.org/english/news_e/pres20_e/pr855_e.htm

3 WTO (2019, October 1). WTO lowers trade forecast as tensions unsettle global economy. *World Trade Organization*. Retrieved from https://www.wto.org/english/news_e/pres19_e/pr840_e.htm; United Nations, "Global Issues: The Challenge of Innovation in Developing Countries."

4 WTO (2020, April 8). Trade set to plunge as COVID-19 pandemic upends global economy. *World Trade Organization*. Retrieved from https://www.wto.org/english/news_e/pres20_e/pr855_e.htm

5 BBC News (2020, January 16). A quick guide to the US-China trade war. *BBC News*. Retrieved from <https://www.bbc.com/news/business-45899310>

6 IMF, *Global Manufacturing Downturn, Rising Trade Barriers*.

7 Matteo Fiorini, Bernard Hoekman, Petros Mavroidis, Maarja Saluste and Robert Wolfe (2019, November 20). WTO dispute settlement and the Appellate Body crisis: Insider perceptions and Members' revealed preferences. *CEPR Policy Portal*. Retrieved from <https://voxeu.org/article/wto-dispute-settlement-and-appellate-body-crisis>

8 Center for Strategic and International Studies (2019). The World Trade Organization: The Appellate Body Crisis. *Center for Strategic and International Studies*. Retrieved from <https://www.csis.org/programs/scholl-chair-international-business/world-trade-organization-appellate-body-crisis>

9 WMO, "WMO Statement on the State of the Global Climate in 2019."





ITC interventions:
Doing more, better

What ITC delivered in 2019

The figures below provide a snapshot of how ITC delivered in 2019 on its mandate to promote inclusive trade. Many of the goals and indicators are drawn from ITC's strategic framework 2018-19, which responds to the United Nations

system's two-year cycles for planning and budgeting. The annual targets are drawn from ITC's 2019 Operational Plan, which defines performance benchmarks for the year.

Strengthened integration of the business sector into the global economy



additional users of trade intelligence have greater awareness of international trade as a result of ITC support (target: 300 000)

Improved performance of trade and investment support institutions (TISIs)



cases of improved performance by trade and investment support institutions (target: 400)



cases in which ITC support helped change trade-related policies, strategies or regulations in favour of MSME competitiveness (target: 80)

Improved international competitiveness of enterprises



additional enterprises were supported to improve their international competitiveness or to meet buyers with whom they subsequently transacted business (target: 20 000)



participants in ITC training courses (target: 25 000)

Empowering women in the global economy



of the 26 500 additional enterprises referenced above were owned, operated and controlled by women (target 50%). The target is met in absolute terms (11,100 actual vs. 10,000 planned).



Signatories to the SheTrades initiative pledged to connect 1.1 million women entrepreneurs to international markets by 2021 (2021 target: 3 million)

Leveraging funding into trade

ITC has estimated the value of international business transactions generated through its interventions in 2019. The projection is based on three components: feedback from users of ITC market intelligence tools; documented

business leads and deals; and additional exports generated through the operational efficiency gains achieved by trade and investment support institutions (TISIs) as a result of ITC support.



\$1 billion

in estimated export and investment value resulting from ITC market intelligence, business connections and support to TISIs



\$1 → \$11

ITC leverages each dollar in extra-budgetary funding into \$11 of international export and investment transactions



\$2 billion

of additional business deals in early stages of negotiation facilitated by ITC

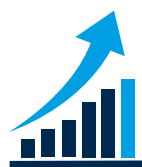
Key performance indicators

The below indicators track ITC's delivery of technical assistance as well as efforts to enhance organizational effectiveness.



\$129 million

ITC's delivery across all budgets



\$143 million

in pipeline projects laying foundation for future growth (target: **\$150 million**)



\$302 million

extra-budgetary funds secured for 2020 and beyond (target: **\$150 million**)



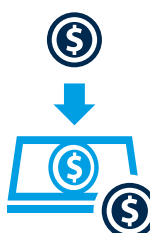
89%

of country-specific assistance went to priority countries (target: **80%**)



93% of clients

rated ITC services positively (target: **85%**)



\$1 → \$47

Each dollar invested in ITC's Business Development Fund catalyzed \$47 in extra-budgetary funding (2018: **\$32**)

Providing trade and market intelligence

Transparency in trade

ITC's **Transparency in Trade Programme** aims to improve the trade and investment decisions of companies, notably micro, small and medium-sized enterprises, trade and investment support institutions and policymakers.

In particular, it helps micro, small and medium-sized enterprises in developing countries to improve the targeting of products toward promising markets and to diversify and add value to their exports. To achieve this, ITC has developed a suite of online tools and databases to make global trade more transparent and facilitate access to new markets. ITC supports its clients to use these tools and databases effectively with an online and on-site user-support training programme.

Key results



Launch of new integrated [Market Analysis Tools portal](#)



> **5.6 million** visits to the Market Analysis Tools (1 visit every 5 seconds)



35% increase in visits to [Market Analysis Tools](#) compared to 2018



5,350 monthly visits (62% increase on 2018) to [Export Potential Map](#)



> **2,600 participants** (54% women) trained in the tools



5,600 users accessed the beta [Global Trade Helpdesk](#) platform



Data from **10 regional** and intergovernmental partners integrated into [Global Trade Helpdesk](#)



1. Market Analysis Tools workshop, Tanzania 2. Market Analysis Tools workshop, China

Highlights

ITC's trade and market intelligence tools helped companies realize an estimated \$367 million in trade transactions in 2019, based on responses to the annual survey of users.

Users indicated that the information on the ITC tools enabled them to make better-informed decisions on entering or expanding into international markets. They also reported their satisfaction with the accuracy and the relevance of the data in the tools. In 2019, the use of the tools continued to increase, with more than 5.6 million visits.

ITC launched a new **Market Analysis Tools** portal that offers a single entry point to the entire suite of tools including the Trade Map, Market Access Map, Export Potential Map, Procurement Map, Investment Map, Rules of Origin Facilitator, Market Price Information and the e-Ping system. The portal provides a one-stop-shop that enables businesses to identify opportunities and make informed trade decisions. It allows users to scan country profiles and investigate critical data quickly, check the latest published information by country with a data-availability corner and interpret the data with an online learning corner.

Trade Map users visited 4.7 million times, which is equal to a visit every six seconds, up by 13% in 2019 compared to 2018. An Arabic version was created to serve users in the Middle East and North Africa.

In 2019, ITC launched a new version of **Market Access Map**. The map has a simplified, user-oriented interface. It displays customs tariffs, tariff-rate quotas, non-tariff measures, trade agreements, and trade remedies with a single, unified search. The tool is particularly vital for micro, small and medium-sized enterprises in developing countries, which have limited access to reliable information about foreign

markets. The revamped portal allows exporters, importers, policymakers, trade and investment support institutions, researchers and trade negotiators to understand and analyze market-access conditions, explore new markets, develop better trade policies, and negotiate better outcomes in trade agreements.

Multiple large-scale ITC projects used the ITC export potential methodology to inform inception phases. Trade-related technical assistance projects in the Lao Peoples Democratic Republic and Iran, as well as the United Kingdom Trade Partnerships Programme, used the methodology to identify export opportunities in selected sectors in 13 countries in the Africa, Caribbean and Pacific Group.

The methodology continued to evolve with innovative approaches that measure the export potential of services, identify diversification opportunities for the development of regional value chains and link to an ex-ante assessment of the impact of trade policy. The methodology enabled the Lao Peoples Democratic Republic to anticipate trade losses of \$108 million in sectors and markets and to unlock export potential and diversification opportunities to compensate.

In 2019, the **Export Potential Map** received an average of 5,350 monthly visits, a 62% increase from 2018, from users including larger corporate firms and institutions such as export-import banks and the Commonwealth Secretariat. Customized export potential maps were developed for Export Bahrain and Enterprise Greece, with training provided. Training programmes and stakeholder workshops were delivered in several countries, including Egypt, Ethiopia, Kyrgyzstan and Tanzania. Online video tutorials enabled remote users to improve their understanding of the Export Potential Map.



3. Market Analysis Tools workshop, Bhutan 4. Market Analysis Tools workshop, East Africa

The **Rules of Origin Facilitator** is a free online tool launched by ITC and the World Customs Organization (WCO) in 2018. It enables micro, small and medium-sized enterprises (MSMEs) to benefit from international trade opportunities by complying with rules of origin. In October 2019, the World Trade Organization formally announced its collaboration with the ITC and the WCO to further strengthen the tool, which increased its coverage to more than 350 of the more than 450 free trade agreements and preferential trade arrangements currently in force.

ITC undertook 32 capacity-building activities to support the use of its market analysis tools, using information sessions, the ITC SME Trade Academy, webinars and workshops. ITC-certified trainers replicated five of these activities at workshops in universities and trade and investment support institutions in Peru, Bolivia and Nepal. Customized courses were delivered on such themes as market analysis (in Madagascar) and creating market profiles. In addition, a specific course was designed for journalists.

Across the various delivery channels, there were 2,672 participants, of which 54% were women. The frequency of freely accessible webinars and e-learning courses was increased to reach more users, with 11 webinars and e-learning sessions attracting 1,430 participants, of which 60% were women.

The media coverage of the Market Analysis Tools continued to expand, with an average of more than 77 news references per week. This trend is consistent with the increase of web traffic to Trade Map and the launch of the new Market Access Map portal.

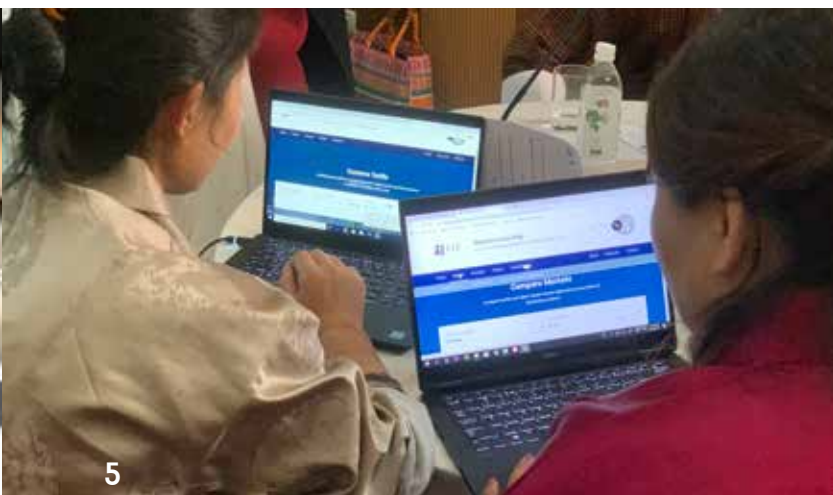
Other online tools

In 2019, ITC launched the African Trade Observatory project to facilitate the implementation of the African Continental Free Trade Area (AfCFTA). Significant outputs were the development of a dashboard (in collaboration with the African Union Commission) and a data transfer system. The African Trade Observatory will support a portal with modules that:

- monitor regional trade integration
- explore market access conditions of African partners
- compare trade opportunities in Africa

In addition, the Transparency in Trade Programme created an innovative AfCFTA tariff negotiation tool to facilitate the negotiations on tariff liberalization between state parties, customs unions and regional groupings. The tool is a secure, collaborative platform that enables registered members to define and share their product lists (non-sensitive, sensitive and exclusion lists). At the same time, the tool ensures technical quality, increases transparency, safeguards confidentiality, and allows rapid interaction among parties.

The **Global Trade Helpdesk**, a unique portal integrating trade intelligence from across ITC and partner agencies into a single entry-point, was upgraded with new data and features. The tool, available in five languages – English, French, Spanish, Arabic and Russian – at www.GlobalTradeHelpDesk.org, was first showcased at the International Chamber of Commerce World Chambers Congress in Rio de Janeiro in June 2019. The platform ran a user testing campaign, with 12 national chambers from around the world, to ensure it met the market research needs of firms. The testing campaign helped refine the portal for the rollout of version 2.0 planned in 2020.



5. Market Analysis Tools workshop, Bhutan 6. Market Analysis Tools workshop, Sierra Leone

Non-tariff measures in goods and services

The **Non-Tariff Measures (NTMs) Programme** prioritizes the concerns that micro, small and medium-sized enterprises have about regulatory and procedural trade obstacles, and aims to spur concrete responses from policymakers and other stakeholders. It does this by collecting and disseminating NTM data and conducting business surveys that document trade obstacles. In addition, the programme contributes to evidence-based policymaking and reduced trade costs by providing thought leadership, applied research and analysis.

Key results



15 newly certified NTM and market access trainers who trained 221 private-sector participants



> 5,566 exporters and importers surveyed on their experiences with trade obstacles



58% more users of the ePing alert system

Highlights

A tool to improve awareness of sanitary and phytosanitary measures and technical barriers to trade, as well as to monitor regulatory changes, **ePing** was developed jointly by ITC, the World Trade Organization and the United Nations Department of Economic and Social Affairs. It is transforming how WTO members communicate with each other on NTMs.

In 2019, the tool was used for the first time to submit official comments on a new regulation from one WTO member to another. ePing also saw the first upload of a supporting document to a notification when Malaysia provided an English translation of a law on proposed regulatory changes, making it accessible to WTO members as well as to businesses. ePing users that tagged Malaysia and the product in question were automatically informed of the availability of the document.

ITC extended its capacity-building offer on NTMs to include training of trainers in 2019. This work was successfully piloted in Viet Nam and Niger and created a multiplier effect with, for example, 15 certified trainers in Viet Nam who conducted briefing sessions and training courses for more than 221 private-sector participants.

Business surveys in Bahrain, Niger, Tanzania, Viet Nam, and with the World Bank in Pakistan, documented the experiences of obstacles to goods trade and – for the first time in a comprehensive survey, services trade – of 4,442 exporters and importers.

In the European Union, 1,118 businesses participated in a joint SheTrades-NTM study on women's participation in and barriers to international trade. The study serves as an evidence base for stakeholder consultations and mitigating actions.



7. Rules of Origin Facilitator at the WTO 8. Meeting on non-tariff measures in Armenia

The website www.ntmsurvey.org registered 21,981 page views (up 16% on 2018); ePing was visited 53,352 times (up 20%) and NTM-related publications were downloaded 2,728 times.

In 2019, ITC continued new work on reducing the costs of services trade. As a building block, the NTM Programme began collaborating with the WTO on collecting and disseminating regulations on services trade. This work improved the transparency of services trade regulations in countries such as Niger by creating an online inventory.

Competitive intelligence

In times when transparency and availability of data are at a premium, ITC's **Competitive Intelligence Programme** continues to deliver online solutions, training and advisory services.

These services strengthen the capacity of business support organizations to provide their clients with customized intelligence about their competitive environment. This information is used to connect local businesses to buyers abroad, including multinational companies leading supply chains. It is also used to reach out to investors, including impact investors, and to bring the voice of small business to the attention of policymakers.

Key results



\$200,000 of contributions in kind committed to ITC by business support partners



Almost **3,000** downloads of publications that determine the competitiveness of local small and medium-sized enterprises at the national or regional level, including in Botswana, Kenya, Morocco, Zambia



Launch of '[Invest in Ghana](#)' and '[Invest in Ukraine](#)' with investment promotion agencies



Creation of four national bilingual investment promotion portals for Ethiopia, Kenya, Mozambique, Zambia



Expansion of real-time price information for over **300 products** in the Market Price Information Portal



Launch of the Bhutan National Trade Information Portal



9



10

9. Round table meeting on non-tariff measures, Pakistan 10. Global Trade Helpdesk presentation at the WTO Public Forum 2019

Highlights

In 2019, ITC created a sustainable, global network of chambers of commerce, industry associations, trade and investment promotion agencies, government ministries and other national players to collect and analyze crucial data on the competitiveness of local small and medium-sized enterprises.

The network currently spans 20 national business support organizations covering over 29 countries, as well as the regional Permanent Conference of African and Francophone Consular Chambers.

Four multi-lingual investment promotion portals were developed for investment promotion agencies in Ethiopia, Kenya, Mozambique, and Zambia as part of the Partnership for Investment in Africa. The portals focus on country profiling, investment promotion, investment regulations and business support.

The portals, hosted by each agency, were customized to each country's national development plan, target sectors, legal framework and foreign investment objectives. So that they are sustainable, ITC built the capacity of each agency to administer and operate the portals autonomously.

The Bhutan Trade Information Portal was developed by ITC and Bhutan's Department of Trade of the Ministry of Economic Affairs. The portal offers a wealth of information for international market research with analyses of market trends and foreign market access requirements, including tariffs, NTMs, trade agreements, voluntary standards and rules of origin.

With contents and features arranged in two main modules ('Buy from Bhutan' and 'Export from Bhutan'), the portal targets two types of users: existing and potential Bhutanese exporters seeking foreign markets, and international buyers looking to purchase Bhutanese products and partner with Bhutanese companies.

The portal can respond to users' queries by extracting data in real-time directly from ITC's market analysis tools. This new online tool makes it easier for Bhutanese entrepreneurs to understand foreign market opportunities and the international legal framework as well as to find the strategic information they need to trade.

2019 Funders

ITC Trust Fund Window 1 funders

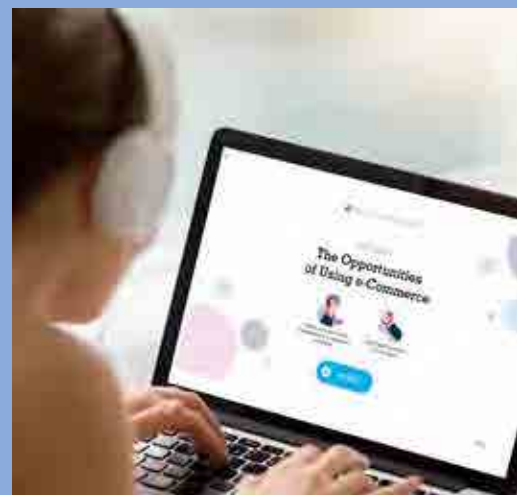
Belgium, Canada, China, Denmark, Finland, Germany, Iceland, India, Ireland, Norway, Sweden

Project-specific funders

European Union, United Kingdom of Great Britain and Northern Ireland, Switzerland, National Graduate Institute for Policy Studies (GRIPS), Korea, Qatar Development Bank, World Bank, UNDP, China, United States, ILO, Germany, FAO, TradeMalta, COMESA, Ethiopia, FEFAC, IBF International consulting, World Trade Organization (WTO)

CASE STUDY

SME Trade Academy in Libya



The challenge

Libya's young people are strongly attracted to entrepreneurship. Data shows that 40% have already made an attempt to start a business, while half of the remaining 60% have thought about it but have taken no action due to insufficient funds.

While young Libyans question the capacity of the public institutions to support entrepreneurs, the majority of them want to receive support from such institutions when they are able to provide it. But courses teaching entrepreneurship and related business skills to university students in departments (other than business departments) remain almost non-existent.

Although the total entrepreneurial rate is high, the number of companies actually operating remains small and mostly informal, with limited impact on general employment rates because most of them do not employ staff. Demand for entrepreneurship education is strong.

The solution

In 2019, as part of a technical assistance project in Libya, ITC's SME Trade Academy developed a 100-hour online training curriculum in Arabic. The team designed a particularly innovative platform for Libya called Libus.

The Libya project was just one example of how ITC leveraged innovation in its SME Trade Academy in 2019. From the production of online courses, to the development of new virtual learning platforms, through the production of narrative videos featuring people involved in African

'Since I started this course, I have felt that I can indeed rely on myself and arrive at the best business model or product alternative to compete in the market.'

cross-border trade, there are no less than 20 ITC projects which have benefited from innovation in technologies for distance education.

For example, an ITC project in Zambia provided an opportunity to use videos to educate women small traders in rural areas in ways to protect themselves against harassment and corruption at the border. Video tools are often the most effective means of raising awareness among the large number of men and women involved in cross-border trade who may have low levels of literacy.

In another example, the SME Trade Academy team used web technologies in Guinea in 2019 to host not only various online training courses in French for sectoral interest groups, but also workbooks that are used in workshops onsite. Using this technology, project managers are able to collect information on all beneficiaries, whether these are online learners or participants in onsite training, allowing them to monitor participants' progress, adapt, and refine technical assistance according to needs and feedback.

In Libya, the Libus platform was well-received with one user saying 'since I started this course, I have felt that I can indeed rely on myself and arrive to the best business model or product alternative to effectively compete in the market'.



1. SME Trade Academy presentation at the Youth Media Zone, World Export Development Forum 2019, Ethiopia 2. A student listening to an online session © Shutterstock.com

The results

As of late April 2020, 7,300 young Libyans – including over 1,000 women – had enrolled on the Libus platform and collectively undertaken more than 100,000 hours of learning, with the most advanced students submitting business plans for review by ITC and its implementing partners.

The SME Trade Academy was gratified to hear from many participant testimonials that the Libus platform represented a valuable lifeline of learning for them in a time of challenges.

'I think this platform is a leap in the entrepreneurship field in Libya,' said one user. Another commented: 'The module on Why Entrepreneurship? has opened the door for my self-development and the development of my business.'

The future

The Libus platform remains online and is gathering more participants every day. According to the project plan, impact will be assessed in April 2021 and will aim to gauge the size of entrepreneurship networks formed on Libus, as well as the number of businesses which have been started, either directly or indirectly, as a result of activities on the platform. In any case, for the foreseeable future, the training contents on Libus will remain available free of charge to all who want to benefit from them.

A Libus user takes his studies to the next level

One of the most active Libus users is Mohammad, an architect from the city of Sebha in the south of Libya. Despite difficult conditions there, Mohammad decided to take part in an ITC workshop held in Tunis, Tunisia, in March 2019. This meant taking an arduous and tiring trip across Libya.

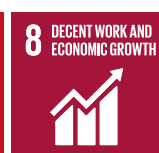
'It was an opportunity not to be missed,' the architect said. 'Especially after a beautiful experience on Libus.'

His said his experience on Libus had transformed his understanding of what it takes to be an entrepreneur, revealing clearly defined principles that were not reserved for experienced business operators. Mohammad found that he had already been employing some of these methods in his architecture practice but Libus helped him apply them in a more calculated, knowledgeable way.

He said his learning experience on Libus was 'enjoyable – especially with the nice mix of different mediums, visuals, real stories and the experiences of entrepreneurs'.

As well as making the trip to Tunis, Mohammad is passing on what he learned on Libus to architecture graduates that train with his firm.

'After finishing the courses, I went back to my company and looked at it differently,' Mohammad said. 'I changed my plans according to what I studied.'



Funders

France

CASE STUDY

Mobilizing data to deliver big money to small firms



The challenge

Developing countries are full of small and medium-sized enterprises (SMEs) with commercially viable business ideas. Nevertheless, private investors face substantial uncertainty when investing in SMEs: they perceive the macro environment as precarious, and investment processes as non-transparent and unpredictable.

Knowledge can go a long way toward dispelling these concerns. Indeed, investor surveys underscore how information about local small businesses is a critical element in their investment decisions. Investors need to know which small firms can meet quality, quantity and time requirements and which are financially stable and ready to expand.

However, such data is all too often absent. Investment promotion agencies would be better placed to attract and retain investors if they could provide granular information on SMEs with investment potential. Many investment promotion agencies in developing countries suffer from capacity and budgetary constraints that undermine their ability to gather data on SMEs in their countries and connect this business intelligence to potential investors.

The failure to bring data about investment-ready SMEs to the doorstep of investors can have grave development implications. ITC frequently works with start-ups with excellent business plans that are unable to find the funding to turn these ideas into reality.

The solution

In 2019, ITC continued to develop local business intelligence guides that provide investors with granular information on private-sector investment opportunities. These guides are complements to traditional investment promotion guides containing information on the macroeconomic performance of countries and processes relevant for investors.

Local business intelligence guides provide investors with granular information on private-sector investment opportunities.

Local business intelligence guides add to this by providing information on businesses in the sectors to which local authorities want to draw investors. The guides are, therefore, a useful tool to match investor and local stakeholder interests and to match investors with local SMEs looking for finance.

Drawing on data from ITC's **SME Competitiveness Surveys**, ITC's **Local Business Intelligence** briefs provided timely and appealing micro-economic data on the investment readiness and sustainable development potential of SMEs in developing countries.

For instance, ITC published **Invest in Ghana** in partnership with the Ghana Investment Promotion Centre to build its capacity to match investors with local firms. In addition, in collaboration with UkraineInvest, ITC published **Invest in Ukraine** to help boost the country's investment inflows for small businesses.

On a global scale, a financing gap stands in the way of scaling up small and medium-sized enterprises to generate the economic activity needed to attain the United Nations Sustainable Development Goals (SDGs) by 2030.

In 2019, to add detail to this challenge, ITC's flagship **SME Competitiveness Outlook (SMECO)** outlined how local financial intermediaries can use high-quality data on investment-ready SMEs to mobilize an additional \$1 trillion of private investment needed to make significant inroads toward achieving the SDGs. This research report, subtitled **Big Money for Small Businesses**, provided thought leadership on how to match SMEs and investors at the volume and quality required to boost investment flows.



1. Speakers at the launch of SMECO 2019 in Geneva 2. Invest in Ukraine session, World Investment Conference 2019, Warsaw, Poland © WAIPA

ITC launched the report on International Micro, Small and Medium-Sized Enterprises (MSME) Day on 27 June 2019 in Geneva, New York, Mumbai, Nairobi, Lyon and Offenburg.

The results

The provision of local business intelligence through the SME Competitiveness Survey publications continues to deliver dividends.

Ghana has used its investment brochure to reach out to investors. Yofi Grant, the Chief Executive Officer of the Ghana Investment Promotion Centre, received the brochure at a meeting at ITC in June 2019. He held a series of meetings with impact investors as part of a delegation that included entrepreneurs and a representative of the Ghana Export Promotion Authority.

‘This informative material will be essential in our activities moving forward,’ said Christopher Daniel Tettey, Assistant Investment Promotion Officer in the office of the CEO at Ghana Investment Promotion Centre.

UkraineInvest also used its investment brochure in a series of strategic actions to boost investment in **Ukraine**.

‘Ukraine has a unique opportunity to become a key Eurasian technology, manufacturing and agribusiness nexus, a critical link in the new 21st century global supply chain economy,’ said Mykhailo Bechkalo, Executive Director of UkraineInvest.

‘The “Invest in Ukraine: Local Business Intelligence” report reveals invaluable information about three sectors:

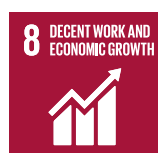
food processing, civil aircraft maintenance, repair and operations, and information technology, which can be of practical interest to those exploring investment opportunities in Ukraine and eager to contribute to sustainable development while reaping good business returns. The UkraineInvest team was happy to cooperate with the International Trade Centre on this report and is grateful to the ITC team for promoting Ukraine as an attractive investment destination globally and the lucrative opportunities it has to offer.’

Meanwhile, the solutions proposed in the SMECO 2019 were taken up by stakeholders to answer global financial questions and influence policy discourse. For instance, key stakeholders discussed the flagship’s ideas during the United Nations Economic and Social Commission’s Forum on Financing for Development in New York in April 2019.

The future

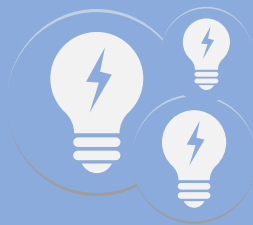
ITC’s data on SME competitiveness provides good insights into investment opportunities that can help enterprises get the investment they need to contribute to the 2030 Agenda for Sustainable Development.

In 2020, ITC plans to publish three more local business intelligence reports based on SME Competitiveness Surveys. Global initiatives linked to the G20 are drawing from the insights of SMECO 2019. In addition, ITC is gathering more SME data in **Togo**, **Burkina Faso**, and **Cambodia** to develop more intelligence for investment in SMEs.



Funders

Canada, China, Denmark, Finland, Ireland, Norway, Sweden



Online tariff negotiation tool for Africa



The challenge

The agreement to establish the African Continental Free Trade Area (AfCFTA) is the most ambitious trade agreement since the establishment of the World Trade Organization in 1994.

The AfCFTA represents an essential landmark for African economic integration and aims to increase intra-African trade, which remains low compared with other global regions. Nevertheless, individual countries need to make choices.

In 2018, African trade ministers endorsed the modalities for tariff liberalization, which set out the parameters for the negotiation process such as the trade regime and timeframes for implementation. Compared with other trade agreements between developing countries, which account for the liberalization of no more than 80% of tariff lines, the AfCFTA will eventually liberalize at least 97% of tariff lines accounting for 90% of imports at the end of the implementation period.

Yet, while these negotiations will form the cornerstone of the AfCFTA, undertaking them is complex.

African Union Member States were due to start trading under the AfCFTA from July 2020; however, the July 2019 deadline to submit proposals passed with only a few countries submitting their offers. Negotiations involve many bilateral tariff negotiations and a multiplicity of partners. Member States participating in Regional Economic Commissions (RECs) that are not customs unions need to negotiate as individual states, whereas members of customs unions (that is to say the Economic Community of West African States, the East African Community, and the Southern African Customs Union) negotiate collectively. Participating countries need a large set of data to run these

negotiations successfully. The basis for negotiations is the Most-Favoured-Nation (MFN) rate in 2019, the year the agreement entered into force. Such factors can lead to significant challenges in terms of trade data availability. MFN tariffs may exist in differing versions of the Harmonization System (HS) that does not correspond to national tariff lines, and trade data for 2014-2016 or 2015-2017 may be incomplete, scarce, or expressed in different HS versions.

An online platform could greatly facilitate and accelerate the harmonization of data needed for negotiations and support African negotiators in the preparation and submission of offers based on countries' priorities linked to sensitive criteria such as minimizing tariff revenue loss, temporarily protecting infant industries, and ensuring food security.

The solution

Under the umbrella of the **African Trade Observatory** project and building on ITC's pioneering role in providing up-to-date market information, ITC launched the **AfCFTA Tariff Negotiation Tool** in 2019, the first tariff negotiation tool of its kind.

ITC developed the tool in close collaboration with the African Union and with the contribution of the European Union. The online tool facilitates the negotiation of tariff lines. It provides a secure exchange platform to chief negotiators to automatically generate and share tariff concession offers in a transparent, timely, and straightforward manner, as well as to formulate counterproposals.

The online tool allows parties to run negotiations simultaneously, with instant interactions among counterparts, either single countries or regional economic groups, and without the necessity of in-person meetings.



1. Agenda 2063: The Africa We Want © African Union Commission 2. African Trade Observatory signing ceremony © 2019 African Union Commission

Designed for negotiations among a large number of parties, the AfCFTA Tariff Negotiation Tool could be replicated for negotiations for other regional trade agreements.

Also, the tool offers analytical features to compare, send and receive all proposals and counterproposals, and to verify their validity based on the criteria established in the AfCFTA. It also allows for tracking the history of the negotiations and for follow-up on all rounds.

The AfCFTA Tariff Negotiation Tool ensures that the tariff concessions on offer meet both the technical standards and quality required in negotiations. While ensuring confidentiality and technical soundness, the tool also contributes to enhancing transparency because it verifies data consistency and compliance with AfCFTA tariff modalities. For example, it validates the number of national tariff lines that should be included in each list – non-sensitive, sensitive, and exclusion – for each specific group of countries (LDC, non-LDC, and the so-called G6 of Ethiopia, Madagascar, Malawi, Sudan, Zambia, and Zimbabwe), as well as double-qualification and anti-concentration clauses.

The future

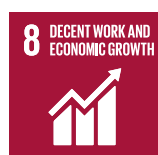
The online tool is accompanied by a capacity-building component to ensure that it is fully and effectively implemented.

During the first quarter of 2020, more than 100 African negotiators took part in four technical training courses on tariff negotiations in Senegal, Namibia, Tunisia and Zimbabwe.

A similar tool could also be developed for the negotiation of concessions on trade in services, which comprises Phase I of the AfCFTA negotiations. The expertise gained in the use of this tool would facilitate its use in a similar context.

The online tool will also help the African Union in identifying countries that will require support in making orderly adjustments to sudden tariff revenue losses for which mechanisms and resources have already been identified.

Designed for negotiations among a large number of parties, the AfCFTA Tariff Negotiation Tool could be replicated for negotiations for other regional trade agreements and for preliminary intra-regional discussions to agree on a single offer before submitting it to counterparts.



Funder

European Union

Building a conducive business environment

Trade development strategy

The **Trade Development Strategy Programme** enables decision-makers in partner countries to identify priorities and take policy actions to integrate their economies further into international trade. With the design and management of sector, national and regional strategies, the programme aims to raise trade performance – especially of micro, small and medium-sized enterprises – to stimulate growth, attract investment, develop markets, create jobs and improve living standards.

Throughout the year, ITC continued to guide decision-making, thought leadership and capacity-building around national-level economic development and competitiveness in several countries, while continuing to innovate and adapt its strategy with technical solutions. Under the programme, ITC was active in Afghanistan, Bhutan, Curaçao, Guinea, Iran, Lesotho, Mongolia, Mozambique Myanmar, Pakistan, Senegal, Sri Lanka, St. Lucia, The Gambia, and Ukraine. More than 2,000 public and private sector stakeholders were involved in the various strategy consultations. During the year, 16 strategies were finalized and endorsed by partner governments.

Key results



103 activities implemented by Afghanistan in support of export sectors



1,000 public and private sector participants engaged in national consultations in Algeria



300 local partners were involved in two rounds of trade development roadmap consultations in Lesotho

Highlights

In **Afghanistan**, ITC supported the implementation of its comprehensive National Export Strategy (NES) 2018-2022. This strategy aims to expand the country's export sector and create jobs to contribute to socio-economic development. Having a strategy, however, is not enough to achieve results. These come through implementation.

In 2019, ITC provided technical and advisory support to enable the establishment and operationalization of an institutional framework that guides and leads the implementation of NES action plans. ITC placed particular importance on building the capacity of the Ministry of Industry and Commerce and the Exports Promotion Directorate. An NES Senior Coordination Board was established and led by the ministry and includes



1. GOBI Factory visit, Mongolia 2. Export Strategy first consultation, investment roundtable, Mongolia

representatives of ministries, agencies, and the private sector. Three technical working groups were set up under the board to implement the NES, covering six priority sectors: agriculture (dried fruits and nuts, fruits and vegetables); carpets; precious stones and handicrafts, and; marble and granite. These public-private working groups serve as a platform to raise critical issues affecting the trade competitiveness of the various sectors.

During the 103 activities were implemented in support of NES priority sectors. These activities were executed under some 20 different projects led by national and international partners and covered Kabul, Herat, Kandahar, Nangarhar, and Balkh provinces.

In **Mongolia**, ITC piloted a Trade and Investment Roadmap under the leadership of the Ministry of Foreign Affairs and the Mongolian National Chamber of Commerce. The roadmap provides strategic guidance and practical recommendations at the national level for identifying target sectors and specific actions required to reduce the country's reliance on mineral resources, through the diversification of export products and market destinations. The roadmap identifies eight priority sectors for development, including traditional industries, such as the meat and dairy industries and emerging sectors, such as tourism, renewable energy and information and communications technology. The finalization of the roadmap in 2019 was the result of a process of comprehensive consultations among stakeholders from the public, private sector and development partner organizations, paired with sound interdisciplinary assessments, tailored surveys, analyses and economic modelling.

In **Iran**, as part of the EU-Iran Trade Development Project, ITC supported the development of a National Export Strategy (NES) with the overall goal of limiting dependency on oil receipts, stimulating private sector activity, and increasing

confidence within the private sector. With its vision of 'trade-led resilience, made in Iran,' the NES highlights the potential of trade to contribute to resilient economic growth and focuses on promising sectors in the agriculture, manufacturing and services spectrum – namely medicinal herbs, fruits and vegetables, petrochemicals, auto parts, information and communications technology, and tourism.

ITC provided a combination of advisory and capacity-building services, as well as specialized sector expertise. Throughout 2019, several consultative activities with a broad stakeholder group were held to chart a realistic approach to regional and international competitiveness for each sector.

The finalization and endorsement of the NES are expected in 2020. ITC will maintain its support to key institutions to manage and monitor the implementation of the detailed plans of actions of the NES.

In **Myanmar**, the Myanmar Trade and Investment Promotion project (TIP) aims to build on the complementarity of trade and investment. As part of this project, ITC is supporting Myanmar in the design of a second National Export Strategy (NES), along with seven investment promotion strategies for selected states and regions. A series of extensive consultations was held with more than 750 public and private participants. The meetings generated initial recommendations, detailed plans of action and implementation modalities for twelve focus sectors, as well as sub-national strategic documents to promote inclusive and sustainable economic growth in various states and regions. Together with several functional strategies, such as quality management, the goal is to enable innovation, growth, and diversification of export industries. As part of the NES implementation process, the TIP project is also implementing trade information enhancement initiatives and is piloting logistics industry initiatives to facilitate increased cross-border trade.



3-4. Medicinal herbs, Iran

In **Mozambique**, as part of its Partnership for Investment and Growth in Africa (PIGA) programme, ITC piloted an Investment Targeting Strategy to attract investment from China. The strategy was developed under the leadership of the Mozambique Investment and Export Promotion Agency (APIEX) in collaboration with sector-specific civil servants, the Mozambican private sector and representatives of the Chinese government and business communities. The strategy provides Mozambique with a multi-year roadmap to target new investors and work with stakeholders on the investment climate. It outlines reforms that stimulate industry in agro-processing and clothing manufacture, textile production, cashew processing and fruit processing.

In **Algeria**, ITC helped the government and the private sector to design the first-ever National Export Strategy aimed at diversifying the economy and export markets. The strategy seeks to boost supply and export capacities in four key economic sectors, and to provide small and medium-sized enterprises with cutting-edge trade and business support services to help them connect to regional and global value chains. In the pharmaceutical products and medical devices sectors, the focus has been on achieving world-class quality and drug safety standards and compliance. For the automotive industry, the strategy targets regional and global value chains for car parts and components. The consultations engaged 1,000 public and private sector participants in a national effort to help the country reduce its oil-dependency and offer quality jobs for its young population.

In **Ukraine**, following the success of the Strategic Trade Development Roadmap in 2017, ITC continued its engagement with the design of a comprehensive National Export Strategy (NES) covering five sectors and four trade support functions. The Ukraine NES will strengthen Ukraine's innovation ecosystem to support R&D and the use of science and technology for real market applications. Led by the Ministry of Economic Development, Trade

and Agriculture, the NES attracted strong stakeholder engagement with a total of some 1,500 participants contributing to the consultations.

In **Senegal**, ITC worked with enterprises in the digital sector and the export promotion agency to develop the country's first export strategy for the information technology sector and business promotion organizations as part of the national digital development plan. The strategy is geared toward strengthening the competitiveness of small and medium-sized enterprises by developing support services for the digital ecosystem and leveraging opportunities in international markets.

In **Lesotho**, ITC is working with the Enhanced Integrated Framework and local partners to develop a trade development roadmap. The roadmap aims to expand Lesotho's destination markets and range of products by improving support to small and medium-sized enterprises and attracting private investment in the textile, horticulture and light-industry sectors. Two rounds of consultations involving more than 300 local partners were conducted in 2019.



New online platform APIEX, Mozambique



5. Industry dialogue on trade facilitation for e-commerce development, with China Electronics Chamber of Commerce, Geneva



6. National Export Strategy, Myanmar 7. Investment promotion and facilitation meeting, Myanmar



As **Curaçao** seeks independent membership of the World Trade Organization, ITC and the Ministry of Economic Development initiated a new National Export Strategy. It aims to build resilience for the island by diversifying the economy into value-added and service sectors.

A strategic roadmap for the cocoa sector in **Guinea** focuses on transforming beans into semi-finished and finished products. This initiative has led to new interest by buyers seeking to collaborate in the cocoa supply chain.

In **Sri Lanka**, ITC held 60 public-private sector dialogues on its National Export Strategy, which resulted in 30 new projects and a budget allocation of \$2.1 million from the Sri Lankan Government to put the NES in place.

Youth and trade roadmaps

ITC delivers market-led strategies that aim to raise the skills, employability, entrepreneurship, and management competencies of young people so that they can integrate into the economy.

In **The Gambia**, ITC assisted in the design of a Youth and Trade Creative Industries Roadmap as a part of its Youth Empowerment Project (YEP). The roadmap, which directly supports the country's National Development Plan to empower young people, aims to:

- foster innovation
- strengthen institutional support
- coordinate the development of traditional and new creative sectors
- increase economic value and improve market access through branding, intellectual property protection and promotion

A five-year detailed action plan addresses the most significant constraints. It outlines activities to achieve the overall vision of 'developing Gambian creative industries to foster sustainable socio-economic development through youth empowerment.'

ITC, together with the Ministry of Higher Education of The Gambia, developed a Technical and Vocational Education and Training (TVET) Roadmap as part of the Jobs, Skills and Finance (JSF) programme funded by the 11th European Development Fund. The roadmap builds on eight months of extensive consultation with enterprises, training institutions and public-sector organizations. Together, they helped define the skills required by the country in the coming five years and aligned with the National Development Plan. Based on detailed TVET mapping and diagnostics, the roadmap provides clear strategic direction for reforms to establish market-led, high-quality and accessible technical and vocational education and training, as well as a supplementary apprenticeship system.



YEP creative industry training, Yusgeek radio station



8. National Export of Services, Senegal, developed under the Netherlands trust Fund 9. Creative industry and virtual reality in The Gambia

Trade facilitation

ITC's **Trade Facilitation Programme** focuses on the removal of non-tariff barriers to cross-border trade. It leverages the World Trade Organization's Trade Facilitation Agreement (TFA) to transform the business environment by reforming and simplifying international trade procedures. ITC supports both policymakers to design and implement trade facilitation reforms by overcoming root causes of cross-border bottlenecks, and helps businesses to improve their capacity to comply with the regulatory and administrative requirements and participate in public-private platforms on trade facilitation.

Key results



13 countries established or enhanced trade facilitation portals



15 countries implemented 28 Trade Facilitation Agreement transparency and efficiency measures



Public-private dialogue and advocacy strategies were supported in the Common Market for Eastern and Southern Africa to implement its simplified trade regime for small-scale traders at specific borders

Highlights

In 2019, ITC's Trade Facilitation Programme augmented its offer of support for the ratification, categorization and sequencing of TFA obligations with support for the implementation of TFA transparency and efficiency measures. This shift responds to the evolving needs and priorities of countries as they aim to meet their WTO commitments.

In 2019, ITC intensified its support to establish or enhance 13 trade facilitation portals in beneficiary countries around the world to boost the implementation of transparency measures enshrined in the TFA. In the **East African Community** (EAC), ITC has provided initial support to establish a portal in Burundi. It also strengthened existing national portals in **Kenya, Rwanda, Tanzania, Uganda** and the regional East African Community Trade Portal, with further mapping and new functionalities in the online facility. In West Africa, ITC supported **Burkina Faso** and **Mali** to establish portals and officially launched Mali's portal. ITC also helped **Tajikistan** to launch a portal and assisted **Afghanistan, Jordan, Sri Lanka, and Viet Nam** to set up theirs by providing regular support and quality control.

In 2019, ITC also supported the implementation of specific efficiency measures included in the TFA. ITC solicited business inputs for a systematic review of trade procedures displayed on portals to reduce the number of documents required and the costs incurred. ITC also applied procedural-simplification analysis on portals concerning the regional coffee value chain in the EAC. This work led to the formulation of policy recommendations, and advocacy strategies addressed to policymakers so that they can remove common regulatory and procedural barriers.



10



11



12

10. Greenhouse at Kholo Farming Cooperative, Lesotho © EIF/Simon Hess 11. Greenhouse at Alosang Enterprise, Lesotho © EIF/Simon Hess
12. National Export Strategy, 1st Investment Promotion Strategy consultation, Tanintharyi field visit, rubber production, Myanmar

ITC helped Jordan hold public-private sector consultations on collecting business inputs on TFA measures. ITC also supported the implementation of Advance Rulings (Article 3 of the TFA) by reviewing Jordan's customs code and practices to identify gaps and by drafting and supporting the adoption of legal provisions.

In Sri Lanka, ITC helped introduce a risk management system to improve border procedures by conducting a diagnostic assessment of current practices in the main border regulatory agencies. This work helped identify the gaps in the TFA requirements. It resulted in recommendations on how to improve internal practices to achieve an integrated risk management system.

ITC introduced new tools to support businesses in making their export management processes more efficient and less costly. In Sri Lanka and Afghanistan, ITC coached 57 small and medium enterprises with a new, on-site coaching methodology designed to improve businesses' internal procedures to comply more efficiently with export management requirements, such as mandatory certifications and buyers' standards, customs documentation and processes, and international shipping.

In the Common Market for Eastern and Southern Africa, ITC successfully supported public-private dialogue between policymakers and small-scale cross-border traders, as well as targeted advocacy strategies to implement the bloc's simplified trade regime, particularly between **Zambia** and the **Democratic Republic of Congo**.

Supporting trade negotiations and policy reform

In 2019, the **Supporting Trade Negotiations and Policy Reform Programme** assisted chambers of commerce, investment promotion agencies and other organizations to articulate the views of business and engage with policy processes so that trade negotiations, national policies and regulatory reforms reflected a well-informed private-sector perspective. ITC also worked with policymakers to help them better understand business perspectives in their decision-making processes.

Key results



3 countries supported in WTO accession process



11 countries supported in implementing trade-related policies in line with a negotiated framework (multilateral, regional or bilateral)



11 Investment facilitation materials (including investment profiles, tax compliance guides) developed



13. Advancing Afghan Trade, EU Regulations workshop © David Fox/ITC 14. SME Coaching initiative in Sri Lanka, Rice & Carry © Rice&Carry

Highlights

In 2019, ITC helped developing countries to foster the integration of micro, small and medium-sized businesses in resilient value chains by putting in place policies in line with negotiated multilateral, regional and bilateral frameworks. This assistance aims, in particular, to eliminate non-tariff obstacles to trade.

For instance, ITC worked to equip governments to conduct multi-layered analyses of regulations, procedures and institutions in national and regional contexts to determine the root causes of non-tariff obstacles to trade. In the western Balkans, ITC worked with businesses and governments that are party to the **Central European Free Trade Agreement** (CEFTA) to analyze regional trade in vegetables and iron and steel. This work helped develop policy and regulatory responses to address non-tariff trade barriers impeding regional value chains. It included:

- analyzing trade regulations and procedures against national, regional and multilateral frameworks
- aligning trade documents regionally with the European Union Customs Data Models
- reviewing capabilities of testing laboratories to explore reasons for the absence of mutual recognition of certificates
- developing integrated risk management practices for sanitary and phytosanitary-related compliance institutions

These recommendations also align countries with European Union rules and help advance accession talks for CEFTA parties still engaged in World Trade Organization membership negotiations.

In addition, ITC initiated its support to assist **Myanmar** and the **Lao Peoples Democratic Republic** to implement trade-related policies to reduce trade barriers and deepen economic links with members of the Association of Southeast Asian Nations (ASEAN), and align with:

- ASEAN Economic Community 2025 blueprint
- ASEAN trade in Goods Agreement
- e-ASEAN Framework Agreement

In 2019, ITC supported a series of bilateral public-private dialogues between **Afghanistan** and **Uzbekistan** to ensure the effective implementation of a bilateral trade and transit agreement. The talks addressed policies, regulations and practices restricting trade and investment. A similar approach was undertaken to resolve issues hampering trade between Afghanistan and **Kazakhstan**.

ITC also reached out to businesses and other stakeholders in east and west Africa to enhance their knowledge of the **African Continental Free Trade Agreement**. This engagement will help them anticipate and influence policies, and strategize ahead of enhanced intra-African trade and investment.

ITC assisted Tajikistan and Myanmar in assessing the progress of their trade-related legislation and other measures to prepare these countries for their trade policy reviews due in 2020.

ITC's support in Afghanistan led to the government's endorsement of its first-ever National Trade Policy, which outlines the principles and strategies that will guide the country's integration into global markets.

ITC continued to provide technical support to the government of Uzbekistan to facilitate the country's accession to the World Trade Organization. ITC provided capacity building and tailor-made advisory services resulting in the submission of



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15. National Export Strategy, Textile and Garments, Myanmar 16. Regional advocacy training in East African Community (EAC), Tanzania

a package of documents, including the initial offers on goods and services, by Uzbekistan to the WTO. These documents are required as a next step in WTO accession. Similarly, ITC provided advisory services support to **Sudan** and **Bhutan** for their ongoing WTO accession considerations.

The Supporting Trade Negotiations and Policy Reform Programme continued to support countries in implementing a transparent and predictable domestic regulatory framework to attract and facilitate investment.

For instance, ITC continued to assist countries in enhancing the transparency of their investment facilitation measures with the development of sector-specific investment profiles in **Zambia, Kenya** and **Bhutan**, as well as tax compliance guides for foreign investors in **Ethiopia, Kenya, Mozambique** and **Zambia**.

In **Sri Lanka**, ITC contributed to draft legislation on Consumer Protection, Data Protection and Privacy, and Cybersecurity for facilitating e-commerce.

Finally, ITC continued to contribute to structured discussions on investment-facilitation-for-development at the WTO by providing technical inputs from experiences in the field. It also engaged with specific countries to understand the implications of the ongoing plurilateral discussions. This initiative, co-implemented by ITC and the Bertelsmann Foundation, the German Development Institute and the World Economic Forum, enabled investment promotion agencies from developing countries to share practical insights, experiences, challenges and opportunities.

2019 Funders

ITC Trust Fund Window 1 Funders

Belgium, Canada, China, Denmark, Finland, Germany, Iceland, India, Ireland, Norway, Sweden

Project-specific funders

European Union, United Kingdom of Great Britain and Northern Ireland, Germany, Japan, Switzerland, China, Standards and Trade Development Facility, Finland, DHL, Curaçao, Enhanced integrated Framework, Sweden, Qatar Development Bank, Saint Lucia Trade Export Promotion Agency (TEPA), COMESA, United Nations Capital Development Fund (UNCDF)

CASE STUDY

Tajikistan's Trade Facilitation Portal



The challenge

The Central Asian republic of Tajikistan, landlocked and mountainous, has long faced challenges in trading beyond its borders. Uncoordinated policies and inaccessible information are a constant challenge, especially for small and medium-sized enterprises.

A member of the World Trade Organization, Tajikistan ratified the WTO Trade Facilitation Agreement in July 2019. The agreement aims to make cross-border trade faster, cheaper and easier, and ascribes technical assistance to developing countries such as Tajikistan so that they can implement the agreement and set out shared rules for their cross-border procedures.

Under the agreement, WTO members must establish a public-private National Trade Facilitation Committee (NTFC) to implement effective reforms. In Tajikistan, the existing NTFC was faced with disengaged stakeholders due to inadequate secretarial support, lack of a work plan, and poor monitoring and reporting. Unpredictable trade formalities were also a concern for private businesses in their daily trade activities, making access to information a growing priority.

The solution

To improve the transparency, predictability, and efficiency of trade, ITC worked with the Ministry of Economic Development and Trade and other development agencies to:

- establish an online Trade Facilitation Portal to make all trade-related information accessible as part of Tajikistan's compliance with WTO trade facilitation obligations
- reinforce the NTFC's institutional and operational activities through a permanent technical secretariat to better engage stakeholders and improve coordination

The Trade Facilitation Portal provides step-by-step descriptions of import, export and transit procedures of particular products from a trader's point of view. It displays all the documents and formalities that businesses must submit or collect from each regulatory and border agency in a user-friendly way, and highlights the fees that traders are required to pay.

- ITC worked with multiple government agencies to build the portal's governance structure, including ministries dealing with health and safety standards, customs, and agriculture. This in itself further promoted inter-agency cooperation, extending ITC's support so that:
- the NTFC secretariat collected, systematized, and digitized portal data
- the focal-point agencies updated the displayed information on the portal
- traders navigated the portal's web interface in test mode

A permanent technical secretariat was formed to reinforce the NTFC's secretarial duties, with ITC training staff in how to enhance stakeholder engagement, including by holding better structured meetings, preparing a narrow agenda for focused discussions and designing awareness-raising materials to guide decision-making.

The secretariat also improved its communication with stakeholders and began closer engagement with private-sector representatives to reflect their needs and feedback, and designed a clear implementation plan and monitoring tool. Members of the secretariat were also trained to manage the portal to ensure the platform's sustainability and boost its visibility.

The project fell within the scope of ITC's GTEX programme in Tajikistan which aims to improve the international competitiveness of the country's promising textile and clothing sector.



1. Tajikistan's trade portal 2. Official launch of the portal, Dushanbe, Tajikistan

The results

Tajikistan's trade portal – the first in the Central Asian region – was launched in April 2019. It now comprises 53 groups of products equivalent to more than 2,000 goods.

ITC helped map a total of 714 real steps, 154 laws and regulations, 386 forms and requirements, and a directory of 45 civil servants in direct contact with traders.

Between April 2019 and January 2020, online activity totalled 53,000 visits catering to 10,700 unique users.

For traders, the platform has become an essential tool in cutting trade costs, reducing delays at borders, and increasing the competitiveness of their businesses.

For instance, Rahimjon Khotamov, director of CJSC Shiri Dushanbe, a milk producer, said: 'We produce dairy products and use only natural milk, which makes the shelf life of products relatively lower. We have already joined and are using the new trade portal, which would enable us to export in future, in particular, cheese products with longer shelf life, efficiently.'

Faizali Rajabov, Chairman of the Union of Private Sector Development of Tajikistan, said: 'The portal provides information on the documents necessary for the export products and has become a guide to our textile enterprises, on what document and from which agency one can get, and how much the service costs.'

Thanks to ITC's collaborative efforts with the Tajikistan government, the Tajikistan Trade Portal was recognized as the best platform model for efficient and simplified trade in

2019 by the UN Economic and Social Commission and by the UN Conference on Trade and Development.

The portal is now run by an in-house technical team hosted by the permanent technical secretariat and managed by the Ministry of Economic Development and Trade.

The establishment of a permanent technical secretariat significantly improved NTFC's work programme, planning and coordination. In 2019, the secretariat supported the NTFC in drafting and submitting 22 decrees for approval to the Ministries and the Government of Tajikistan. More than 50 consultations with private and public sectors were also held, producing 22 working group meetings and reports.

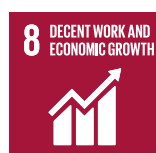
As a result of extensive trade facilitation reforms within the NTFC, Tajikistan's performance in cross-border trade significantly improved.

Tajikistan went from 189th place in 2015 to 106th place in 2019 in the World Bank's Doing Business report. The country was also included in the report's Top 20 of the most-improved economies in addressing critical business climate constraints and simplifying trade across borders.

The future

As a next step, ITC is exploring the possibility of assisting Tajikistan to leverage the existing information on its portal to design simplification reforms in coming years.

ITC is also working to introduce similar trade facilitation reforms and establish portals in other Central Asian countries to promote an integrated trade system in the region.



Funder

Switzerland

CASE STUDY

Afghanistan: NES and new metrology lab



The challenge

Uniting behind the vision of 'peace through prosperity, prosperity through trade,' Afghanistan continues to make progress with reform and improving its ability to make, grow and sell goods and services to boost economic and social development. Afghanistan's priority tradable sectors – dried fruits and nuts, fresh fruit and vegetables, marble and precious stones, carpets and saffron – have the potential to generate significant export revenues. But the metrology laboratory of the Afghan National Standards Authority lacked modern equipment and skills to assess and measure goods against international quality standards to enable exports while obtaining certifications.

The science of measurement is critical for development: for Afghanistan to take full advantage of World Trade Organization membership obtained in 2016, it needed to update and activate its metrology-regulatory system so that food items or other products conform to standards in destination markets.

The solution

Afghanistan's National Export Strategy (2018-2022) – part of the ITC's Advancing Afghan Trade initiative – set priorities on sanitary and phytosanitary (SPS) measures and Quality Management. During the lifetime of the strategy, ITC is providing advisory services and technical assistance to:

- strengthen the institutional infrastructure and core services such as standards development and promotion, certification, legal metrology and calibration
- develop a draft National Quality Policy
- enhance compliance with the World Trade Organization's agreements on technical-barriers-to-trade and SPS measures
- write a roadmap for bolstering the food safety control system

Specifically, ITC provided support to build capacity in metrology, initially by supporting a study tour by Afghan National Standards Authority technicians to the National Physical Laboratory of India in New Delhi.

The mission provided the technicians with the opportunity to experience practices applied by other countries, improve skills and bring back home expertise in measuring equipment and reporting protocols.

The results

In July 2019, officials from the Ministry of Commerce and Industry, ITC representatives and the European Union Ambassador to Afghanistan Pierre Mayaudon inaugurated the Afghan National Standard Authority's new metrology laboratory.

The improved lab is now able to provide accurate measurements that impact the economy, health and safety in Afghanistan. The lab will help Afghan companies to trade more products by ensuring compliance with international standards.

The Afghan National Standards Authority also improved its managerial performance by developing and adopting a 2019–2023 strategy and plan of action, service portfolio in the area of standardization, certification and, in particular, metrology and calibration.

The Afghan National Standards Authority achieved this improvement with ITC advisory support on the development of the law on legal metrology and related regulations, and the provision of capacity building, in-house training and the procurement of equipment.

The opening of the new lab was just one action in setting Afghanistan on a new course of trade-led growth.



1-3. Opening of the Afghan National Standard Authority's new metrology laboratory © David Fox/ITC 4. Food safety training in Delhi, India © David Fox/ITC

The new Afghan National Trade Policy includes plans to remove trade barriers for women-owned businesses.

The new National Export Strategy aims to revitalize Afghanistan's trade sector, particularly the country's small and medium-sized enterprises, so that it creates jobs and increases household incomes. The strategy provides a clear market-oriented vision and identifies concrete actions for the government and development partners to take, and investments to make, that will boost the international competitiveness of Afghan businesses.

The National Export Strategy was designed by analysing specific products and sectors to identify their potential fit at regional and international levels. The sectors were comprehensively examined by probing value chains and using ITC's SME Competitiveness Outlook analytical framework.

In October 2019, the Minister of Industry and Commerce Ajmal Ahmady convened the first meeting of the Senior Board of the National Export Strategy after its endorsement by the government in April 2019. The meeting was attended by government officials, and representatives of the private sector and international development partners including ITC.

The National Export Strategy complements the more-widely focused Afghanistan National Trade Policy, also a plank of the Advancing Afghan Trade project, which was endorsed by the government in early 2020.

'This national trade policy takes centre stage in transforming the direction of the economy's productive sectors toward producing and exporting high value-added products so that the country's full export potential can be realized.' Mr. Ahmady said. 'The policy document outlines the key principles and strategies that will guide Afghanistan's strategic integration into global markets.'

The policy includes, for the first time, plans to remove barriers to trade for women-owned businesses.

'We are hoping that this document will help us to really improve the private sector's access to markets outside, and within,' Manizha Wafeq, president of the Afghanistan Women's Chamber of Commerce and Industry, said. 'And that women-owned businesses will benefit from it.'

The future

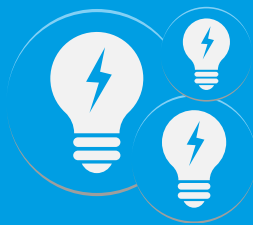
With Phase II of the Advancing Afghan Trade project set to begin in 2020, the European Union and ITC will continue to collaborate and support Afghanistan to build further its capacity to trade through effective quality and food safety-related services such as metrology and certification.

The Afghan National Standards Authority plans one-day awareness workshops on the role and benefits of metrology and calibration services for the private sector in Kabul, Herat and Mazare Sharif. Meanwhile, temperature control equipment, mass calibration equipment, and length and dimensional calibration equipment are being commissioned and installed at the lab.

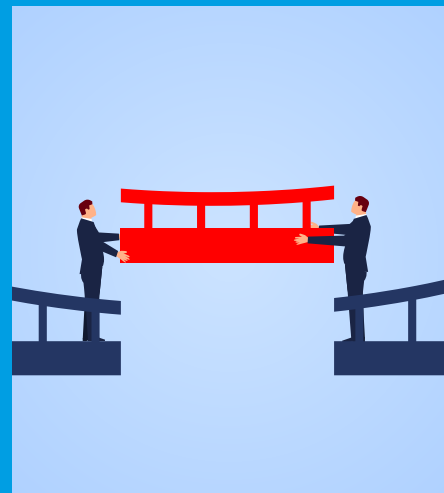


Funder

European Union



Investment Facilitation for Development



The challenge

In September 2015, world leaders ratified the 2030 Agenda for Sustainable Development to serve as 'blueprint to achieve a better and more sustainable future for all.' But the Agenda requires enormous flows of different types of investment into sectors that support the Agenda's 17 detailed social and economic development goals. In particular, foreign direct investment (FDI) plays a crucial role in developing countries.

However, global foreign direct investment remained flat in 2019, at \$1.39 trillion, according to the United Nations Conference on Trade and Development. This performance came against the backdrop of weaker macroeconomic performance and policy uncertainty for investors, including trade tensions. During the 'decade of action' toward 2030, FDI flows – especially sustainable FDI flows – will need to ramp up considerably to make a marked contribution. Governments must be able to identify and remove blockages in the pipeline to allow investors to act.

Such factors as the unpredictability and opacity of regulatory frameworks, red tape and the lack of incentives to contribute as much as possible to sustainable development impede the flow of sustainable FDI to developing countries, beyond economic fundamentals like infrastructure standards, skill levels and the size and growth potential of target markets.

To deal with these challenges, 101 members of the World Trade Organization (WTO) are now discussing a multilateral framework on investment facilitation for development, aiming to 'create a more transparent, efficient, and predictable environment for facilitating cross-border investment.'

The innovative project channels ground-level and analytical expertise to negotiators and promotes public discussions of issues related to investment facilitation for development.

Speaking in 2019, WTO Director-General Roberto Azevêdo said: 'Different countries will have different needs and approaches — but it is fair to say that everyone would stand to benefit from a shared investment facilitation framework that also leaves space for members to address their particular circumstances.'

Trade negotiators and policymakers in developing countries may require assistance in the discussions: they need capacity building to enhance understanding of the issues, and they need greater engagement and information from their private sector to provide inputs.

The solution

The International Trade Centre (ITC) and the German Development Institute (Deutsches Institut für Entwicklungspolitik - DIE) have teamed up to respond to the capacity development needs. They have leveraged their unique expertise, networks and convening power to help build the knowledge capacities of representatives from developing countries, including least developed countries. The innovative project promotes public discussions of issues related to investment facilitation for development.



1-2. Investment Facilitation for Development session at the World Trade Organization

The project delivers three sets of complementary activities.

1. Two focus groups of global experts to marshal global perspectives:
 - **Commentary Group on a Multilateral Framework on Investment Facilitation for Development.** This focus group consists primarily of experts from investment promotion agencies, investment service providers and the private sector, and is organized in partnership with the World Economic Forum. These experts provide ground-level insights for the drafting of the framework.
 - **Expert Network on a Multilateral Framework on Investment Facilitation for Development.** This focus group consists of academic experts who explore legal, political and economic challenges that need addressing to move the discussions forward.
2. Capacity-building workshops for delegates from missions to the WTO showcase best practices for putting in place investment facilitation measures for development.
3. Webinars are organized to provide insights from experts and offer a platform for public dialogue.

With the project serving as a bridge between the private sector and policymakers, small and medium-sized enterprises have a channel to share their needs about policy improvements both in terms of receiving more FDI as well as investing abroad. The project also explores global best practices in promoting principles of sustainable investment, including with corporate social responsibility policies and encouraging foreign investments to adhere to international guidelines of sustainable and responsible investment to contribute more to the development of host communities.

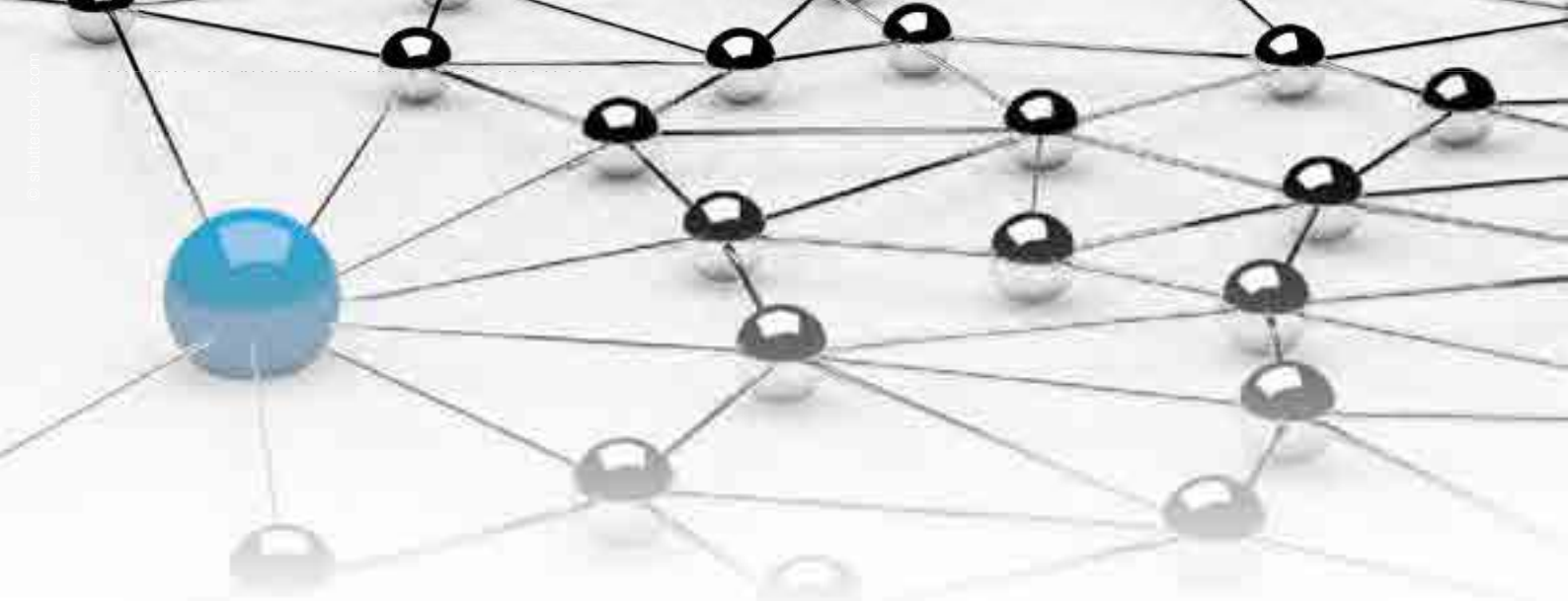
The future

Boosting global FDI is crucial especially in light of the impact of the COVID-19 pandemic. ITC will continue to explore how to provide a space for policymakers, academics, and micro, small and medium enterprises to discuss the importance of investment facilitation for development.



Funders

Canada, China, Denmark, Finland, Ireland, Norway, Sweden



Strengthening trade and investment support institutions

Strengthening Trade and Investment Support Institutions Programme

The **Strengthening Trade and Investment Support Institutions Programme** works to improve the managerial and operational performance of organizations that support business growth and boost cross-border trade.

Such organizations include trade and investment promotion agencies, chambers of commerce, sector associations, women's business groups, co-operatives, incubators and technical and vocational training providers.

With tailored advisory services, assessments and workshops, ITC guides these business support organizations through a process of change, including by improving governance, strategy, performance measurement, service design and connections to other parts of the business support institutional ecosystem.

Key results



460 business support organizations improved managerial and operational performance



> 60 business support organizations assessed for project design and implementation processes, to reduce project risk and improve delivery



25 cooperatives assessed in five countries with the potential to influence the livelihoods of over 2,000 cooperative members of which a majority are women

Highlights

The programme improves the multiplier effect that business support organizations (or networks of organizations) can have on macro, micro and market domains by supporting them to implement and sustain recommended improvements across all dimensions of their work. This support helps small and medium-sized enterprises to join global value chains, attract investors and export successfully.



Strategy and measurement, AGUIPEX, Guinea



1. Assessing performance of a women's spice cooperative using Cooperative Assessment Tool, Tanzania



2. Interview with Edgar Sanchez, Ministry of Trade and Tourism, Peru

ITC's engagement ranged from close, multi-year relationships with organizations to lighter-touch regional workshops and sharing of good practices and advice on online platforms.

In 2019, the programme began work with cooperatives by developing a tool to assess the performance of more than 25 cooperatives in five countries – Zambia, Uganda, Tanzania, Gambia and Kenya. The section further developed methodologies to improve the performance of these cooperatives for the benefit of their members.

Effective ecosystems create value for micro, small and medium-sized enterprises by working as a collaborative arrangement in which business support organizations combine their resources, capabilities and products to offer a coherent, client-oriented solution.

This value cannot be delivered by organizations working independently. Since 2018, ITC has developed a methodology to map and analyse networks of entrepreneurship and business support organizations. This methodology was deployed in 2019 in the Gambia and Bhutan to identify gaps and overlaps in support, to understand the entrepreneur's journey when receiving support and to make recommendations to improve connectedness among everybody involved.

In 2019, ITC revamped and scaled its programme to assist countries to strengthen economic and trade diplomacy by building the skills of foreign trade representatives so that they can improve domestic trade and investment flows.

An innovative manual for foreign representatives was launched and translated into French and Spanish. Based on this new publication, ITC conducted two training sessions for foreign trade representatives in Cambodia and Madagascar for more than 100 participants in 2019.

In 2019, the programme was thoroughly evaluated and the results and findings will set the baseline for 2020.

ITC will continue to build on the results achieved and further adapt its solutions to expand the suite of customized services and methodologies to respond to emerging needs of business support organizations and networks who are seeking scale, efficiency and impact.

2019 Funders

ITC Trust Fund Window 1 Funders

Belgium, Canada, China, Denmark, Finland, Germany, Iceland, India, Ireland, Norway, Sweden

Project-specific funders

European Union, France, United Kingdom of Great Britain and Northern Ireland, Switzerland, Labor Fund Bahrain (Tamkeen), United States, Germany, Netherlands, China Scholarship Council, International Islamic Trade Finance, Corporation, Enhanced integrated Framework, Standards and Trade Development Facility, Saint Lucia Trade, Export Promotion Agency (TEPA), Japan, Marketing and National Import Board of Grenada, COMESA, UNIDO, United Nations Capital Development Fund (UNCDF), Swisscontact, Enterprise Greece, Investchile, Andorra Desenvolupament i Inversio

CASE STUDY

Support for young entrepreneurs



The challenge

Social entrepreneurship offers not only a path for young people to transform their own lives, but also a way to empower others. ITC believes that young social entrepreneurs have a key role to play in contributing to the 2030 Agenda and the Sustainable Development Goals. They are increasingly using innovative business approaches to respond to today's challenges and tomorrow's problems.

In light of this, ITC's Youth and Trade Programme and the Impact Hub network teamed up to support young entrepreneurs with high scalability potential. During ITC's World Export Development Forum in 2017 and 2018, youth-led social ventures from Accelerate2030 were selected to participate in the pitching competition.

The event proved to be a springboard for entrepreneurs such as Michael Ocansey, cofounder of AgroCenta, and Charles Ofori, of Dext Technology. Both entrepreneurs won the competition in their respective editions, and beyond the cash prizes, took advantage of the visibility of the World Export Development Forum and ITC's networks to scale their companies. Michael even won the first prize for Seedstars the year after and won €500,000 (\$540,00).

The success of AgroCenta and Dext Technology following the support of ITC and Accelerate2030 proves the value-added of this partnership.

But it also begs the question: how can this support be scaled to reach more promising social ventures? In addition, how can we leverage the combined expertise of ITC and Accelerate2030 to make more companies scale- and investment-ready?

Entrepreneurship ecosystems are key to making promising social ventures become scale- and investment ready companies.

The solution

For their impact to reach scale, young social entrepreneurs need support. They need enabling business ecosystems that will support their growth and bring their impact to scale. These entrepreneurial ecosystems require the collaboration of different stakeholders as well as specific interventions and programmes supporting innovations to scale. Entrepreneurship ecosystems are also key to making promising social ventures become scale- and investment-ready companies. There is no one-size-fits-all approach in scaling, and growth-stage entrepreneurs will need a tailored approach and expertise. There are also few organizations with the expertise and capacity to work on international scaling.

Supporting young social entrepreneurs is at the heart of both ITC's Youth and Trade Programme and the Impact Hub network. Together, ITC and Impact Hub can use their global presence and expertise to develop a robust internationalization and scaling methodology for social entrepreneurship that is relevant to different contexts.

In 2019, the Accelerate2030 team and the ITC's Youth and Trade Programme joined forces to create a virtual learning space that combines Accelerate2030 sustainable scaling approach to ITC's expertise in business development and internationalisation. The virtual learning space content was co-designed with national coordinators from Impact Hub network coming from 16 countries.



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1. Ye! community 2-3. Upgrade Your Hustle session, South Africa 4. Global Inclusion Award, Saudi Arabia

The future

The Youth and Trade programme and Accelerate2030 are keen to strengthen and deepen the current collaboration to enhance the common support to impact driven entrepreneurs from developing countries.

Building on the lessons learnt from the current collaboration and considering the resources and expertise ITC and Accelerate2030 can bring to targeted entrepreneurs, three main objectives of the forthcoming deeper collaboration have been established:

1. Enhance the capacity of young social entrepreneurs to scale their impact through a targeted scale-readiness programme across more than 15 countries and an international scaling programme.
2. Strengthen the methodology and the capacity of national implementing partners (Impact Hubs) to provide support to entrepreneurs to scale their impact internationally.
3. Improve the business environment for young social entrepreneurs in their respective countries.

This programme will also be highlighted through the Ye! community platform that is managed by the Youth and Trade Programme following its transition from Child Youth Finance International to ITC.

Youth and Trade Programme goes the extra mile

When asked what made the difference in their business, both Michael Ocansey, cofounder of AgroCenta, and Charles Ofori, of Dext Technology mentioned the power of the entrepreneurship ecosystem that supported them.

In 2019, the ITC youth and trade programme has not only focused on supporting ecosystems strengthening by identifying gaps and overlaps in a given business support landscape (Sri Lanka, The Gambia, Bhutan), but also proposing action plans to those who are active in bringing support to young entrepreneurs communities.

This will be continued particularly in the context of the YE! community platform – a platform with more than 15,000 young entrepreneurs and 18 ambassadors – that Child Youth Finance International handed over to the ITC youth and trade programme in November 2019.



Funders

Belgium, Canada, China, Denmark, Finland, Ireland, Norway, Sweden

CASE STUDY

Upgrading cinnamon in Tanzania



The challenge

Few countries can grow and produce high-quality 'true cinnamon' but the United Republic of Tanzania is one. However, its small cinnamon-producing sector is underpowered by a lack of organization and know-how, resulting in low export volumes of low-value cinnamon chips.

ITC worked with the Tanzanian Spices Association (TASPA) to revamp its operations, organize knowledge transfer, update growing and harvesting techniques and meet buyers as part of its Market Access Upgrade Programme (MARKUP). This regional development initiative aims to contribute to the economic growth of the East African Community (EAC) countries of Burundi, Kenya, Rwanda, the United Republic of Tanzania and Uganda.

The quality of Tanzanian spices is intrinsically high. However, there is a lack of technology for post-harvest processes, and Tanzanian spices have struggled to meet the quality requirements to access markets such as the European Union.

The solution

In 2019, MARKUP trained 1,000 Tanzanian cinnamon farmers to produce a better quality of cinnamon quills that can stand the test of the international market. Since Sri Lanka has mastered the art of cinnamon cultivation to command premium prices on world markets, ITC invited the chairman of the Sri Lankan cinnamon training academy to share lessons on improving quality with Tanzanian farmers.

With new management TASPA – the only institution of its kind in the country – was able to draw on its local network

of cinnamon farmers and hold training courses across the country.

The programme's success rested on understanding the needs of the targeted cinnamon farmers. Most of the training was conducted on farms to replicate field processes, and since the buyers help organize the training, the farmers were incentivized.

The results

TASPA's membership increased ten-fold, while exports of Tanzanian cinnamon increased by 350%, reaching an export value of \$700,000 in 2019 compared to \$200,000 in 2018.

The quality of cinnamon exported by the farmers – now in the form of quills -- is estimated at four times the market value compared to the cinnamon chips that they previously produced. Total production of cinnamon in Tanzania more than doubled in 2019.

Tanzanian cinnamon now has a brand with a quality stamp recognized across the market. Thanks to MARKUP, TASPA is now part of the European Spices Association, an invaluable network that will see Tanzanian spices gain even further traction on the international market.

The future

Plans are in place to continue to leverage the project's success, including by expanding crop coverage to cardamom and obtaining ISO 22000 certification. Another aim is to promote organic spice farming in Tanzania, and TASPA will lead the development of a geographical indication for Tanzanian spices.



1-3. Farmers at a training to make cinnamon quills

Introducing Tanzanian spices to the world

Trianon Investments, a processing and exporting company for Tanzanian spices, was officially registered in November 2019. The company aims to achieve \$800,000 in revenues in 2020 and \$2 million in revenues by 2022.

Trianon is a joint venture resulting from the collaboration between Dutch spices expert Mr. Paul de Rooij, from Bapa Trading, and Tanzanian exporters Mr. and Mrs. Edward and Fatima Rukaka of the spice exporting company Companero Farmers.

'Trianon Investments is a dream come true for all of us pioneering new techniques to improve the quality of Tanzanian spices,' co-founder Mr. Rukaka said. 'The dream is to make them globally renowned and exportable throughout the world, while also creating a positive impact for communities here in Tanzania and the industry as a whole.'

Both founders are respected members of the spice industry. Mr. Rukaka is the chairman of the Tanzania Spice

Association (TASPA), and Mr. de Rooij is the president of the Dutch Spices Association.

The Dutch investor put in \$100,000 to upgrade the infrastructure of a warehouse and purchase equipment for processing spices, as well as additional working capital to get the business started. Trials in green cardamom processing, cinnamon scraping and ginger slicing and drying were set for January 2020 with the company ready for business for the cardamom season in February 2020.

The founders said that the support from the MARKUP team would be fundamental to enabling Trianon to become a world-class spice processing company that can improve the livelihoods of smallholder farmers in Tanzania.

'I am very thankful to MARKUP for showing me the potential of Tanzanian spices and introducing me to Edward,' Mr. de Rooij said. 'Being a part of the project gives me the confidence to embark on this new adventure in a foreign country.'



Funders

European Union



Commercial diplomacy in changing times



The challenge

Commercial diplomacy has entered a new era. Doing business across borders is changing fast. Trade and investment policies are changing rapidly, both regional and national. New risks that affect businesses are emerging, from a rise in natural disasters, financial shocks, trade tensions, climate change effect and even pandemics.

The digital economy is profoundly changing how companies work, with whom, and their client base. All of these changes influence how companies navigate international markets. Those who conduct commercial diplomacy, like the businesses they advise, need new ways of working, new skills and new partnerships.

The solution

Continuous learning and change is a hallmark of all successful organizations. The International Trade Centre created **The Commercial Diplomacy Toolkit**, an integrated learning package for commercial diplomacy, to meet the needs of trade representatives and commercial attachés from all backgrounds and experience levels. The toolkit comprises three elements: a guide, e-learning and tailored training workshops.

The **Guide to Commercial Diplomacy** is the pillar of this package. The extensive research and peer review served as a way to explore new trends, tap into networks to assess current challenges, and offer tested suggestions.

The guide tells the story through the perspective of Asha, a French-speaking diplomat from an African country, posted to Europe for the first time.

ITC issued its first guide for trade representatives in 1973, updated it in 2013 and again in 2019.

One of ITC's most popular guides online in 2019, it is available in English, French and Spanish. A unique international reference, it offers insight into the valuable role of national commercial diplomacy. It draws upon the insights of many countries in all regions, and the lead author was the head of a major national trade promotion body, with extensive first-hand experience abroad.

The guide tells the story through the perspective of Asha, a French-speaking diplomat from an African country, posted in Europe for the first time. The guide also offers practical checklists to help trade representatives located abroad, covering most typical situations.

Perhaps most importantly, the guide advises on how to build a strong network. This is often a challenge for trade representatives working abroad. Yet it is the key, more than ever, to successfully delivering a package of services that brings more export sales for their clients, or unlocks new inward investment.



1. *Guide to Commercial Diplomacy* 2. Trade in action © Shutterstock.com 3. Trade fairs and exhibitions are a great way for exporters to visit a new market © Shutterstock.com

The *Guide to Commercial Diplomacy* is the central pillar of new **e-learning courses** on commercial diplomacy, which are free online at ITC's SME Trade Academy.

More than 1,000 participants from over 60 countries enrolled in the Commercial Diplomacy e-learning courses in 2019.

Participants were from more than 80 institutions worldwide, mostly public and private business support organisations or universities. The e-learning courses were in English and French.

A **tailored training programme** for government institutions managing commercial diplomacy is also available in the three languages. Using the *Guide to Commercial Diplomacy* as a springboard for training, these workshops are customised, highly practical and interactive. They combine training on the diplomatic and commercial skills, with refresher training on ITC's market intelligence tools. Experienced commercial diplomats bring their insights and stories from the front line.

In 2019 participants in Cambodia, Madagascar and Nepal explored new ways to build business intelligence and create partnerships to generate trade and investment.

'The training is informative, rewarding, dynamic and interactive,' said Mbola Andrianatoandro, a Diplomatic and Consular Agent for Madagascar's Ministry of Foreign Affairs. 'The sessions gave me a lot of ideas and opened up many perspectives.'

More than 1,000 participants from over 60 countries enrolled in the Commercial Diplomacy e-learning courses in 2019.

The future

ITC is developing a new interactive edition in 2020 to enhance training courses and online learning.

Ministries of foreign affairs and of trade, as well as trade and investment promotion agencies, are finding the package useful. It supports new diplomats as well as current staff by focusing on trade and business skills, including prior to their postings abroad.

Schools of diplomacy and international relations will find the guide a hands-on addition to their curriculum. Business associations, chambers of commerce and line ministries will also benefit from the guide.

Read the *Guide to Commercial Diplomacy* online at www.intracen.org and start with the video of A Day in the Life of Asha, the fictitious trade representative.

For a large group, an exclusive training course on-line can be scheduled to meet specific needs or timelines.



Funders

Canada, China, Denmark, Finland, Germany, Ireland, Norway, Sweden

Connecting to international value chains

Value added to trade

The **Value Added to Trade** programme enhances the ability of micro, small, and medium-sized enterprises (MSMEs) in developing countries to meet market requirements so that they can integrate into local, regional and global chains of production coordinated across geographies.

The programme helps make the businesses more competitive by upgrading sector-level and enterprise-level capabilities to improve the ecosystem in which MSMEs operate at each step of the value chain, as well as building public-private dialogue platforms for widescale transformational change.



e-commerce workshop, Botswana

Key results



2000+ jobs supported in the Tajikistan apparel sector



\$7.5 million in sales for small and medium-sized enterprises in cocoa and yam value chains in Ghana



89% increase in exports for Ugandan tech companies

Highlights

In 2019, ITC worked with a highly varied group of small and medium-sized enterprises, from medium-sized garment exporters and producers and exporters in agribusiness value chains to start-ups in the tech sector and micro-businesses in tourism.

Under the **Global Textile Programme**, 24 beneficiary companies in **Tajikistan** supported more than 2000 jobs. They signed new contracts equalling \$4.4 million, with an average salary increase of 10.5% compared to 2018.

In **Ghana**, as part of ongoing work with the cocoa industry, **Alliances for Action** supported \$7.5 million in sales by producers of cocoa and yams. These deals boosted the incomes of more than 5,000 producers and indirectly contributed to the livelihoods of many more people.



1



2



3

1. Ghanaian cocoa farmer, Emilia Debrah, harvests associated crops from her farm 2. Ghanaian cocoa farmer, Dorcas Koomson, uses a climate-smart agroforestry system 3. Bifriens Investments (BIF) company, ICT & Innovation, Uganda

More importantly, this involved the widespread adoption of dynamic agroforestry techniques that have increased competitiveness and sustainability.

In **East Africa**, Value Added to Trade interventions supported more than \$8 million worth of export contracts in avocado, cocoa and spices with many new buyer relationships. Work with the tech sector gained momentum during 2019, with work covering ten countries and more than 300 enterprises.

In **Uganda**, for instance, Value Added to Trade supported an 89% increase in export sales for tech companies while supporting 1,800 knowledge jobs.

Also, Value Added to Trade teams developed new tools including #360Diagnostics for start-ups, new approaches to investment, including developing business angel networks, and promoted access to barcoding to ensure product traceability.

Key results



> 1000 entrepreneurs, at least 50% of which women, demonstrated increased knowledge and skills in e-commerce



10 institutions in Central America and Rwanda improved their capacity to support local enterprises achieve success in e-commerce



> 100 small and medium enterprises across Central America and Rwanda implemented a change to their business to better conduct e-commerce

ecomConnect

E-commerce is fast becoming a significant channel for international trade and one that can open new possibilities for the economic growth of developing and least developed countries.

However, small businesses from these countries are often excluded from e-commerce due to the limited availability of international payment solutions, affordable and reliable logistics services, and suitable technologies, on top of legal and regulatory barriers, insufficient skills and a lack of financial support.

ITC's **ecomConnect programme** (formerly 'E-Solutions') actively supports small businesses through its training programme, research and facilitation of innovative solutions, collaborative structures, partnerships and digital tools and technologies.



Women in e-commerce: Ms Karla Ibarra Mejia, Caite Velas company, Nicaragua © Mauricio Misle/ITC



4. Uganda Fintech Summit 2019, developed under the Netherlands trust Fund

5. e-commerce workshop, Botswana

Highlights

In 2019 the ecomConnect programme launched an online platform at www.ecomconnect.org for professionals from developing and least-developed countries.

The platform brings together micro, small and medium-sized companies, start-ups, organizations and business experts in e-commerce to build-up connections with e-commerce businesses and experts for shared learning and networking. The platform includes tools to assess business maturity for e-commerce, a pricing calculator to evaluate the fees and costs associated with selling on international online marketplaces and a 'marketplace finder' to identify suitable business-to-consumer online markets in Africa.

In **Central America**, ITC worked with local partners – at the regional level with La Secretaría de Integración Económica Centroamericana (SIECA) and trade support institutions in Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua and Panama – to connect women-led businesses to international online markets.

In a structured programme of workshops during the year, a group of up to 33 coaches from across the region acquired essential skills: market research, digital content creation, understanding marketplaces and payment solutions. Each of these learning cycles was interspersed with fieldwork, during which up to 215 women-led companies received individual coaching.

Work with the most advanced enterprises in Central America showed how they could optimize their websites and marketplace stores and leverage digital promotions to drive traffic. The programme adopted an 'e-lab' lean start-up methodology that combines testing, measuring and learning. By testing different online channels and digital marketing techniques, and measuring the performance, the more advanced companies can develop their e-commerce strategy and share lessons learned with beginners.

Business partnerships with eBay, Etsy, PayPal, Payoneer and DHL have offered the women in Central America favourable deals and engaged the partners in promotional exercises. These partnerships have been extended to other regions – notably Kenya – and discussions are underway to support more countries and projects. More than 100 women business owners in Kenya received training in e-commerce, and their products were listed on a portal jointly developed with eBay – 10 of these firms made their first international sales online with exports to 20 countries.

In **Rwanda**, ITC, together with the Rwanda ICT Chamber, trained more than 700 small and medium-sized enterprises in e-commerce topics. A group of 13 trained and certified coaches delivered intensive coaching to 50 enterprises for six months. Partnerships were established with DHL for international transport, the National Post Office for domestic shipments and with Ecobank for online payments. A centralized e-commerce service centre was built, opened and connected to a network of 25 distribution points across Rwanda.



Women in e-commerce: Ms Mariana Murga, Del Palomar company, Guatemala © Mauricio Misle/ITC



6-7. e-commerce workshop, Kenya

In **Senegal, Vietnam, Mexico, the United Arab Emirates, Kenya, Bangladesh, Nigeria and Ghana**, ITC deployed a new set of advisory solutions for businesses in the services sector (information technology, business support organizations and tourism), textiles, agribusiness and handicrafts. The activities were a mix of workshops – conducted on site and online – and digital audits of selected companies to improve their web presence and visibility toward international markets.

In **Qatar**, ITC worked with 50 small and medium industrial manufacturing firms to help them understand the requirements and opportunities of business-to-business marketplaces. The best five were listed and promoted on Alibaba. A further group of 10 firms is being prepared for the platform. Other firms received specific advisory services on developing their processes for online orders. They were also able to benefit from a new e-learning course on the topic.

2019 Funders

ITC Trust Fund Window 1 Funders

Belgium, Canada, China, Denmark, Finland, Germany, Iceland, India, Ireland, Norway, Sweden

Project-specific funders

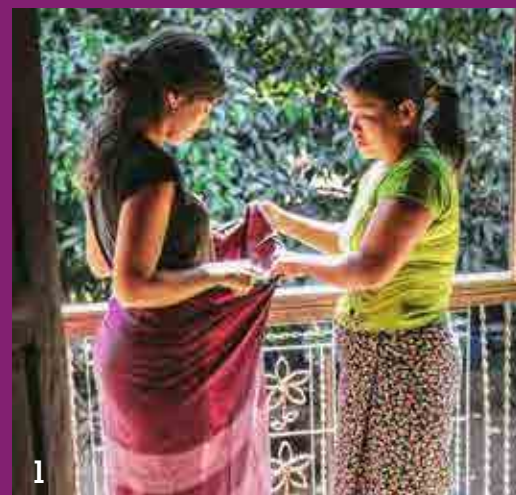
European Union, Netherlands (the), Sweden, Switzerland, Germany, United Kingdom of Great Britain and Northern Ireland, Qatar Development Bank, International Islamic Trade Finance Corporation, IOM, Enhanced integrated Framework, One UN Fund, Standards and Trade Development Facility, Japan, United States, Chocolats Halba/ Coop, Genossenschaft, UNDP, FAO, China Scholarship Council, UN Peace building Fund, UEMOA, African Export Import Bank, UNIDO



Women in e-commerce: Weavers working for Maya Loom company, Guatemala © Mauricio Misle/ITC

CASE STUDY

Expanding inclusive tourism in Myanmar



The challenge

After 2013, when the Republic of the Union of Myanmar opened certain areas to tourism, the number of international arrivals skyrocketed. Tourists flocked to see an undiscovered country boasting a rich cultural heritage.

By 2016, tourism supported around 1.6 million jobs or 5.7% of the workforce, and generated 6.6% of GDP (\$2 billion), up from 3.6% in 2011. The boom drew primarily rural, poor and marginalized people into tourism value chains, with massive multiplier and positive spillover effects on other economic sectors.

The government adopted the Myanmar Responsible Tourism Policy (2012) and Tourism Master Plan (2013-2020) to avoid any damage from haphazard growth and for tourism to deliver 'broad and equitable social, economic, and environmental benefits' to the people of Myanmar.

The solution

ITC's Inclusive Tourism in Myanmar project, supported by the Netherlands Trust Fund Phase IV, assists Myanmar to reach its tourism policy goals. The latest phase, running until June 2021, fosters economic opportunities by developing sustainable tourism products in the coastal Tanintharyi Region in southern Myanmar between Thailand and the Andaman Sea. This phase also consolidates previous work done in Kayah State in eastern Myanmar.

Following the successful Kayah model, the value-chain approach was adopted in Tanintharyi in 2019. Tourism service providers (including local guides, ground-handlers, hotels and restaurants) were trained to increase the quality of services sold by tour operators and directly to tourists.

The results

In 2019, in Loikaw (capital of Kayah) and Dawei (capital of Tanintharyi), tourist-related income for small and medium-sized enterprises and tourism service providers increased by 28% compared to 2018, with a 13% increase for women entrepreneurs and 5% increase for young people with tourist industry jobs.

Small firms and individual tourist service providers increased their competitiveness in both Kayah and Tanintharyi by undertaking a wide array of capacity-building activities from product development to quality management and marketing and branding.

In the first half of 2019, as many as 75 local informal service providers engaged tourists in community guiding, catering and artisanal workshop experiences in Kayah villages. Of these, almost 50 were women.

In 2019, nearly 40 new jobs were created in Kayah villages: income doubled in Htay Kho and Pan Pet villages, and by 24.5% in Hta Nee La Leh village. Overall, tourist arrivals in Kayah increased by 6% between 2018 and 2019, with international tourists rising by 27%. Tourist arrivals increased by 106% and 101% in Pan Pet and Hta Nee La Leh, respectively.

In Tanintharyi, new cultural tours, run in part by 48 new tourism service providers (of which 28 are women), began receiving tourists and earning money in November and December 2019. Exciting new experiences developed in Tizit and Kha Lone Htar villages included:

- Traditional Welcome Snack and Home Visit
- Fisher Life Greeting Gallery
- Hands-On Fisher Life Experience
- Sunset Beach Picnic in Tizit
- Nature Trail and Forest Picnic in Khalone Htar
- Vintage City House Walking Tour in Dawei



1. Trying a traditional Daweian dress in Tizit village © Mingala Boom Creative/ITC 2. Sunset Beach picnic by Tizit cooking group © Mingala Boom Creative/ITC 3. Community members of the Tizit village, Tanintharyi region © Mingala Boom Creative/ITC

In January 2019, following an agreement between Myanmar, ITC and the United Nations World Tourism Organization, work on tourism statistics began by training officials in the Ministry of Hotels and Tourism, the Myanmar Central Bank, the Central Statistics Organization and the Immigration Authority. Nearly 100 representatives, 40% of whom were women, were coached in tourism statistics, expenditure, data processing and reporting, as well as setting up an inter-institutional statistics platform. The Ministry of Hotels and Tourism modified its border survey questionnaire as a result.

In 2019, marketing and branding activities focused on:

- Updating and producing new regional marketing communications for Kayah and Tanintharyi, and refreshing materials about other regions participating in the International Tourism Borse (ITB) in 2019
- Piloting digital marketing for Kayah with officials of the Ministry of Hotels and Tourism and local tourist businesses. Officials from Tanintharyi participated before the pilot is replicated there in 2020

Kayah is now a learning centre for inclusive tourism. In May 2019, a delegation from Myanmar's western Chin State visited Kayah, and 60 participants went on study tours

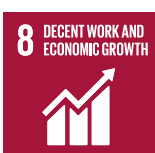
to ITC-supported villages. ITC-trained trainers can now run study tours and provide training in inclusive tourism.

Thirty Kayah craft producers, almost all women, were trained in marketing, product development and pricing. Additionally, hotels, restaurants and bars in Kayah learned how to incorporate local crafts into their décor to increase sales for craftspeople. ITC also organized a craft market as part of the National Conference on Communities and Tourism, with about 300 participants from Myanmar.

A systematic follow-up survey in June 2019 resulted in six new tour operators starting to sell ITC-developed products in Kayah State.

The future

The project is now working toward strengthening and establishing market linkages involving Myanmar and international tour operators as more products get going in Tanintharyi Region while digital marketing activities will be ramped up.



Funders

The Netherlands

CASE STUDY

Liberia leverages regional value chains for cocoa



The challenge

Unlike many of its neighbouring West African nations, Liberia is not known as a traditional mainstream producer of cocoa beans. It produces about 10,000 metric tons of cocoa beans a year, just 0.2% of world production. While this figure seems minuscule, up to 40,000 smallholder farmers in Liberia produce cocoa and rely on the crop for income and food security.

Despite the vital role cocoa plays, incentives and opportunities for producers to benefit from growing and selling cocoa beans are few. A sizable gap in production skills and a lack of reliable market access hampers the development of the sector.

Significant strides have been made to revive the cocoa sector since the Second Liberian Civil War ended in 2003. Farmers are organizing cooperatives to respond to market demands. However, Liberian cocoa is heavily discounted on the world market due to quality concerns, and very little value-addition takes place to take advantage of a growing global demand for single-origin, traceable cocoa products.

The response

In 2019, farmers and cooperatives worked with ITC's Netherlands Trust Fund Phase IV Mano River Project to help them position Liberian cocoa in the niche, single-origin market segment.

The project, delivered using the ITC Alliances for Action (A4A) model, supports farmers and cooperatives to innovate, develop value-added products and identify local and regional market opportunities.

The project addresses cocoa quality and productivity by implementing Good Agricultural Practices (GAP), stepping

up climate-smart production, and boosting crop and income diversification efforts. Importantly, the project also supports enterprises to enter regional partnerships to make more sophisticated products from cocoa.

The results

In 2019, Arjay Farms, a woman-owned business in Liberia, joined A4A to work with Niche Cocoa, a Ghanaian chocolate manufacturer. Together, they produced the first-ever chocolate bar made in Ghana from Liberian cocoa beans.

The entire effort involved 75 Liberian women cocoa farmers to supply the cocoa beans. The endeavour broke the isolation of cocoa farmers, in particular women, and opened a path to market. As a proof of concept, this unique, groundbreaking Liberia cocoa chocolate bar was presented at ITC's Joint Advisory Group meeting in Geneva in July 2019.

The future

The project continues to support Arjay Farms and five cooperatives to teach farmers skills in Good Agricultural Practices (GAP), climate-smart agriculture and crop and income diversification.

All the lead farmers participating in this initiative are women. They have established 15 nurseries for cocoa plants that were due to be planted out in June 2020. They are leading the effort to replicate the skills acquired to other members of the cooperatives.

Josephine Francis, CEO of Arjay Farms, said the work 'should address the equal participation of women at national, regional and international levels and their sustainable development priorities and needs.'



1. Cocoa beans 2. Niche chocolate packaging for export © Nana Acquah/ITC 3. Niche chocolate bars made in Ghana © Nana Acquah/ITC 4. Dorcas Koomson, lead cocoa farmer, Kuapa Kokoo Cooperative, Ghana © Nana Acquah/ITC

Alliances for Action work on cocoa in Ghana

Outdated farming techniques in Ghana's cocoa sector no longer conform to the environmental standards that corporate buyers favour as their customers demand more sustainable goods. ITC is working in Ghana to link new climate-smart techniques to fair pricing to achieve positive environmental and social impacts for 33,000 smallholder cocoa farmers and their families.

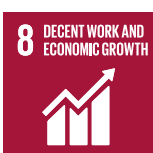
Using the Alliances for Action approach to public-private partnerships, ITC and its partners have worked together to achieve transformative and inclusive impact by:

- improving income diversification
- establishing market linkages
- adopting climate-smart agricultural practices such as carbon insetting

Thousands of farmers in Ghana who are members of Kuapa Kokoo Farmers Union (KKFU) are replicating these techniques with partners, including Chocolats Halba, Niche Cocoa, the Max Havelaar Foundation, Fairtrade Africa, the Yam Development Council of Ghana, WWF and the government of Ghana.

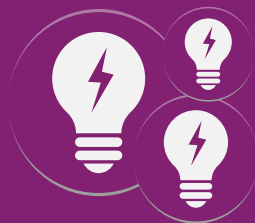
Key Results

- \$7.5 million sales of cocoa and associated crops – with an accompanying \$980,000 of Fairtrade Premium
- Carbon-insetting in the Coop-Chocolats Halba-KKFU supply chain equivalent to 75,000 tons of carbon dioxide by 2030
- Nearly 570 KKFU farmers directly reached with capacity building and market linkage support, impacting more than 3,400 people
- Niche Cocoa produced value-capturing chocolate bars from cocoa sourced from KKFU farms



Funders

The Netherlands



Boosting online sales for women-led handicrafts firms in Central America



The challenge

Central America is renowned for its rich handicraft traditions, from unique textiles to distinctive jewellery. There are small businesses all over Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua and Panama engaged in making and trading such goods. Women often own these businesses and employ women workers, and their income is vital for their families and communities.

Meanwhile, market demand for handmade products is rising as consumers in markets such as Europe, Japan and the United States become more aware of the existence and value of owning things that are not mass-produced. People are prepared to pay more for handmade goods and cherish being able to purchase them directly from the people who make them.

The increasing ease and availability of e-commerce has catalysed this increased demand of local handmade products for the gifts industry. It has opened international markets for micro, small and medium-sized enterprises (MSMEs) in developing countries – including in Central America, where market studies conducted by the Secretaría de Integración Económica Centroamericana (SIECA) revealed that only 35% of the artisanal products reach international markets, mainly the United States.

The solution

ITC and SIECA joined up to develop the project 'Linking Central American Women Business Enterprises with the Global Gifts and Home Decoration Market', launched in late 2018.

E-commerce is particularly relevant for women entrepreneurs, who can operate from their homes and family businesses. ITC research into the Central American craft sector revealed that although 80% of the people working in this sector were women, they owned only 25% of businesses. By focusing on connecting women producers to online markets, the project

ITC trained coaches who work within local institutions to advise 200 women-led handicraft businesses to sell their products online.

seeks to provide economic opportunities for these women and ultimately address the gender imbalance.

In 2019, ITC trained coaches who work within local institutions to advise 200 women-led handicraft businesses to sell their products online.

The first e-commerce workshops took place in El Salvador and Panama for institutions from Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua and Panama. The content focused on export business management, market research and e-commerce strategy to deepen the analysis of online market potential and the selection of key export products and markets.

The institutions included:

- Cámara de Industrias de Costa Rica (CICR)
- Organismo Promotor de Exportaciones e Inversiones de El Salvador (PROESA)
- Asociación de Exportadores de Guatemala (AGEXPORT)
- Cámara de Comercio e Industria de Tegucigalpa in Honduras, Asociación de Productores y Exportadores de Nicaragua (APEN)
- Dirección de Comercio Electrónico del Ministerio de Comercio e Industrias de Panamá

Throughout a week of learning, the local coaches had the opportunity to understand the importance of e-commerce, identify online channels and barriers to access them as well as the cost and revenue structure, and the pricing of products for the international markets, among other topics.



1. Ms Rubiela Barnett, Olua company, Panamá © Mauricio Misle/ITC 2. Ms María Isabel Montoya Duarte, Nicahat company, Nicaragua © Mauricio Misle/ITC 3. Ms. María Elena San Martín Bendaña, Nictel Ceramics company, Honduras © Mauricio Misle/ITC 4. Ms Gabriela Flores, Decoart by Gaby company, Honduras © Mauricio Misle/ITC

More regional workshops covered such topics as creating quality content for e-commerce, listing on international online marketplaces such as Etsy, eBay and Amazon Handmade, developing and optimizing e-commerce websites and managing online payments.

After each workshop, the coaches train the women-led businesses and advise them individually to support them in the export of their products through online platforms. The objective is to enable women-led handicraft businesses to develop a long-term strategy for selling their products in international markets through digital channels.

In addition to the workshops, ITC organises several e-labs to provide specific support to the most advanced companies. The e-labs combine testing, measuring and learning. By testing different online channels and digital marketing techniques, and measuring the performance, the more advanced companies can develop their e-commerce strategy and share lessons learned with beginners.

Initial e-lab results:

- 48 online orders from the US, Switzerland, Puerto Rico, UK, Italy, Austria, Russia and Guatemala in six months
- 15,403 visits of webshops, eBay and Etsy stores in six months
- 855 products listed on eBay, Etsy and websites in six months
- 3000 new Instagram followers in six months

Private sector partners such as eBay, Etsy, PayPal, Payoneer and DHL support the project with preferential rates as well as technical training or assistance.

Launched ahead of Christmas 2019, the eBay Central America Hub promoted a unique selection of jewellery, textiles, ceramics, leather and wood products – handmade by more than 45 Central American artisans and designers enrolled in the ITC / SIECA project. With the Central America Hub, eBay enables the women entrepreneurs to promote their products beyond domestic markets, potentially reaching millions of new customers around the world.

Some of the women-led businesses also opened stores on Etsy or developed their own webshop to promote their unique handmade pieces.

‘With targeted online campaigns and continuous tracking of the sales metrics, I will be able to successfully promote my brand abroad, especially in the United States,’ Soledad Borel of Soledad Art Jewellery, Costa Rica said. Thanks to training provided by ITC, eBay, PayPal, Payoneer and other partners, she is prepared to promote her brand abroad.

Online sellers such as Soledad Borel are becoming micro multinationals, which not only think across borders, but also have the tools to export and conduct business across borders.

The future

While activities in 2019 focused on identifying and selecting key export products and markets and opening and optimizing online sales channels, in 2020 the project will focus on using different digital marketing techniques to drive traffic to online stores and generate sales.



Funders

European Union



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Promoting and mainstreaming inclusive and green trade

Empowering women to trade

The **Empowering Women to Trade Programme** contributes to poverty reduction, economic growth and the economic empowerment of women with its SheTrades initiative. SheTrades aims to increase the participation of women in trade, raise the value of the international business they transact and diversify the markets they access.

Key results



Commitments to connect **1.5 million** women to markets with the SheTrades initiative against a target of connecting three million by 2021



\$145 million in business leads generated for women-owned businesses



> 3000 new jobs created, with 70% of new jobs going to women



50 Business Support Organizations across the African continent supported to empower women to benefit from the African Continental Free Trade Area (AfCFTA), leading to **44 new policy recommendations**

Highlights

In 2019, ITC's SheTrades initiative trained more than 10,000 women entrepreneurs to improve the international competitiveness of their businesses. Many of them participated in trade fairs and business-to-business events, generating \$145 million in business leads.

SheTrades continued to shape the global trade and gender agenda through its thought leadership and technical assistance on the Buenos Aires Declaration on Women and Trade. SheTrades co-hosted a seminar on financial inclusion with regional development banks as well as leading Trade Impact Group coordination meetings of the International Gender Champions leadership network. In addition, a ten-course series on Business and Leadership for Women in the Tech Sector was developed with the EQUALS initiative.

In 2019, ITC produced a report called From Europe to the World: Understanding Challenges of European Businesswomen, commissioned by the European Union Directorate-General for Trade. The report surveyed over 1,100 firms across 12 European Union countries to create a more complete picture of the challenges and opportunities that exist for women in trade. The report captures the links between women, companies they lead or work for, and trade outside the EU. This data helps decision-makers to include the gender dimension in free trade agreements.

A new project aimed at empowering women-owned businesses to benefit from trade opportunities created by the African Continental Free Trade Agreement (AfCFTA) was launched in 2019. Women's business associations from more than 40 African countries, representing almost one million African women-owned businesses, received training about the AfCFTA and provided their perspectives



1. SheTrades Invest, Uganda 2. SheTrades West Africa, Sierra Leone

on the gender-specific needs of women-owned businesses in their countries. More than 40 sector-specific policy recommendations to advance women's economic empowerment and promote inclusive trade policies were developed.

Work on developing an innovative digital policy tool, **SheTrades Outlook**, continued in 2019 with the engagement of 25 Commonwealth countries. Data collection was completed in 18 countries (Australia, Bangladesh, Canada, Fiji, The Gambia, Ghana, Jamaica, Lesotho, Malawi, Malaysia, Namibia, Nigeria, Rwanda, Samoa, Sierra Leone, Seychelles, Sri Lanka, Uganda) and 45 best practices from across Commonwealth countries were collected and included in SheTrades Outlook.

SheTrades Outlook findings supported the Ministry of Trade and Industry of Ghana to mainstream gender into the implementation plan of its policy on micro, small and medium-sized enterprises. This work resulted in the development of a concrete action plan that compiled inputs from different stakeholders and regions. In Bangladesh, SheTrades partnered with the Business Initiative Leading Development to formulate recommendations to increase women's participation in public procurement and e-commerce.

In 2019, SheTrades expanded its in-country footprint with the launch of the **SheTrades West Africa** project. Funded by the Republic of Korea, the project aims to improve the livelihoods of 10,000 women farmers in Guinea, Sierra Leone, Ivory Coast, and Liberia. It aims to develop the competitiveness and inclusiveness of the sectors they work in and establishing new market linkages.

SheTrades Commonwealth, which aims to bolster economic growth and job creation in Bangladesh, Ghana, Kenya and Nigeria, built the capacity of more than 3,000 women business owners and their firms. Just over 800 of them met with international buyers and conducted almost \$8 million in business. The project created more than

3,000 new jobs, 70% of which went to women in agriculture, and the textiles and apparel sector.

SheTrades Gambia trained 36 women business owners to change their business practices in quality, packaging and accessing market opportunities. Fourteen of them were supported to participate in national and international trade fairs. SheTrades Zambia helped 120 women entrepreneurs enhance their business and export strategies, and boost financial inclusion, with six companies entering into commercial agreements with buyers.

SheTrades and partners continued to deliver in 2019, with partners providing 37 training sessions for more than 2,000 women entrepreneurs. In addition, eight new partnerships were formalized in 2019, including with VISA to foster financial inclusion of micro, small and medium-sized enterprises and women entrepreneurs, and Mary Kay to foster female entrepreneurship through the creation of online modules and in-country activities.

eBay and SheTrades provided in-depth training to 236 women entrepreneurs on digital market skills, mentoring on digital commerce and a full-fledged eBay shopfront for one year for 50 women entrepreneurs.

Through the SheTrades and UPS partnership, technical assistance was delivered in Mexico, United Arab Emirates, Nigeria and Viet Nam with webinars attended by more than 700 participants. In addition, UPS experts provided technical content for SheTrades Virtual Learning Space making the material available to all companies registered on SheTrades.com.

Maersk delivered a series of four webinars, focusing on container and digital logistics. The webinar series had over 1,300 registrations, and 430 participants from 57 countries took part.

The first **SheTrades partnerships meeting** was held in Addis Ababa, Ethiopia in November, as part of the SheTrades



3. SheTrades West Africa, Cashew farmer in Sierra Leone 4. SheTrades Commonwealth, Textile and Apparel workshop, Ghana

Global event. Sixty-two partners of the initiative came together and shared experiences and best practices resulting in the creation of a shared vision for 2030 and a cohesive action plan.

SheTrades Invest delivered in-country boot camps in Nigeria, Rwanda, Uganda and Zambia and a series of online webinars, training 755 women entrepreneurs on topics such as business model canvas, financial instruments, managing your investment, pitching, business plans, and negotiations skills. To date, 150 small and medium-sized enterprises have been introduced directly to impact investors.

SheTrades Global, the programme's flagship event, took place in Addis Ababa, Ethiopia, in November as part of the African Union's African Industrialization Week. Representatives of women's business associations presented the key outcomes of the AfCFTA workshops. Governments, institutions and private sector partners shared experiences and best practices on improving women's access to finance, the digital economy, and logistical services.

In September 2019, the **SheTrades Virtual Learning Space** went live with 20 modules available in English and Spanish. In addition, five modules in logistics, available in English, Spanish and French, were co-created and funded by SheTrades partner UPS.




SheTrades.com and mobile apps were updated to respond faster to low-quality internet connections and facilitate networking between buyers and sellers. As part of ITC's mainstreaming initiative, a gender mainstreaming guide was developed and launched to ITC staff in the last quarter of 2019.

Poor Communities and Trade Programme

The **Ethical Fashion Initiative** (EFI) is the operational arm of the International Trade Centre's Poor Communities and Trade Programme. This programme aims to reduce global poverty by involving micro-entrepreneurs in the developing world through international and regional trade.

The EFI connects marginalized artisans from the developing world – mainly women – to international fashion houses for mutual benefit. In doing so, the EFI harnesses fashion as a vehicle for development. Artisans can earn a living wage and take control of their lives by producing coveted fashion goods for the global luxury fashion market. The EFI provides the rising generation of fashion talent in Africa and Central Asia with mentors that help grow their brands and encourage the forging of fulfilling business relationships.

Key results

-  2,492 jobs created for artisans and in food processing
-  1,500 people offered employability training, capacity building and skill development
-  16 social enterprise partners – 14 in central Asia and two in Africa
-  1.2 million people digitally engaged – 57,400 on Instagram (10,500 followers gained in 2019) and website engagements up by 50% percent on 2018



5



6

5. UPS partnership at SheTrades MENA, Dubai 6. Ethical Fashion Initiative, Côte d'Ivoire © Magic Studios48/ITC

Highlights

The EFI continued to register impressive results, mainly from projects in Africa and Central Asia. Working in highly fragile conditions, the EFI manages a portfolio of three major projects in the fashion and lifestyle industries. Areas of work include sustainable fashion, fine foods, cultural identity building and sharing business initiatives.

In 2019, the EFI worked with more than 2,400 clients, including returnees, internally displaced people and potential migrants mobilized through a business model with a social enterprise at the centre. With the EFI, social enterprises show increased market knowledge and awareness about business opportunities. This demand-driven framework enabled the EFI to develop new systems for building capacities by undertaking technical-learning missions, discussions with buyers, and training programmes to upgrade production processes.

In 2019, the EFI offered training to 1,500 artisans increasing their employability, productivity and consequently their income levels. A significant number of trained beneficiaries reported improved incomes. The training courses have a multiplier effect, increasing salaries for micro-producers and incentivizing higher production standards.

The EFI also worked with the United Nations Alliance for Sustainable Fashion to coordinate sustainable fashion efforts better by exchanging information, data and resources more effectively. This work can change the path

of fashion from a social, economic and environmental concern to a driver to achieve the Sustainable Development Goals. Under the stewardship of the EFI, this work led to:

- A significant event in Nairobi that resulted in a draft proposal to establish the United Nations Alliance for Sustainable Fashion Facility in Shanghai, China
- The creation of a co-Secretariat for a term of three years from 2019 to 2021

Afghanistan

In 2019, there were significant successes for the EFI Afghanistan project. Three new social enterprises joined the project – Saleh Fine Silk, Shekiban Spinners Association and Women Growers Association – bringing the total number of Afghan social enterprise partners to nine, up from six at the beginning of the year.

The new social enterprises have enabled the project to create and support 1,430 jobs for Afghan returnees, internally displaced people and potential migrants, as well as generating wealth and improving the quality of life for Afghan communities. The arrival of a new industrial partner, Tarsian & Binkley – an Afghan apparel specialist with civil society roots – will enable the project to offer international clients higher volumes of garments while maintaining excellent quality standards.



7. Ethical Fashion Initiative, Tajikistan © Big Style Media House/ITC 8. Ethical Fashion Initiative, Weavers, Burkina © Big Style Media House/ITC

The project was able to involve significant numbers of Afghan internally displaced people, returnees and potential migrants in the value chains for silk, saffron, dried fruits and nuts. It has also been able to expand decisively in rural areas, thanks to its strong partnership with the Afghan non-governmental organization RAADA. The project continued to benefit from its collaboration with other United Nations agencies such as the office of the United Nations High Commissioner for Refugees (UNHCR) for training returnee photographers.

Market integration activities have been met with success beyond initial expectations through the generation of more than \$2,800,000 in sales. Results have also been excellent in terms of private investment in social enterprises, with approximately \$698,000 leveraged. Buyer engagement was enhanced: a top Italian manufacturer of silk products for global luxury brands now sources from the EFI's rural women silk farmers; specialty spice retailers are partnering with ethical saffron businesses to develop saffron tea mixes, saffron honey and other saffron based value-added products. Consumer engagement was increased with a theatre show attended by more than 1,000 people in Brussels, Belgium, in June 2019.

Burkina Faso, Mali and Côte d'Ivoire

In Burkina Faso, EFI partner Commerce et Artisanat pour le Bien-Etre Social (CABES) benefited 566 people in the first tier and a network of 790 beneficiaries in the second tier. A total of 1,419 metres of fabric was produced for international customers by artisans in Ouagadougou and Bobo Dioulasso, 79% of whom are women. The EFI facilitated the introduction of professional artisan cards, which granted 344 artisans professional status that allowed them to benefit from health insurance at an affordable cost.

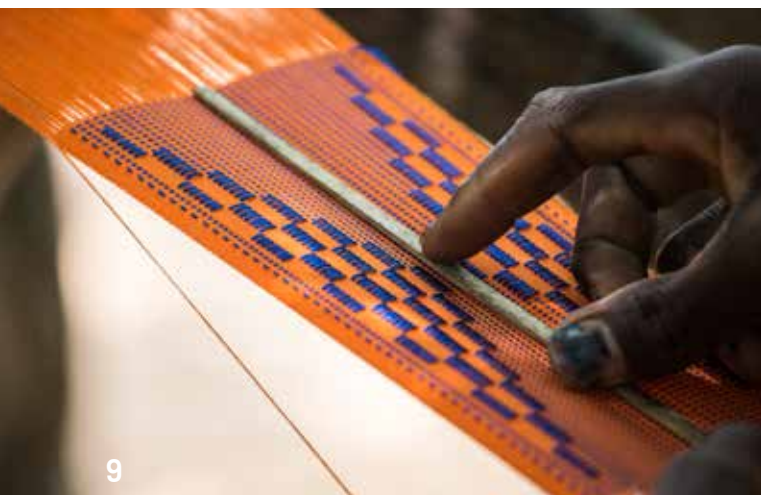
The card is recognized and linked to the national social security fund and other benefits such as access to state-sponsored training, subsidy and equipment.

Providing mentorship to local talents and skills, the EFI recruited textile technicians from professional schools in Mali. They offered quality control training to weavers. In addition, to improve efficiency at CABES, the EFI installed textile machines. It fitted local workshops with looms in an extended factory setup. The EFI's work extended to Côte d'Ivoire under the slogan 'opportunities are here'. The scheme offers practical training to young people, supporting training and empowerment initiatives by youth associations, and promoting corporate culture and entrepreneurship for young people.

Uzbekistan and Tajikistan

In Uzbekistan, after completing extensive research in the region, the EFI partnered with social enterprise IkatUz and a cooperative of independent artists. IkatUz brings together five masters, nine workers and more than 50 weavers. It also serves as an open platform for creating opportunities for them to introduce their products to new markets while preserving traditional craftsmanship and cultural values. In smaller, independent workshops in the city of Margilan, the EFI collaborated with a cooperative of artisans to implement its social and environmental standards.

In Tajikistan, the EFI is working in Khujand in the north of the country, one of Central Asia's oldest cities, where it partners with social enterprise Ozara to coordinate the work of a large number of embroiderers. The craft of embroidery has been passed down by women from generation to generation, and artisans are skilled in 'bosma' filling stitch and chain stitch embroidery, which is applied to furniture, clothing and decorative items.



9. Ethical Fashion Initiative, Bomizambo, Côte d'Ivoire © Magic Studios/ITC
boosting youth employment, The Gambia © Diego Ibarra Sánchez/ITC



10. Football skills and practice used as a vehicle for inclusive growth and

Youth and trade

ITC's **Youth and Trade Programme** supports young people and youth-owned micro, small and medium-sized enterprises. The programme takes a strategic, market-led approach to building youth entrepreneurship and employability. The pillars of the Youth and Trade programme help youth voices to be heard, connect and train young people, and deliver results with country-based projects and an enhanced mainstreaming approach. The strategic objective for 2021 is to equip 100,000 young people with market-relevant skills.

Key results

YE! 600 participants, including 200 young people with 28 panellists from 12 countries, attended the 2nd Youth Entrepreneurship and Self-employment Forum (YES) Forum in Addis Ababa, Ethiopia, in November 2019



> 40 incubators, accelerators and tech-hubs strengthen their service portfolio management



25 courses co-designed with 16 Impact Hubs managers as part of the Accelerate2030 initiative to create a virtual learning system



> 500 users of two e-learning modules for young entrepreneurs



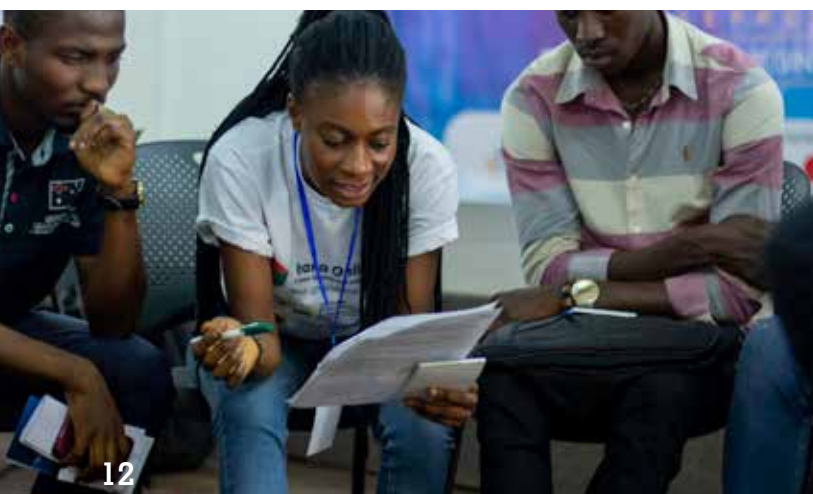
16'534 entrepreneurs, 303 coaches, 19 local chapters in 17 countries join the ITC Youth and Trade family (YE! community, powered by ITC Youth and Trade Programme)



500+ jobs created, as part of the second deployment of the Skills for Youth Employment Fund in The Gambia



7 young social entrepreneurs at the World Export Development Forum 2019 benefited from a pitching competition to build their skills and confidence



12. Ghana Youth Entrepreneurship 2019, Ghana 13. How to Succeed as a Young Woman Entrepreneur

Highlights

Young voices are heard

In November 2019, ITC held the 2nd Youth Entrepreneurship and Self-employment (YES) Forum in Addis Ababa, Ethiopia, which offered a platform for young entrepreneurs and stakeholders to discuss supportive policies, access to markets, networks, knowledge and skills, and access to finance. The 2nd YES Forum was organized with contributions from partners of the Global Initiative for Decent Jobs for Youth and supported by the African Union Commission, the Government of Ethiopia and the Youth Alliance for Leadership and Development in Africa (YALDA).

As part of the World Export Development Forum 2019, the third pitching competition for young entrepreneurs was run in partnership with Impact Hub Geneva's Accelerate2030 programme, IceAddis, the Pierre Castel Foundation and the United States Mission to the African Union.

Siyabuddy, a recycling and waste management company from South Africa, was the winner of the pitching competition. The company impressed the panel of judges with the quality of its pitch, its social impact on poor people through generating employment and for its scalable and replicable business model.

The young are connected and skilled

ITC's Youth and Trade Programme has been working with business support institutions to promote entrepreneurship ecosystems. With its ecosystem-mapping tool, the programme has identified several ways for institutions to improve their support to entrepreneurs and startups.

ITC organized a two-day workshop in November in Addis Ababa, Ethiopia, to take advantage of the presence of representatives of entrepreneurship support institutions at the YES! Forum and the World Export Development Forum. The workshop targeted a select group of representatives from incubators, accelerators, tech hubs and others.

Ye! Community

The Ye! Community (www.yecomunity.com) – initiated by Child and Youth Finance International, powered by ITC and endorsed by the G20's Global Partnership for Financial Inclusion (GPFI) – is a global movement in support of youth entrepreneurship and self-employment.

The Ye! online platform provides a space for young entrepreneurs around the world to connect with various tools, resources and opportunities, including coaching, country guides, and events to support their enterprises. As a result of integrating the two entities, ITC will provide members with technical expertise, resources, and access to its network of expert partners, including large companies and entrepreneurship hubs.



14. Siyabuddy, a South African recycling and waste management company won the Pitch Competition, YES Forum 2019, Ghana



15. Ghana Youth Entrepreneurship

ITC delivers for young people

Kick for Trade initiative

In July 2019, the UEFA Foundation for Children and ITC signed a partnership for the development of a new initiative – Kick for Trade. It uses football (soccer) skills and practice as a vehicle for inclusive growth and boosting youth employment. The first projects kicked off in Guinea and The Gambia in 2019.

The Kick for Trade initiative uses result-oriented approaches to shape youth entrepreneurship and work through sports, especially football.

SkYE Fund 2

Following the success of the first Skills for Youth Employment (SkYE) Fund, which generated over 500 jobs in The Gambia, the Youth and Trade Programme launched a second round of the SkYE Fund in 2019. The second round was funded by the Youth Empowerment Project (YEP) and the Jobs, Skills and Finance initiative in The Gambia. It aims to build market-relevant skills for another 1,000 young people and create at least another 500 jobs.

Trade for Sustainable Development

The Trade for Sustainable Development (T4SD)

programme promotes sustainable value chains as a means to help businesses in developing countries add value to their products and services. It works across the value chain to help companies trade more sustainably by equipping them to understand the sustainability initiatives landscape better and connect with business partners. T4SD provides online platforms, targeted training to support sustainable sourcing, enhance climate-smart and resource-efficient production, and promote compliance with voluntary standards.

Key results



> 74 000 users of Sustainability Map, ITC's sustainability-oriented market linkage platform, an increase of over 17% from the previous year



> 1,500 policymakers, industry associations and enterprise representatives trained in voluntary sustainability standards, market access opportunities and the use of ITC sustainability tools and methodologies



> 100 small and medium-sized enterprises with enhanced capacity to implement resource-efficient and circular production practices, deal with climate-induced risks or implement voluntary standards



16



17

16. YEP - Tekki Fii ('Make It Here' in Wolof) roadshow, The Gambia © Diego Ibarra Sánchez/ITC 17. T4SD Hub launch, Viet Nam

Highlights

ITC's **Sustainability Map**, the gateway for sustainable trade, expanded its virtual network to include public profiles for over 60,000 support organizations, sustainability experts and companies – buyers, processors, manufacturers and producers – allowing them to highlight sustainability practices and connect. The system's standards module, known as the Standards Map, provides detailed information on more than 260 sustainability initiatives, helping producers understand how to comply and obtain certification.

ITC added a new interactive module to Sustainability Map in 2019 featuring data on area, production volume and number of producers that comply with the sustainability standard. This new **Market Trends module** provides data on 14 major voluntary standards for the banana, cocoa, coffee, cotton, palm oil, soybean, cane sugar, and tea and forestry sectors.

ITC's 2019 publication the **European Union Market for Sustainable Products** revealed that of retailers surveyed in France, Germany, Italy, the Netherlands, and Spain:

- 98.5% consider sustainability as a factor in product sourcing
- 96% implement strategies to buy from sources that are certified as socially and/or environmentally sustainable
- 76% have public commitments to sustainable sourcing strategies
- 92% expect that sales will keep rising.

The State of Sustainable Markets 2019: Statistics and Emerging Trends – a joint annual publication by ITC, the Research Institute of Organic Agriculture (FiBL), and the International Institute of Sustainable Development (IISD) – provided insights into the evolution of certified agriculture and forestry.

In 2019, ITC implemented a new online platform with the Social & Labor Convergence Program. This multi-stakeholder initiative aims to improve labour conditions in the apparel and footwear industry. Known as the **SLCP Gateway**, the platform serves as a central repository of verified assessments to reduce audit fatigue, and improve social sustainability in textile and garment value chains. At the end of 2019, there were more than 650 verified facilities and 300 verifiers registered in the SLCP Gateway. More than **470 verified assessments** were submitted to the platform and made available for sharing. Beyond delivering regular training courses in the rollout countries, ITC also provided an e-learning platform to support the onboarding of the facilities and verifiers to the programme.



Sustainability Map



18-19. Pascal Lamy, former Director-General at the WTO, and Prime Minister of Barbados, Mia Amor Mottley, at the Trade for Sustainable Development Forum 2019 © Antoine Tardy/ITC

In **Ethiopia's** textile processing sector, ITC supported several companies to implement resource-saving and circular production practices.

Between March and July 2019, ITC launched T4SD Hubs in **Ghana, the Lao Peoples Democratic Republic, Kenya, Peru and Viet Nam**. All launches were co-organized with the respective T4SD Hub Host organizations. Each launch included a sensitization workshop on the thematic areas identified by ITC together with the T4SD Hub Host through the initial scoping study.

Small and medium-sized enterprises, policymakers, development practitioners and financiers all attended the T4SD Hub launches. More than **800 people participated** across five countries and eight locations. On average, 45% of the participants were women. Through two-day workshops, **117 local experts** were trained to become T4SD Hub coaches capable of advising local small and medium-sized enterprises on sustainability practices. Each T4SD Hub country implemented the first coaching programme with a **total of 100 small and medium-sized enterprises** across all hubs in 2019.

ITC delivered its first **Executive Programme on Sustainable Sourcing and Trade** in 2019 built in collaboration with three universities: Cranfield School of Management, ISAE Brazilian Business School and Universidad Panamericana. Delivered simultaneously in Curitiba, Brazil, and Matera, Italy, the executive programme combined a unique and innovative approach of virtual and in-person teaching and field visits.

The virtual part of the programme enabled both teams in Brazil and Italy to connect, share resources materials and interact. Almost **30 executives from food and beverage companies** learned about tools and methodologies to enhance their sustainable sourcing business strategies and expansion to new markets. ITC is planning a second edition of the T4SD Executive Programme for the third quarter of 2020.

2019 Funders

ITC Trust Fund Window 1 Funders

Belgium, Canada, China, Denmark, Finland, Germany, Iceland, India, Ireland, Norway, Sweden

Project-specific funders

European Union, United Kingdom of Great Britain and Northern Ireland, Switzerland, Japan, Germany, United States, One UN Fund, France, Netherlands (the), Enhanced integrated Framework, UPS foundation, Korea, Norwegian Refugee Council, IOM, China Scholarship Council, Sustainable Agriculture Initiative (SAI Platform), Chocolats Halba/ Coop, Genossenschaft, FAO, UN Peace building Fund, United Nations Capital Development Fund (UNCDF), Europe-Africa-Caribbean-Pacific Liaison Committee (COLEACP), UNCTAD, Finance in Motion GmbH



Launch of the EU Market for Sustainable Products report

CASE STUDY

Connecting Mali's artisans to global markets



The challenge

In the cotton sector of the landlocked West African country of Mali, many unskilled and low-income workers are unemployed or earn very little due to economic instability. Most are vulnerable migrants and internally displaced people from central and northern regions that have fallen victim to inter-community conflicts, and terror attacks.

Yet ITC found artisans skilled in the traditional 'Bogolan' (mud dyeing) technique that offers comparative and competitive advantages in a global fashion market where tastes are changing. Consumer demand is on the rise for environmentally responsible sourcing and manufacturing, and fair trade goods made in socially equitable working conditions. The trend for handmade artisanal products – made with love and backed by human stories – means that slow fashion is replacing fast fashion.



Bogolan mud dyeing © coralieCOCO/ITC

The solution

ITC's Ethical Fashion Initiative builds economic opportunity and helps create decent jobs by using market-based solutions in vulnerable and crisis contexts. In Mali, the Ethical Fashion Initiative helps textile artisans from vulnerable communities to upgrade the way they produce sustainable, handmade textiles while linking to global fashion and lifestyle markets.

The Ethical Fashion Initiative works by cutting out intermediaries to reach out to international fashion influencers and designers interested in finding products that have a positive social and environmental impact. At the same time, the Ethical Fashion Initiative runs a national mentorship programme for young artisans to connect to experienced ones to pass on Mali's rich textile heritage to new generations.

In 2019, ITC launched Atelier Autodidacts Anti-Algorithms (AAAA), a branded project for artisans who use mud from the Niger River to dye handwoven organic cotton with unique brown-and-white patterns for cushion covers, hangings, and haute couture. The project aims to connect more than 1,000 artisans along the traditional handmade cotton and textile value chain in Mali to national, regional and international high fashion and interior design markets by 2021.

To do this, AAAA has set up a new way of co-working that connects local workers to global players, Mali's heritage to international audiences, and traditional know-how to contemporary trends.



2



3



4

1. Artisan weaving © coralieCOCO/ITC 2. Portrait of a women artisan featuring the fabric © coralieCOCO/ITC 3. Signing the AAAAA brand © coralieCOCO/ITC 4. The AAAAA brand at the FORMEX exhibition, Stockholm

The results

With its AAAAA project, ITC has helped connect Malian artisans directly to consumers through social media and new technology. It has also given them a platform and visibility in the luxury products market by assisting them in exhibiting at Formex, the premier Nordic interior design fair in Stockholm, at shops and showrooms in Paris and Amsterdam, and museums in The Netherlands and Switzerland. The project featured in different international magazines such as Elle Decor and Eigen Huis & Interieur.

In 2019, the project reached its target of enabling more than 500 micro, small and informal businesses to gain greater awareness of international trade. Sixty-one percent of the firms are owned, operated and controlled by women.

ITC also enabled 300 enterprises to improve their international competitiveness and meet buyers through an e-commerce platform access partner, doubling its 2019 target of 150. The project also reached its goal of holding 30 training courses for 576 participants.

The project generated an estimated \$113,000 in export value due to ITC's support to the e-commerce platform. Each euro invested by ITC to support these micro, small and medium-sized enterprises generated more than \$10 in export value.

This success resulted in a 100% increase in incomes for AAAAA's Bogolan artisans in 2019, and a 50% increase in salaries for cotton and textiles producers in the value chain.

The future

The timeless products that EIF has developed in partnership with Bogolan artisans represent a new trend toward sustainability in the premium textile and clothing sector. AAAAA has planned to attend a number of high-profile fairs and hold several pop-up presentations in 2020, while AAAAA's e-commerce platform partner is building a robust online and digital presence that maximizes the global pivot to remote purchasing.

1 NO POVERTY



Funders

European Union

CASE STUDY

Empowering women to trade in the Commonwealth



The challenge

International trade by women-owned enterprises is an effective driver for the economic inclusion of other women. Data from the International Trade Centre show that the percentage of women employed by women-led exporting firms is as high as 66% – compared to 39% for women-led businesses that operate domestically.

However, a woman entrepreneur leads just one in five exporting firms. Women continue to face significant barriers to trade, such as access to information, networks, and finance.

Enabling women to participate more in trade and improving the performance of small and medium-sized enterprises owned by women can increase productivity and competitiveness, create jobs, reduce poverty and drive overall economic expansion and innovation.

The solution

Since April 2018, the SheTrades Commonwealth programme has been working towards creating opportunities for women-owned businesses to participate more in international trade. This is achieved with both direct support and fostering a more inclusive and supportive ecosystem through policy and partnerships.

The project's in-country support prioritizes the following sectors in the four Commonwealth countries of Bangladesh, Ghana, Kenya and Nigeria:

- agriculture and its sub-sectors – in particular, avocados, cashews, tea, coffee, spices and shea tree products
- textiles and apparel
- tourism
- IT and business process outsourcing

The Commonwealth project trains women-owned businesses in the essential skills required to trade internationally by using innovative and targeted approaches such as webinars, on-site workshops and mentoring. Examples include training for textile companies on developing a portfolio, quality workshops

SheTrades Commonwealth trains women-owned businesses in the essential skills required to trade internationally by using innovative and targeted approaches such as webinars, on-site workshops and mentoring.

for shea beauty products, and face-to-face training in export strategies. These skills are taken to buyers during business-to-business events, where on-site mentoring is provided to the women entrepreneurs to help them confidently and professionally engage buyers and investors.

Sitting within the SheTrades Initiative, the Commonwealth project can call upon the opportunities provided by other SheTrades components – such as SheTrades Invest and partnerships including UPS and Ebay. For instance, members of SheTrades Commonwealth have benefited from training in online sales offered by Ebay.

The project also supports governments with the information, tools, and guidance needed to design and implement more inclusive policies. SheTrades Outlook, for example, is an innovative policy tool that helps governments assess, monitor, and improve the extent to which the institutional ecosystem supports women to trade.

In addition, ITC delivers advisory services to governments by bringing expertise, conveying key public and private stakeholders, and facilitating the development of action plans, and policy or legal changes.

The results

In 2019, the project trained more than 2,000 women business owners in the skills needed to access international markets, such as branding and marketing, quality improvement, and strategy development. Of these, over 600 reported making changes to their businesses.



1. Ruby Buah, Kua Lifestyle company, at the NY NOW fair trade, New York 2. Paris Showroom 2019 3. The World's Leading Travel Trade Show, ITB Berlin 2019 4. Grace Ngungi, Karakuta Fresh Product specializes in production and trade of organic avocado, nuts and herbs, Kenya © Pieter Desloovere/ITC

The project has also connected more than 800 women-owned businesses to buyers through support at international trade fairs, in-country business linkage events, and partnerships with large private sector companies. These activities generated over \$70 million in leads, with an additional pipeline of sales which the project is currently monitoring. By enabling women to build their businesses, the project has created over 2,000 new jobs for women, which is providing more opportunities in communities for decent work and developing skills.

The multiplier effect of ITC's support is even greater when women-owned small and medium-sized enterprises develop or are already involved in their own corporate social responsibility programmes.

Since joining SheTrades Commonwealth, Kenyan tour operator Brogibro Safaris and Event Management has attended three international trade fairs and secured more than \$31,000 in sales. As her business expanded, managing director and CEO Ruth Owino was able to establish a microfinance programme to support widows and orphans on Rusinga Island in Kenyan Lake Victoria.

SheTrades Commonwealth has also strengthened the capacities of 53 business support organisations. For example, the project co-delivered business generation activities with the Ghana Export Promotion Authority that enabled the organization to improve their mentoring of and generate businesses for their SME members owned by women.

With respect to cross-Commonwealth support, SheTrades Commonwealth rolled out SheTrades Outlook in 25 countries. To date, 86 indicators have been developed, over 50 good practices on data collection and entrepreneurial support have been identified, and more than 400 institutions have been mapped.

The project has also partnered with several government ministries to incorporate gender considerations into policies. In Ghana, SheTrades Commonwealth worked with the Ministry of Trade and Industry to mainstream gender into the implementation plan of their small business policy.

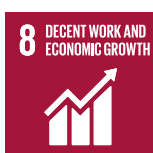
The future

The United Kingdom's Department for International Development (DFID) has committed an additional \$4.5 million for an extension of one year to 31 March 2021. The extension will focus on embedding results across value chains, building on partnerships with large private sector companies and business support organizations as well as continuing work with SMEs to support the creation of long term, inclusive and sustainable change.

In particular, the project will focus on helping its women-owned businesses develop robust trade relationships that could lead to viable businesses; and on reaching more rural suppliers across the value chains whose access to markets is more constrained.

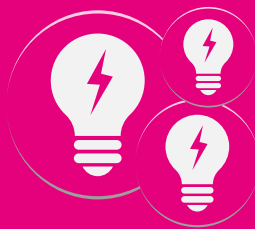
The project will also expand SheTrades Outlook to more countries so that governments can identify data gaps, compare information with other countries in their region, benefit from best practices, and inform policymaking to support women entrepreneurs.

Where national interest in policy reform has been identified, SheTrades Commonwealth plans to support that through national dialogues. This work will be complemented by newly developed frameworks, including a practical guide with toolkits for policymakers and procuring officers to find solutions to include women in public procurement.



Funder

United Kingdom of Great Britain and Northern Ireland



Hubs for sustainable small businesses



Trade-for-Sustainable-Development Hubs (T4SD Hubs) are new one-stop shops offering integrated solutions for small and medium-sized enterprises (SMEs) in developing countries to transition to the green economy.

The challenge

The growing consumer demand for traceable and sustainably produced products drives market opportunities in the green economy. While this provides SMEs with a chance to grow, they face challenges to become environmentally, socially and economically more sustainable.

SMEs in developing countries need assistance to:

- reduce their environmental and climate risks
- increase their resource efficiency
- engage in circular production practices
- comply with sustainability standards

While business support institutions in developing countries are interested in providing their local SMEs with the tools to enter and expand into green economy markets, they cannot often offer these services.

The solution

T4SD Hubs provide integrated solutions to SMEs in the implementation of green business practices. Hosted by Trade and Investment Support Institutions (TISIs), the Hubs act as one-stop shops offering integrated solutions for SMEs to transition to the green economy.

ITC leverages its international and local networks to enhance the capacity of T4SD Hub Host institutions to support SMEs in building sustainable business strategies

to access green finance and global markets. Under this project, the T4SD Hubs are improving the capacity of around 300 SMEs in Ghana, Kenya, Laos, Nepal, Peru, and Viet Nam to implement sustainable business practices. About 1,200 SMEs will be reached through awareness-raising workshops to improve understanding of the benefits of implementing these practices.

The T4SD Hubs offer the needed tools and solutions for SMEs to and knowledge through a coaching programme focusing on critical aspects such as sustainability standards, climate resilience, resource efficiency, circular production and access to green finance and markets.

The coaching programme is a blended learning approach to e-learning and face-to-face sessions with local individuals trained by ITC. ITC works closely with each T4SD Hub Host institution to roll out the 2-year coaching programme under the following thematic areas:

- Climate Resilience
- Resource Efficient and Circular Production (RECP)
- Voluntary Sustainability Standards (VSS)
- Positioning Sustainable Products in the International Market
- Accessing Green Finance

T4SD Hubs are connected through a digital network leveraging Sustainability Map (www.sustainabilitymap.org) and regularly exchange best practices and lessons learned. T4SD facilitates dynamic conversations within the digital network to establish a community of practice.

The platform also enables the sharing of public materials and relevant information produced and promoted by the T4SD Hubs such as training materials, case studies and events. All data generated in the community will be freely and globally accessible by SMEs.



1. Circular economy at ETUR Company, Ethiopia © Yonas Tadesse/ITC
3. Circular economy, ETUR Company, Ethiopia © Yonas Tadesse/ITC

2. Climate resilience, Magana Flowers Ltd., Kenya © Antoine Tardy/ITC

The results

Between March and July 2019, ITC launched the T4SD Hubs in Ghana, Laos, Kenya, Peru and Viet Nam.

All the launches were co-organized with the respective T4SD Hub Hosts. Each launch included a sensitization workshop on the thematic areas identified by ITC together with the T4SD Hub Host through the initial scoping study.

SMEs, policymakers, development practitioners and financiers all attended the T4SD Hub launches. More than 800 people participated across five countries and eight locations. On average, 45% of the participants were women. Through 2-day workshops, 117 local experts were trained to become T4SD Hub coaches capable of advising local SMEs on sustainability practices.

Each T4SD Hub country implemented the first coaching programme with a total of 100 SMEs across all hubs. Every SME will have finalized a sustainable business strategy on either climate resilience, resource-efficient and circular production processes or compliance with voluntary sustainability standards by the end of the first quarter of 2020.

Ms. Linda Atibilla, CEO, Hope Givers Company Ltd., said: 'As producers of shea butter, we generate a lot of waste such as shea kernels. The resource efficiency coaching helped us to understand how to turn this waste into alternative fuel to use in our internal operations. The coaching also made us conscious of our electricity and water consumption. Now we know how to measure the consumption of electricity and how to reuse water in operations. These measures definitely help us reduce our production costs.'

Mr. Erich Mosebach, Manager, Symboil, said: 'Our company has been on the market for several years now. We export to Switzerland, Austria and Germany and are looking for various models on circular production. Resource Efficiency coaching helped us to identify biomass technologies that we would like to install in our factory. Thanks to the programme, we also connected to financiers such as Solidaridad and GroFin, with whom we will work to access finance and implement resource efficiency solutions.'

The future

All T4SD Hub host institutions will be fully supported in the implementation of the T4SD Hub service offering for SMEs through the first quarter of 2021.

During that time, ITC will guide each T4SD Hub Host to develop a long-term sustainability strategy and business model for integrating the Hub services into their offering. In 2021 and 2022, each T4SD Hub Host will start to pilot the service, testing it with their clients under the guidance of ITC. ITC will share all materials and guidelines, including best practice manuals and case studies with each Hub Host. ITC will continue to support each institution to build up a sustainable business model, implementing the service offering beyond the duration of the project.

In 2022, ITC will close its intervention in each target country and focus on evaluating the impact of the T4SD Hubs. ITC will compile all learnings and disseminate them online at no charge through the ITC Sustainability Map (www.sustainabilitymap.org).



Funder

Sweden

Supporting regional economic integration and South-South-links

Boosting regional trade

ITC's **Boosting Regional Trade Programme** works with governments and the private sector to increase the participation of micro, small and medium-sized enterprises (MSMEs) from least-developed, developing and transition economies in regional trade and investment.

The programme also provides support for small firms to increase their competitiveness and participate in regional value chains – in doing so, enterprises will be in a position to generate more revenues, re-invest and create more employment opportunities.



GTEX, Mahdco company, Tunisia

Key results



Regional event organized with the Belarusian Fund for Financial Support to Entrepreneurs for trade support institutions from six Eastern Partnership countries



MARKUP Project joined forces with the East African Community Secretariat and East African Business Council to strengthen coffee sector associations

Highlights

In 2019, ITC continued to participate in the Cross Border Trade Programme of the **Common Market of Eastern and Southern Africa (COMESA)** aimed at boosting small-scale trade across its borders. Increased formal small-scale cross-border trade flows at five borders in COMESA would lead to higher revenue collection for governments as well as increased security and higher incomes for traders.

In the East African Community (EAC), ITC continued the implementation of its Market Access Upgrade (MARKUP) Programme to improve market access for MSMEs to the European Union and five EAC partner countries (**Burundi, Kenya, Rwanda, Tanzania and Uganda**). The programme, which covers the agro-industrial crop and horticultural sectors including avocado, cocoa, coffee, spices and tea addresses both supply side and market access constraints.



1. COMESA, Cross border traders are between Rwanda and the Democratic Republic of Congo ©COMESA 2. MARKUP, Trade Facilitation Agreement between EAC and ITC, Tanzania 3. EU4Business, Ukrainian Berries Association. Study tour to Chile for Ukrainian export-oriented SMEs

In the **Economic Community of West African States** (ECOWAS), ITC launched the West Africa Business and Export Promotion Programme to promote better regional linkages among selected value chains such as mango, information and communications technology, and textiles and clothing.

The programme also supports key regional intermediary organizations, helps formulate and harmonize the regional policy framework to improve industrial competitiveness, and strengthens the capacity of the ECOWAS commission and the commission of the **West African Economic and Monetary Union** (known as UEMOA).

In 2019, ITC's Global Textiles and Clothing Programme (GTEx) and its related work in the Middle East and North Africa (MENATEX) continued to promote textile and clothing exports from countries in Central Asia and the Middle East and North Africa. The aim is to boost jobs and incomes along the value chain by supporting enterprises to learn from global best practices and among its six priority countries.

ITC held two meetings and four workshops for signatory countries of the Agadir Agreement (Egypt, Jordan, Morocco and Tunisia) to enhance regional collaboration and trade in the region with a focus on intermediary products. This includes yarns and fabrics from Egypt that are not produced in the other countries, and accessories and labels produced in Tunisia and Morocco that are in short supply.

As part of the European Union-funded **Eastern Partnership: Ready to Trade – an EU4Business initiative**, ITC fostered dialogue and experience-sharing between trade support institutions in six Eastern Partnership countries with a four-day regional event organized with the Belarusian Fund for Financial Support to Entrepreneurs in Minsk, Belarus. The event was the first of its kind in the region, and contributed to making trade-related assistance more

effective and aligned with the needs of the private sector, especially regarding small and medium-sized enterprises exporting to the European Union.

South-South trade and investment

The **South-South Trade and Investment Programme** promotes sustainable commercial linkages among emerging markets, developing countries and least developed countries by facilitating trade and promoting investment and technology transfer.

Key results



\$14 million in deals catalysed for exports from Ethiopia, Kenya, Rwanda, Uganda and the United Republic of Tanzania to India, the European Union, and the United States



\$87 million in prospective trade deals under negotiation between China and Bangladesh, Barbados, Bolivia, Cambodia, Ecuador, Ethiopia, Kenya, Kyrgyzstan, the Lao Peoples Democratic Republic, Malaysia, Mozambique, Myanmar, Nepal, Peru, Senegal, Thailand and Zambia



\$253 million in prospective investment leads facilitated from India and China to Ethiopia, Kenya, Mozambique, Rwanda, Uganda, the United Republic of Tanzania and Zambia



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4. Business-to-business meetings for East African designers 5. SITA handloom project in Ethiopia 6. Chilli cultivation in Rwanda

Highlights

In 2019, ITC through its Supporting Indian Trade and Investment for Africa (SITA) initiative, continued to increase business linkages between **India** and **East Africa** with investment promotion and trade exposure activities, training courses to increase access to international markets, and support for technology transfer from India to East Africa.

The result was trade deals totalling \$14 million, and a further \$53 million of investment leads at various stages of negotiation, in sectors such as spices, textiles and apparel, leather, edible oils, and pulses. Companies in the textile and apparel sector also committed to \$4.75 million of investment in technology upgrading.

In 2019, SITA's chilli pilot expanded with the involvement of four Indian spice companies in chilli cultivation in **Rwanda** (from just one company in 2016). The result was the export of 64,000 kilogrammes of chillies from Rwanda to India in June-September 2019, with five Indian companies currently cultivating seven varieties of chilli in the country.

With SITA's support, Indian spice companies have expanded their activities to Kenya and Tanzania for the cultivation of rosemary, cardamom, and other spices. In May 2019, for example, one woman-owned agribusiness diversified from tea production to rosemary cultivation through signing a long-term buy-back agreement with an Indian spice company.

SITA also continued activities centred on technology and knowledge transfer between India and East Africa. In November, for example, SITA facilitated the signing of a Memorandum of Understanding between Ugandan and Indian researchers to develop a hybrid cottonseed, which has the potential to increase yield and double farmer incomes. In 2019, one Ugandan company achieved a silver

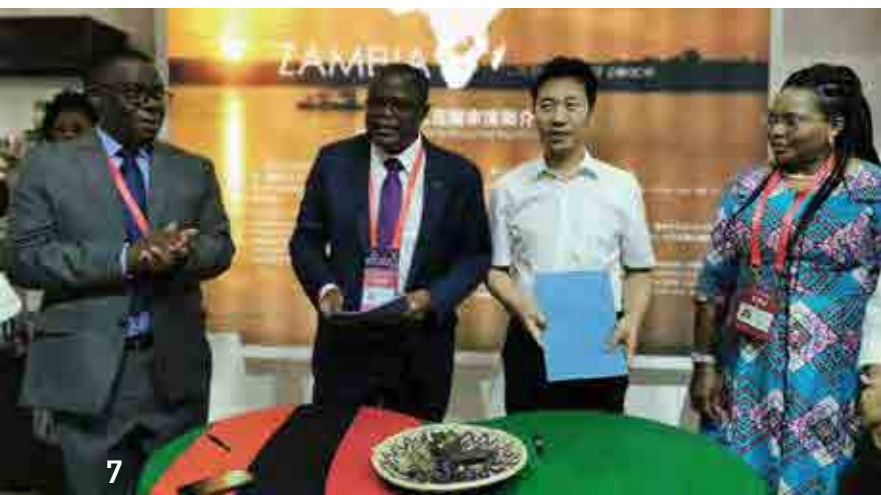
rating as part of Leather Working Group certification, an environmental protocol to promote sustainable business practices in the leather sector.

In November 2019, SITA facilitated the participation of more than 60 Indian companies in the business-to business meetings at the World Export Development Forum in Ethiopia. The companies were members of four leading industry organizations:

- Federation of Indian Export Organizations
- Federation of Indian Chambers of Commerce and Industry
- Confederation of Indian Industry
- Solvent Extractor's Association of India.

Two delegations also visited Kenya and Uganda to explore trade and investment opportunities. SITA also helped more than 30 companies operating in agricultural value chains including spices, pulses, and edible oils from Ethiopia, Kenya, Rwanda, Tanzania and Uganda to participate in the World Export Development Forum.

Through the Partnership for Investment and Growth in Africa (PIGA), which is similar to SITA, ITC worked to foster increased trade and investment between **China** and **Ethiopia, Kenya, Mozambique** and **Zambia**. Along with sector-focused roadshows, investment missions to China and visits of Chinese investor delegations to the four African countries, ITC built a network of close to 1,800 Chinese and African companies, and supported African investment promotion delegations and companies to participate in major events in China such as the China International Import Exhibition (CIIE), in November 2019. As a result, 12 agricultural companies supported by PIGA have initiated more than 450 potential business deals worth \$55 million in trade value.



7. Signing ceremony between Chenguang Biotech Co. Ltd. and the Ministry of Commerce Trade and Industry (MCTI) of Zambia, at China Africa Economic and Trade Exposition (CAETE), China



8. Dialogue on Investing in Ethiopia, Kenya, Mozambique and Zambia, at CAETE event, China

Of the 12 PIGA-supported companies at CIIE 2019, half were returning participants from 2018 and four had concluded deals following the first edition. Despite the huge demand, exports are still limited for certain products due to missing trade agreements between China and the four PIGA countries. CIIE provided an excellent platform to demonstrate huge market and development potential and motivate governments to make progress on trade agreement negotiations. Following the 2018 edition, PIGA supported the creation of a task force to supply the Ministry of Foreign Affairs of Mozambique with information to make progress on bilateral agreements on agricultural exports from Mozambique to China.

The project is also working to build a conducive environment for sustainable investment in the four PIGA countries. The project released step-by-step Chinese-language investment guides and web-platforms for businesses interested in opportunities in each of the four countries. It also released sustainable investment handbooks to show Chinese investors how to embed sustainability in all stages of business operations, and how this can translate into a triple win for productivity, environmental protection and local livelihood improvements. Finally, PIGA is working closely with investment promotion agencies in each of the four countries to attract more investors and strengthen their investment promotion and investor aftercare services.

In 2019, in support of Asian developed countries, and in partnership with China, ITC supported the participation of 32 small firms from Bangladesh, Cambodia, Kyrgyzstan, the Lao Peoples Democratic Republic, Myanmar and Nepal at CIIE 2019. The businesses negotiated \$32 million worth of prospective deals with Chinese buyers in a variety of sectors. These add to the \$1.8 million worth of signed deals and a further \$1.8 million worth of deals under negotiation by returning companies supported at the CIIE 2018.

A representative of handicrafts company Handknots Nepal said: 'More than Memoranda of Understanding, this time we could build more relations, and I must say promising links with Chinese businesses through CIIE 2019.'

2019 Funders

ITC Trust Fund Window 1 Funders

Belgium, Canada, China, Denmark, Finland, Germany, Iceland, India, Ireland, Norway, Sweden

Project-specific funders

United Kingdom of Great Britain and Northern Ireland, European Union, China Scholarship Council, China, UEMOA, Mo Ibrahim Foundation

CASE STUDY

Facilitating Indian investment in Africa



The challenge

Countries in the global south – including those in East Africa – need jobs and investment, and can offer comparative advantages to companies in emerging markets, like India, where wages are rising. There is great potential for high volumes of trade and investment between developing countries, but a lack of information and general perceptions of risk often impede the flow.

Yet, the advantages of South-South trade and investment are legion. The promotion of knowledge and technology transfer – when technologies are affordable, adaptable, and appropriate to the context of the developing countries – is critical among these.

The solution

The International Trade Centre's Supporting Indian Trade and Investment for Africa (SITA) programme aims to improve the competitiveness of selected value chains, including in textiles and apparel, in five East African countries – Ethiopia, Kenya, Rwanda, Uganda and the United Republic of Tanzania – through the provision of partnerships with institutions and businesses from India. Funded by the United Kingdom's Department for International Development (DFID), SITA works toward de-risking South-South investment by providing market intelligence and bespoke support to interested Indian investors.

The first step in investment facilitation is raising awareness among potential investors through building partnerships with crucial stakeholders such as sector associations. Beyond presenting investment opportunities in East Africa at targeted events, SITA worked with sector associations to facilitate 16 investment delegations to East Africa from India,

and from India to East Africa in the last five years. In the textile and apparel sector, SITA's efforts led to two Indian textile companies establishing garmenting units in Ethiopia's Mekelle Industrial Park in 2018.

One of these companies, KPR Mill Ltd, an integrated textile manufacturing company from India, opened its first overseas garment unit in the industrial park. The garment factory has a capacity of 10 million items each year and exports to Europe and the United States.

The decision by KPR Mill to open the production unit – KPR Export – in Mekelle, followed visits to Ethiopia and Kenya in 2018. The company had not considered international expansion before attending an awareness-raising seminar facilitated by SITA in July 2017. Impressed by the “plug and play” infrastructure available in Mekelle, KPR executives decided to invest within 36 hours of arriving in Ethiopia.

KPR Mill's investment decision was partly motivated by the increasing cost of land, power and labour in India. Establishing a garment unit in Ethiopia also allowed the company to take advantage of free trade arrangements such as the African Growth and Opportunity Act (AGOA) and the Everything But Arms (EBA) initiative, which allow for duty-free, quota free export to United States and Europe respectively. To date, India has not signed free trade agreements with these entities, posing a significant challenge to the textiles and apparel sector.

KPR Mill made an initial investment commitment of \$20 million. Plans were put into action once the senior management team returned to India, made easier by the inclusion of their designated general manager in the first exploratory visit to Ethiopia. The company informed some of their American buyers about their plans, who agreed to purchase garments made in Ethiopia. KPR Mill also recruited 16 Ethiopian supervisors who were then trained in India and Ethiopia.



1-4. KPR Mill, an integrated textile manufacturing company from India, inaugurates new factory in Ethiopia's Mekelle Industrial Park

By July 2018, KPR Export Plc was registered as a subsidiary in Ethiopia. The complete set-up of the first garment unit took about two months. Extensive training of the general workforce took place, after around 600 people were identified with the support of the relevant government bodies. KPR's action-oriented approach and emphasis on skills development ensured that their first containers were ready for export in January 2019.

In May 2019, then ITC Executive Director Ms. Arancha González and Mr. K.P Ramasamy, Chairman of KPR Mill Ltd., attended the official opening of the factory. Other dignitaries at the inauguration included Ethiopian State Minister for Trade and Industry Mr. Teka Gebreyesus, Mr. Debretsion Gebremichael, Vice-President of Tigray Regional State, Mr. Mayur Kothari, Convenor, India Business Forum, Ethiopia and Mr. Anteneh Alemu, Deputy Commissioner of the Ethiopia Investment Commission.

Mr. C. R. Anandakrishnan, Executive Director of KPR Mill, said: 'With the support of ITC our speed of entry into Ethiopia, from planning to invest to starting operations has been good. ITC connected us with the right institutions and people in the country, and has provided key information about Ethiopia. This resulted in speeding up our decision-making ability.'

Ms. González said that the setting up of KPR Export was a great example of Ethiopia's attractiveness and investment potential, and a demonstration of the successful effort by SITA in strengthening business linkages across the Indian Ocean.

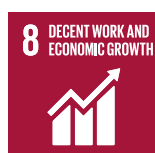
'With the support of the UK Department for International Development, at ITC we are pleased to have been part of KPR's journey to invest in Ethiopia. We are particularly proud of the 1,500 new jobs that will be created at the Mekelle Industrial Park and the opportunities these provide, especially for women and youth,' she said.

The results

The investment and establishment of KPR Export has led to the creation of 700 jobs in Ethiopia. At full capacity, the company will employ 1,500 machine workers who will produce 50,000 garment pieces per day for the world market. KPR Export is the second Indian textile investment in Ethiopia, facilitated by SITA. To date, 1,700 good jobs have been created by the two companies.

The future

East African governments have prioritized the textile and apparel sector, viewing it as critical for creating jobs and economic growth. Missing links in the sector currently include sustainability and a supportive business ecosystem. SITA hopes to address some of these challenges through activities to facilitate investment in textile mills and technology upgrading, as well as to harness Indian knowledge to support government plans for wastewater treatment plants.



Funder

United Kingdom of Great Britain and Northern Ireland

CASE STUDY

Building alliances for resilience



The challenge

Today, as uncertainty prevails more than ever, producers of agricultural commodities and products – many of them family farmers and micro, small and medium-sized enterprises (MSMEs) – need to build resilience; rapidly, effectively, and sustainably. Uncertainty and risk threaten livelihoods and quality of life at all levels: climate change effects and unpredictable weather patterns, market fluctuations and record-low prices for agricultural commodities, locust swarms ravaging East Africa and, toward the end of 2019, a global pandemic.

With climate change, economic shocks or disease outbreaks, the hardest-hit are always the most vulnerable. Agricultural producers and MSMEs in Africa, the Caribbean and the Pacific (ACP group) countries are particularly affected by both supply and demand shocks. Often dependent on monocultures, they have no income or food security safety nets, access to finance is rarely available, business and negotiation skills are sometimes lacking and knowledge of climate-smart agricultural practices is often scarce. These factors are compounded by poor infrastructure connectivity in rural areas, a lack of information, volatile prices and low investment and policy incentives for farmer communities and MSMEs.

But a growing global movement of responsible trade and consumer awareness, a gradual shift of producer countries towards becoming consumer countries, and increasing market demand for high-quality, sustainable and traceable agricultural products with a positive impact on the livelihoods of farmers and MSME workers have the potential to change this narrative. Combined with new generations tapping into technology and knowledge-sharing for solutions around innovation and entrepreneurship, there is real potential in ACP countries waiting to be tapped.

The project supports farmers to develop value-added products and market innovations.

The solution

ITC's Alliances for Action (A4A) is an initiative committed to tackling these challenges head-on by promoting inclusive and sustainable agricultural value chains. With the European Union-funded 'Intra-ACP Project to Support Business Friendly and Inclusive National and Regional Policies and Strengthen Productive Capacities and Value Chains', ITC aims to roll out the A4A in 12 countries, eight major stakeholder institutions, six sub-regions, and four sectors.

The Intra-ACP Project works holistically across the targeted agricultural value chains, including those for coffee, cotton/fashion, cocoa, and coconut/kava. Using a bottom-up approach focused on securing ownership at regional and local levels, A4A works with farmers, MSMEs and cooperatives to capture market opportunities by strategically positioning various agricultural products from the ACP region in the niche single-origin market segment. ITC is joined in the project by implementation partners International Finance Corporation of the World Bank Group and the United Nations Industrial Development Organization.

The ITC component of the project supports farmers and cooperative enterprises with the development of value-added products and market innovations to identify local, regional and international market opportunities and attract investment. This integrated support addresses incomes, producer association competitiveness and empowerment, agricultural product quality and productivity, climate-smart production, crop and income diversification skills, and value addition.

The results

The A4A intervention links consumers to producers and ensures support services and policy alignment to increase producer resilience. In this context, resilience is defined as the aptitude for exporting producers of agricultural commodities to bounce back from catastrophic events without losing competitiveness in the short or long term.



1. Jimma, a coffee cooperative, Ethiopia © Meklit Mersha/ITC 2. Emelia Debrah, harvesting maize which is one of the associated crops planted under the Sankofa project, Cocoa & associated crops, Ghana 3. Maria Genao, President of Banelino, Dominican Republic 4. Coconut factory worker, Michael Black Farm Ltd., Jamaica

A successful example of an Alliances for Action project that informs the strategy of the Intra-ACP Project includes A4A in Ethiopia: Toward a Sustainable Coffee Industry.

The project supports coffee farmer cooperatives to become more competitive and form commercial alliances. It draws on a South-South partnership with CLAC-FT (Coordinadora Latinoamericana y del Caribe de Comercio Justo-Fairtrade) and Fairtrade Africa and mobilizes Ethiopian coffee farmer cooperatives for partnerships, training sessions and business development in collaboration with Latin American farmer organizations.

The project supports four selected coffee farmer cooperative unions in Ethiopia. Since the project started, the four unions have secured new market linkages in the EU, the United States and Asian coffee markets by participating in international trade fairs in the Republic of Korea, Japan, Kenya, Germany and the United States. They invested in coffee roasting equipment and hiring roasting trainers to produce value-added coffee products. They have also invested in branding and visibility by hiring graphic and web designers to revamp their visibility platforms and products. Selling added-value coffee products on local and regional markets increases their resilience to sinking international prices and improves market linkages and competitiveness.

Alliances for Coconut Industry Development in the Caribbean:

This project aims to boost a struggling coconut industry with high market potential but low productive capacity and investment by focusing on strengthening climate and income resilience and building new market linkages. It helps family farmers become more resilient to weather and economic

shocks by introducing climate-smart agricultural practices and diversifying incomes by upgrading products (organic coconut sugar, for example), among other actions.

Sankofa Project: Empowered by Alliances for Action (Ghana Cocoa):

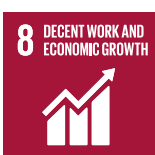
This project introduces farmers to climate-smart agricultural practices – including dynamic agroforestry to improve biodiversity and soil quality, diversify crops, enhance food security and multiply income streams. The project also helped ally with Kuapa Kokoo Farmers' Union, a producer of fair-trade certified cocoa beans, with Swiss chocolate manufacturer Chocolats Halba.

The future

The Intra-ACP Project aims to boost responsible production and consumption, diversify risk, maximize the benefits of participating in local, regional, and international trade, improve resilience by fostering a connection between farmers and consumers, and improve transparency and traceability along the value chain.

The objective is to strengthen value chain governance and investment, adapt to climate change and boost innovation with inclusive productive and commercial alliances and diversified markets, products and channels.

It also sets up a 'safety net' along the value chain that enables resilience to environmental, market/economic and health shocks to minimize the impact on livelihoods and competitiveness.

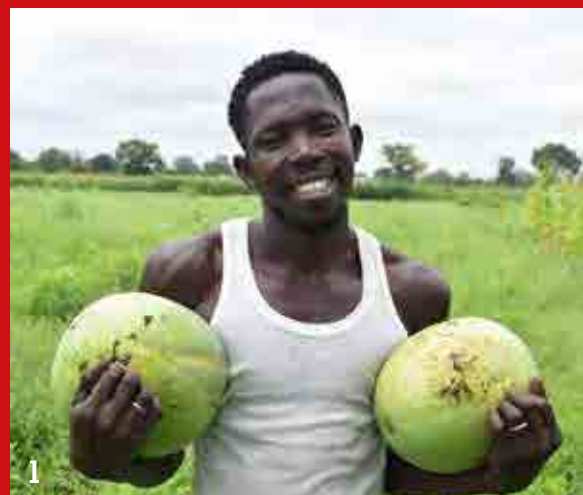


Funder

European Union



Gambia Angel Investors Network



The challenge

During its acceleration phase, ITC's Youth Empowerment Project (YEP) in the Gambia identified access to capital as one of the most pressing bottlenecks faced by youth entrepreneurs to set up and grow their businesses.

High interest rates and requirements for collateral make it extremely difficult for micro, small and medium-sized enterprises (MSMEs) to finance their ventures with bank loans. In The Gambia, private sector credit amounts to only 14.7% of GDP, which is well below the West African average of 58.7%.

Following a political transition in early 2017, the Gambian Government initiated reforms to rebalance public financing. These measures, alongside the budgetary support provided by development partners, resulted in some signs of recovery including a slight reduction of the interest rates. However, access to capital will continue to be a major obstacle for young entrepreneurs in the short and mid-term.

This makes it particularly challenging for start-ups and MSMEs in need of longer term and risk capital to finance their ventures. Entrepreneurs around the world often face funding gaps between what friends and families can offer and what banks, venture capitalists, and private equity firms are willing to contribute. This funding gap is often referred to as the 'Valley of Death' because, without access to appropriate finance, it can be nearly impossible for a start-up to survive.



The Gambia Angel Investors Network provides potential investors with a transparent and impartial channel for the assessment of deals in the country.

The solution

So-called angel investment can help bridge this finance gap by supplying additional rounds of funding to growing companies.

There is no universal definition of angel investing, but it is generally understood as the practice of high-net worth individuals investing their own time and money in new businesses with the goal of gaining from their long-term growth.

Such investments are characterized by very high levels of risk as most companies are in the earliest stages and will likely fail. Angels are typically interested in more than just receiving a financial return. Personal interest, the desire to give back, and the thrill of being involved with an innovative company are just a few of the reasons why people decide to become angel investors.

In the Gambia, international and local investors are interested in investing in Gambian businesses, but lack information about opportunities and/or confidence in local institutions to screen potential deals.

To address this, ITC in partnership with the African Business Angel Network (ABAN) and the Gambian Investment Promotion Agency (GIEPA), worked for the past two years to set-up the Gambia's first angel investors' network.



1-4. Angel investment is helping entrepreneurs build successful ventures in The Gambia thanks to GAIN

The initiative brings together high-net worth individuals with a common goal of investing in high-potential local businesses.

The Gambia Angel Investors Network (GAIN) provides potential investors with a transparent and impartial channel for the assessment of deals in the country. It also supports local businesses in finding appropriate investment solutions in keeping with their needs. By connecting entrepreneurs with considerably higher capital needs to individuals with large business experience and investment capacity, the initiative also offers mentorship and networking opportunities.

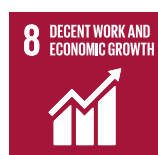
GAIN is the latest West African angel investor and follows those launched in Mali, Benin and Senegal. The network aims to facilitate investments of between \$20,000 to \$300,000, and helps develop the nascent Gambian start-up and investment ecosystem by empowering hubs, incubators and accelerators and providing an entry point for international investors and diaspora interested in investing in the country.

ITC will continue to work in the Gambian entrepreneurship ecosystem to build investment-ready companies.

The future

In the initial stages of setting up a network, angel investors tend to be risk-averse and unwilling to part with large amounts. ITC will continue its work in the Gambian entrepreneurship ecosystem to build companies that are investment-ready through business training, coaching and investment readiness bootcamps.

In addition, ITC will continue to support the development of GAIN through technical assistance and de-risking incentives. ITC is in the process of developing co-investment grants to offer supplementary funding to enterprises that are able to raise investment from business angels and other approved investors. The grants generally help lower the risk perception of investors by better capitalizing the enterprises and provide a longer 'runway' to achieving business development milestones that lead to stronger businesses.



Funder

European Union





Corporate results





Corporate governance and structure

ITC's corporate governance reflects the organization's culture, policies and a set of core values embedded in United Nations rules and regulations.

ITC seeks inputs from government stakeholders and updates them on developments in its work at annual sessions of the Joint Advisory Group (JAG) and biannual meetings of the Consultative Committee for the ITC Trust Fund (CCITF).

The JAG is composed of representatives from members of the United Nations Conference on Trade and Development (UNCTAD) and the World Trade Organization (WTO). JAG sessions are also open to observers from other intergovernmental agencies and non-governmental organizations. The CCITF, which is composed of member and observer states, reviews the use of the ITC Trust Fund, monitoring the general orientation and results of programmes financed through extrabudgetary contributions.

Joint Advisory Group

ITC's JAG held its 53rd formal session in Geneva on 2 July 2019. Members discussed the 2018 Annual Report and were presented with the 2018 Annual Evaluation Synthesis Report.

WTO Director-General Roberto Azevêdo and UNCTAD Secretary-General Mukhisa Kituyi addressed the gathering. Both of them praised ITC's delivery in 2018, emphasizing areas of strengthening the collaboration of the 'Geneva Trade Hub,' consisting of ITC and its parent institutions. Highlighted areas of joint work included non-tariff measures, sanitary and phytosanitary measures and technical barriers to trade, accessions and capacity building, as well as digital tools such as the Cotton Portal and ePing. Additionally, the three organizations have joined forces on the Global

Trade Helpdesk and envisage working on a platform to showcase trade's contribution to Sustainable Development Goals (SDGs).

ITC was recognized for its work to connect small businesses to global markets, and ITC's support in monitoring the SDGs and the shared objectives for all three organizations was noted. ITC's country-level work with the private sector was deemed as an essential ingredient for delivering on the African Continental Free Trade Area (AfCFTA). At the same time, the SheTrades initiative was praised as exemplary for ensuring that trade supports the empowerment of women in the global economy.

ITC Executive Director Arancha González said that 2018 and 2019 had been the most challenging and exciting years for ITC. Trade had become central to the global geopolitical debate, she said, and the role of micro, small and medium-sized enterprises in supporting inclusive growth had become a top priority. Ms. González emphasized the complementarity of ITC and its parent institutions. Their mandates made trade possible, made trade happen and made the global economy work more effectively for people in developing countries.

Ms. González said that ITC would continue to 'fill the gap' by working in the space where markets fail. Trade-related development had to respond to two challenges — trade restrictions on the horizon and disruptive effects of technology — and ITC's approach combined opening markets, making the most of existing market access, adding value across the board, and ensuring that gains were inclusive. ITC not only leveraged private investments with development assistance but did so with particular focus on empowering women, young people, and vulnerable communities to tap into international market opportunities. For instance, ITC catalyzed investments in the Caribbean coconut sector, in Ethiopia's textile sector, for Afghan saffron producers, Moroccan agro-processors, Kenyan tea and



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1. Roberto Azevêdo, Director-General of the WTO, Joint Advisory Group 2019 2. SheTrades initiative 3. SheTrades West Africa, Guinea

coffee producers, and Ugandan fintech startups. With its SheTrades initiative, ITC launched women-focused projects in Commonwealth countries and the Middle East and North Africa. The SheTrades Invest initiative facilitated access to finance for women-owned businesses and SheTrades chapters in Zambia and The Gambia.

The demand for ITC's assistance increased in 2018, with ITC delivering a record \$100 million of technical assistance expenditures. Moreover, extra-budgetary spending of \$64 million was 38% more than the year before. In terms of value for money, ITC estimated that more than \$1 billion of export and investments resulted from its market intelligence, new business connections and support for trade and investment support institutions. At the same time, each dollar invested in ITC resulted in \$17 in international trade and investment transactions by ITC's beneficiaries.

Discussing trade for structural transformation, ITC was praised for its collaboration with the Common Market for Eastern and Southern Africa, the Economic Community of West African States and the involvement in the operationalization of the AfCFTA, as well as for its work on Myanmar's National Export Strategy.

Delegates praised ITC's excellent work in fostering inclusive and sustainable growth, noting that trade is a powerful contributor to sustainable development and the 2030 Agenda. In this regard, delegates called for greater support for multilateralism. They emphasized the importance of ITC's role in promoting trade for economic development and growth in developing countries, particularly in least developed countries. Delegates asked ITC to continue working with marginalized and vulnerable groups and support the poorest and those at the base of the pyramid – with particular emphasis on combatting extreme poverty. They commended ITC's work in challenging environments such as in the least developed countries and fragile and post-conflict states. It was underscored that least

developed countries still lag in value addition, competitiveness and market access, so ITC should emphasize supporting the least developed countries in these areas.

Delegations commended ITC for increasing trade transparency with global public goods and demanded ITC expand its offering in quality infrastructure and product quality, both deemed as particularly significant for trade. Delegations also praised various ITC's interventions on non-tariff measures, export strategies, e-commerce, building partnerships in the Global South, and other topics.

Several countries expressed interest in growing the SheTrades initiative. Similarly, a focus on supporting youth entrepreneurship was also endorsed. ITC was advised to make a substantial effort to build capacity for young people in Africa through the AfCFTA. Finally, delegations emphasized a need to mainstream environmental aspects, for example, by building climate resilience in beneficiary firms.

Delegates urged ITC to continue to deepen reporting on mainstreaming gender, youth and climate sustainability efforts, provide more qualitative reporting and ensure that its interventions were tailored with consideration for national development plans and the 2030 Agenda for Sustainable Development.

Consultative Committee of the ITC Trust Fund (CCITF)

Two regular CCITF meetings in 2019 discussed ITC's recent performance and delivery. In addition, ITC held two informal CCITF sessions: in February, to discuss the Operational Plan for 2019 and in December, to present the status of implementation of the Risk Management Framework.



ITC and the African Continental Free Trade Area

Africa took a step toward greater prosperity in 2019 as leaders launched a new phase in the creation of the African Continental Free Trade Area (AfCFTA) at a summit of the African Union in Niamey, Niger, in July.

At the summit, leaders agreed to locate a new, independent and autonomous AfCFTA Secretariat in Accra, Ghana. At the same time, Nigeria and Benin officially joined the scheme. By the end of 2019, Eritrea remained the only African Union member that had not joined the AfCFTA.

To get the trade area up and running before a July 2020 deadline, heads of state and government also endorsed mechanisms for:

- well-defined rules of origin
- schedules of tariff concessions in trade in goods
- online non-tariff barrier monitoring and elimination mechanism
- digital payments and settlement platform
- trade observatory and tariff negotiation tool

ITC support

To ensure the smooth operation of the AfCFTA, ITC is providing technical assistance for two of these instruments:

- African Trade Observatory
- Tariff Negotiation Tool

African Trade Observatory

The African Trade Observatory is a comprehensive and integrated trade portal aiming at providing market intelligence data and information to policymakers, trade support institutions and the private sector.

The observatory will help the African Union to capture and monitor intra-African trade. It will also provide robust and reliable information to assist with the preparation of prospective studies on Africa's economic development.

ITC presented the African Trade Observatory to 13 pilot countries at a series of national workshops and a technical workshop in Addis Ababa, Ethiopia, in December 2019. ITC developed a mock-up that includes modules for making comparisons of trade opportunities and exploring market access in Africa, and monitoring regional trade integration and the progress of AfCFTA implementation.

The African Trade Observatory is an initiative of the AU Commission, funded by the European Union and implemented by ITC. It was formally launched at the Niger summit on 7 July by the Chair of the AU Commission Moussa Faki Mahamat, ITC Executive Director Arancha González and Stefano Manservigi, Director-General of the department for international cooperation and development of the European Commission.



1. AfCFTA Business Forum © African Union Commission 2. African Union Summit, July 2019, Niger 3. The African Continental Free Trade Area plenary session, World Export Development Forum 2019, Ethiopia © Koraimage/ITC

Tariff Negotiation Tool

ITC has developed an AfCFTA Tariff Negotiation Tool to provide an innovative way to facilitate negotiations on liberalizing tariffs – a core aim of the free trade area.

The tool is a secure, collaborative platform that enables registered members such as state parties, customs unions or regional groupings to define and share product lists. Furthermore, the platform ensures the technical quality of the offers made, increases transparency while safeguarding confidentiality and allows rapid one-on-one interaction.

More work on the AfCFTA

Support for the AfCFTA is strategically important for ITC. In 2019, the organization ramped up its work at the 'macro,' 'meso' and 'micro' levels to support the operationalization of the AfCFTA.

Macro-level:

In 2019, ITC held several workshops in African countries to sensitize the private sector to the AfCFTA's benefits and challenges and encourage business to take an active role in AfCFTA discussions.

ITC, in partnership with the United Nations Economic Commission for Africa (UNECA), helped the Gambia, Guinea, Côte d'Ivoire, and Sierra Leone to develop national strategies to implement the AfCFTA fully and successfully. Stakeholders came together at the country level to identify bottlenecks and priority sectors.

Meso-level:

In 2019, ITC worked with trade and investment promotion agencies to develop new solutions to help the business sector take full advantage of the AfCFTA.

ITC also promoted lessons learnt and best practices among trade promotion organizations through the creation of networks such as the Economic Community of West African States. It also provided technical assistance to ministries in charge of trade or African integration.

Micro-level:

ITC worked on building regional value chains that have the potential to become continental value chains with several of Africa's regional economic commissions. The organization analyzed export potential, identified market opportunities and provided micro, small and medium-sized enterprises with technical assistance to meet quality, marketing, packaging and other requirements of buyers.

For instance, ITC and the United Nations Industrial Development Organization supported the selection of four regional value chains: mango, cassava, cotton/textile/clothing, and information and communications technology, with the last two containing the potential to become continental value chains.

Innovation Lab

ITC created the Innovation Lab in 2014 to equip the organization with new ways of tackling the needs of its clients. Building on the Lab's previous achievements and results, 2019 was a year for growth and expansion.

The Innovation Lab works to unleash the full potential of creativity and innovation of ITC so that it continuously inspires and delivers cutting-edge solutions for good trade.

In 2019, the Innovation Lab launched its first three-year strategy. The strategy focusses on delivering 'Trade Impact for Good' by enabling innovation in project delivery, as well as in internal processes.

The Innovation Lab is run by volunteers while employing part-time consultants to strengthen its ability to meet increasing internal demand. This working structure helped the Lab to deliver more than 20 initiatives in 2019.

The Lab's ambition is to continue to grow its services to respond to the needs of an increasingly nimble and innovative ITC.

2019 highlights

- **425 people** learned about innovation in trade with such activities as Innovation Heroes Awards, Accelerate2030, donor meetings, and others.
- **3 internal-process** improvements triggered:
 - 1) a feedback session for the sustainability mainstreaming guide and facilitated brainstorming sessions with 2) SheTrades on the Africa Continental Free Trade Area and 3) with the Gender Focal Point on the breastfeeding policy.

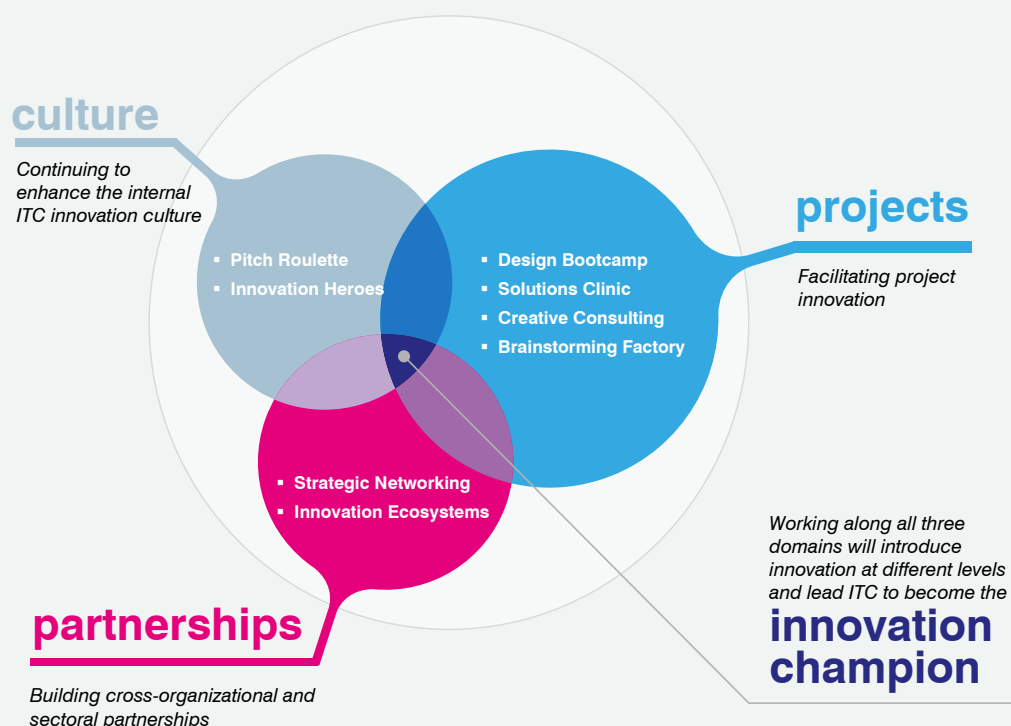
- **3 collaborations developed with:** the University of Geneva; the Innovators Camp of the University of Zurich; and the Geneva Impact Hub.
- **38 people** trained in innovation methods and tools across ITC. Training initiatives included the Bootcamp 555, the TechSeries and the training in 'agile methodologies.'
- **5 project innovation** initiatives supported: Five teams participated in Bootcamp 555 to design digitally enabled solutions, with Alliances for Action winning the first prize.
- **1 new podcast:** At the end of 2019, the Lab launched the Trade Forward podcast on innovative thinking in trade and development with editions on the future of trade, young entrepreneurs and women's economic empowerment.

The Lab's work

The Innovation Lab aims to create an environment that encourages creativity and experimentation and supports people to access the skills and resources they need to innovate.

To fulfil this mission, the Innovation Lab operates at different levels in three domains: Culture, Projects, and Partnerships.

FIGURE 2 Innovation Lab: domains and activities



New in 2019

Open Coffee

In 2019, the Innovation Lab organized three Open Coffees to welcome ITC colleagues. These informal gatherings were a chance for the Innovation Lab to share work, promote awareness of innovation-related activities, and capture suggestions for the future.

Accelerate2030 Co-creation Session

With the support of the Innovation Lab, ITC's Youth and Trade Programme helped enhance the Impact Hub's capacity to support Accelerate2030 entrepreneurs. In March 2019, the Innovation Lab facilitated a session for national coordinators of the Accelerate2030 programme. This session led to the development of eLearning courses on business internationalization for social enterprises conducted by the Youth and Trade team. The Lab contributed one of the eLearning courses, and importantly, the formalization of the collaboration with a Letter of Interest.

Field Coordinators Workshop

The Innovation Lab held a session for ITC field coordinators during a one-off visit to Geneva in July 2019. The Lab presented its services and began assessing how to tailor the Lab's offering to meet the needs of field projects. It kicked off a call for challenges, which took place in the last quarter of 2019. The Lab will work with at least one field project in 2020 to test how its offering can be tailored to field challenges.

Innovation Digest Launch

The Innovation Lab incorporated an 'Innovation Digest' section into its traditional newsletter to provide ITC staff with more information about innovation topics and methodologies. This effort was part of work to diversify the channels of information sharing about innovation at ITC. The digest was launched in the Quarter 3 Newsletter and was included in the Quarter 4 end-of-year Newsletter.

Factory17 and the Impact Hub

The Innovation Lab was a partner in the Factory17 event organized by the Impact Hub in October 2019. The event brought together leading entrepreneurs from Africa, Asia, Latin America and Eastern Europe, alongside visionaries from Geneva, to explain how they changed their sectors. The Lab is participating in the pilot of a mentorship scheme launched by the Impact Hub to support programme finalists. With this channel, middle and senior managers at ITC are supporting entrepreneurs to build their internationalization journeys.

Green Stories for Lunch

In 2019, the Innovation Lab introduced Green Lunch Stories, co-organized by the intern community and the Innovation Lab, as part of the Green Initiative. The first storyteller, Dorinda Philips from Zero Waste Switzerland, shared useful tips on how to reduce waste in our daily lives.

Trade Forward podcast

At the end of 2019, the Innovation Lab launched its first podcast, Trade Forward, developed in collaboration with ITC's Communications and Events section. Trade Forward explores innovation at the intersection of trade



1. Innovation Heroes Awards 2019 2. ITC podcast launch event, Geneva

and development in dialogue with ITC and external experts. This launch would not have been complete without the different ITC teams collaborating with the Innovation Lab to create the best possible content. The Lab planned to release twelve more episodes in 2020 following three launch episodes at the end of 2019.

■ Agile methodologies training

In 2019, the Innovation Lab held a training session with a specialized external consultant on 'agile methodologies' for managing projects. Fourteen ITC staff, consultants and interns from the different divisions benefited from the training.

Lessons Learned

The Innovation Lab learned various lessons from its work in 2019, which inform its activity in 2020.

Communication was identified as a core area for improvement. In 2019, the Lab launched Innovation Digest, as well as the Open Coffee events, to update the Lab's communication channels with the rest of ITC. In December 2019, an Innovation Perception Survey highlighted that some people were not always clear how the Lab's work contributed to ITC's mission. As a result, in 2020, the Lab is shifting towards a challenge-oriented approach to align its services better with the core work of ITC.

In 2019, the Lab quadrupled its financial delivery compared to 2018. To make this possible, the Lab increased the number of part-time consultants engaged in delivering specific activities. This model is effective and is set to continue in 2020 to ensure initiatives are completed successfully.

Challenges

Gender balance and the junior-to-senior ratio of Innovation Lab members continue to be challenging. Most Lab members are young women, primarily interns, consultants and lower professional category staff (P2s).

The Champions programme aimed at addressing this, and, during 2019, interaction with several middle managers improved. However, these engagements stay at the level of collaboration. So far, the Lab has not managed to capture membership in middle management, suggesting this as an aim in 2020. An early-stage knowledge management approach means that there is currently no way for the Lab to manage institutional knowledge. Combined with the fact that many Lab members are consultants, the Lab risks losing knowledge and insights. In 2019, the Lab implemented the online Basecamp tool as a solution to capture knowledge. The tool has been working well, but more efforts need to be put into transferring knowhow that traditionally lies in the hands of the first Lab members. Misconceptions about the Innovation Lab and innovation in general undermine the activities and work of the Lab, and this will be addressed.

What's next?

The Innovation Lab headed into 2020 with an Operational Plan that specified how it would deliver on its objectives in alignment with its Strategic Plan 2019-2021. In particular, the Innovation Lab was due to work on selected core challenges facing ITC. As ITC grows and changes, so too must the Innovation Lab to continue to meet the needs of the organization.



Evaluation and performance

For all ITC's interventions, evaluation is a crucial instrument for accountability against expected results and supports organizational learning and knowledge development. Evaluations inform ITC's decision-making in policy, programme and project management to improve performance and enhance ITC's contributions to the achievement of the Sustainable Development Goals (SDGs).

The Independent Evaluation Unit (IEU) is the custodian of ITC's evaluation function. In 2019, the IEU completed the independent evaluations seen in Table 1.

All final reports of these evaluations are publicly available in the evaluation section of the ITC website, along with management responses to the recommendations and brief communication notes summarizing the main findings. Table 1 provides summaries of the independent evaluations carried out in 2019.

Furthermore, the IEU provided review and advisory services to senior management and project managers, primarily on self-evaluations, funder-led evaluations and project completion reports. As part of an ITC-wide bundle training week in August 2019, the IEU prepared and conducted training sessions on evaluation for ITC staff.

As ITC's focal point for the Joint Inspection Unit (JIU), the United Nations independent oversight body, the evaluation unit led ITC's participation in eight JIU system-wide reviews. These reviews were on such topics as strengthening policy research uptake in the context of the 2030 Agenda for Sustainable Development, the UN system-wide action plan on gender equity and the empowerment of women (UN-SWAP), disaster risk reduction, staff exchange and similar inter-agency mobility measures.

The IEU also distilled critical findings and learning points from evaluations and Project Completion Reports (PCRs) into an Annual Evaluation Synthesis Report (AESR). In 2019, the report focused on the central theme of complexity and included recommendations to senior management. The report found that, since the complexity of ITC interventions is increasing, awareness and management of complexity has become a priority in ensuring long-term results and sustainability. The higher the complexity, the greater the risk, and with it, the degree of flexibility or innovative adaptability that may be needed. Building synergies rooted in effective partnerships and coordination can overcome the challenges related to complex interventions. The AESR 2019 (and those of previous years) are also available in the evaluation section on the ITC website.

TABLE 1 Independent Evaluation Unit evaluations in 2019

Evaluation	Type
Evaluation of the ITC Participation and Performance in the UN Delivering as One System	Corporate level evaluation
Evaluation of the ITC Programme 'Strengthening Trade and Investment Support Institutions'	Programme evaluation
Evaluation of the ITC Trade Facilitation Programme	Programme evaluation
Midterm Evaluation of the Youth Empowerment Project in The Gambia	Project evaluation

TABLE 1 Independent Evaluation Unit evaluations in 2019 (continued from page 93)**Evaluation of ITC Participation and Performance in the UN Delivering as One System**

In 2006, the report of the United Nations Secretary General's 'High-level Panel on System-wide Coherence' included recommendations aimed at strengthening the work of the UN system in partnership with host governments. The panel recommended that the UN system should 'Deliver as One' (DaO) at the country level, with one leader, one programme, one budget and, where appropriate, one office. The evaluation examined ITC's efforts to engage in DaO and its participation in the United Nations Development Assistance Framework (UNDAF) in selected countries. The evaluation found that ITC's engagement in DaO was not systematic and that its limited participation partly undermined its visibility in countries. The report contained several recommendations to enhance ITC's engagement at the system-wide level, for example, by developing a clear strategy on how the organization wants to position itself to systematically engage in and benefit from ongoing systemic initiatives like DaO or the reform of the United Nations Development System.

Evaluation of ITC's Strengthening Trade and Investment Support Institutions Programme

Institutions that support businesses to grow, innovate and improve competitiveness are critical multipliers that expand the reach and scale of ITC's interventions. They are also strong local partners for achieving long-term results. ITC aims to improve the managerial and operational performance of these institutions so that they can better assist micro, small and medium-sized enterprises in trading internationally. The evaluation found that the ITC programme on Strengthening Trade and Investment Support Institutions achieved good overall results and confirmed that these have positive effects that benefit ITC activities at large. The programme has gathered a wealth of insights into institutional practices and developed an extensive toolbox of different training activities and services. This highly specialized expertise in institutional strengthening gives ITC a distinctive positioning in this area. However, there are differences in effectiveness depending on a number of factors (such as the commitment and absorption capacity of institutions). The evaluation made several recommendations. Some were strategic and aimed at improving results by adjusting its service offering. Others were managerial in scope and aimed at preserving the programme's ability to carry out its work as a core function of ITC.

Evaluation of ITC's Trade Facilitation Programme

ITC's launched its Trade Facilitation Programme in the wake of the 2013 World Trade Organization's Agreement on Trade Facilitation (TFA). This agreement created obligations for WTO members, such as improving the efficiency of cross-border procedures and strengthening regulatory coordination. The programme has provided technical assistance to help countries ratify and apply the TFA. Its principal activities and focus have evolved from broad-based awareness-raising about the TFA to in-depth country support relating to specific needs. The evaluation found that the programme is delivering good, timely and relevant work, driven by a committed and resourceful team. Partners, funders and beneficiaries much appreciated the team's work and close relationship with clients. The programme has successfully established ITC as a key organization offering support for TFA implementation. But with the programme's success and evolution also came growth that needs to be well-steered, managed and coordinated internally. The recommendations of the evaluation were geared towards these needs.

Mid-term Evaluation of the Youth Empowerment Project in The Gambia

The Youth Empowerment Project (YEP) was designed to tackle the root causes of irregular migration with increased job opportunities and better income prospects for young people in The Gambia. YEP focuses on vocational training and support for micro and small enterprises, and creates jobs in selected sectors with value addition and market linkages. The mid-term evaluation found that the project was performing well and that its stakeholders were satisfied with the support they received. Its sector roadmap-based value-chain approach also proved to be promising. The project has been relevant for The Gambia in addressing one of the country's significant development challenges. However, support for youth empowerment in The Gambia would need to continue beyond 2021 under the government's leadership so that the efforts piloted under the YEP approach can be mainstreamed. The evaluation made several recommendations to the government of The Gambia, YEP, ITC and the European Union Delegation.



Risk management

Risk management in 2019

ITC identifies, assesses, mitigates, monitors and communicates risks within a risk management framework (RMF). This framework consists of the structures, processes and governance arrangements that enable effective risk management and strengthen ITC's accountability.

In 2019, ITC advanced its risk practices by building the capacity of staff and developing an IT infrastructure to support regular risk-management practices at project and section levels and embedding it into its planning, monitoring and reporting processes.

At the end of 2019, ITC updated the RMF (Risk Management Policy, Risk Appetite Statement, Guidance on Risk Impact Rating and Risk Register) with a bulletin from the Office of the Executive Director. ITC worked on implementation and continuous improvement of the RMF in three areas:

- knowledge sharing and communication
- risk assessments
- mitigating actions

Knowledge sharing and communication

Throughout 2019, ITC deployed specific risk management training courses, including training in project risks for project staff, risk briefings for country teams and basic risk training for staff in Geneva.

ITC actively shared information about implementing the risk framework about its risk profile with staff, partners and funders. Sharing ITC's risk appetite with stakeholders is

particularly important. It raises awareness about the types of risks that ITC is willing to take and those it is not, such as fraud and all kinds of harassment. The risk appetite approach was also shared and discussed with ITC's Trade and Investment Support Institutions Advisory Board. A risk presentation was also organized for the members of the Consultative Committee for the ITC Trust Fund (CCITF).

Risk assessments and examples of mitigating actions

ITC has aligned its risk practices with a three-lines-of-defence model. ITC's Senior Management Committee conducted a top-down risk assessment at the end of 2018, focusing on the efficiency and effectiveness of ITC's operations. The review resulted in a set of corrective and preventive actions documented as an ITC action plan. In 2019, ITC's management took steps to strengthen both the first and second lines of risk defence. These measures addressed areas identified as critical for ITC's operational efficiency and for strengthening internal controls and eliminating many potential causes of risk.

As an example, one of the action points – the need to strengthen the efficiency and effectiveness of internal procedures – was addressed by updating and formalizing working instructions and providing corporate training for all staff involved in the core processes of finance, procurement, project management, and others.

In another initiative, ITC streamlined its project design process to increase the speed of response to requests for technical assistance from the field. This step also ensured optimal quality and strategic fit.

ITC performed an analysis of all documented ITC project risks and grouped them into categories related to the corporate risk themes, including fraud, implementing partner engagement, beneficiary capacity, IT risks, safety and security risks. The significant risks that emerged from the 2019 project risk assessments related to the capacity and engagement of implementing partners, the political environment, and safety and security.

At the corporate level, the highest risks were identified as those related to operational efficiency in changing project environments – mirroring risks mentioned at the project level. The next-highest risks were those on substantiating impact-level results and IT security.

In response, in 2019, ITC began collecting data on various aspects of beneficiary and partner engagements, including financial, in-kind contributions and cost-sharing, that substantiate the commitment and active involvement of partners and beneficiaries.

ITC faced an increasing demand for substantiation of impact-level results, and the risk originating from a lack of consensus on criteria necessary for this analysis or the level of resources to be used. ITC focuses on ensuring the sustainability of its results in the post-project period.

In 2019, ITC's Independent Evaluation Unit developed a methodology to be piloted in 2020 to review project impacts some three years after project completion. The methodology will be refined based on lessons learned.

Finally, ITC is paying particular attention to reinforcing its IT infrastructure by investing in continually maintaining and upgrading its IT systems. This increases security and data protection in the face of growing frequent cyber threats, malware attacks and possible incidents. This robust infrastructure also helped with adjusting quickly to the needs arising from the COVID-19 closedown in the early months of 2020.

In the fourth quarter of 2019, as in the fourth quarter of 2018, ITC's projects and programmes presented their risk status and mitigation actions and plans to the Deputy Executive Director in dedicated risk discussion meetings. These meetings provided valuable inputs for the corporate risk discussions. Middle management and the Senior Management Committee reassessed ITC's corporate risks in three sessions, which included further advancement and streamlining of risk management practices.

Throughout 2019, risk was a recurrent topic at Senior Management Committee Meetings concerning all types of decisions. To facilitate ongoing risk monitoring for the entire project portfolio, monthly financial and project monitoring reports were introduced, and the scope of the quarterly reviews was expanded to include elements of risk management.

Three Lines of Defence explained

ITC uses a traditional three-lines-of-defence model for risk governance by separating authorities and responsibilities for risk management. ITC's first level of defence is the staff that own and manage particular risks by applying internal controls, including United Nations rules and regulations, and management controls, which include processes related to operational management, including results-based management and risk assessments.

The second line of the defense comprises control, quality assurance and monitoring functions, such as the finance, strategy, legal and corporate risk units. These units oversee corporate risks, guide the risk assessments, ensure sharing of knowledge and best practices in risk management, continuously improve risk framework and facilitate vertical risk communication in the escalation and de-escalation of risk in the organization.

Internal auditing and evaluation represent the third line of defence. These functions provide independent assurance about the effectiveness of ITC's work, processes and organizational arrangements that form its first and second line of defence.



Leveraging

In 2019, ITC deepened its monitoring of how its trade-related technical assistance leverages additional financial and non-financial resources for its target clients. ITC monitors two types of leveraging:

- increases in the trade and investment values of its beneficiary micro, small and medium-sized enterprises as a direct result of ITC projects
- increases in the amounts of trade-related technical assistance available to clients as a direct result of ITC projects – in cash or in-kind

ITC's beneficiaries report estimates of international trade and investment transactions, deals and leads that they achieved thanks to ITC's assistance.

In 2019, the reported value of transacted business and mature international trade and investment deals amounted to \$1 billion and trade and investment leads and deals in earlier stages of negotiation amounted to more than \$2 billion. Most were leads and prospective deals generated under ITC's South-South Trade and Investment programme, with partners and companies in the Asia-Pacific region aiming to trade or invest in sub-Saharan Africa. Significant leads and deals also concerned ITC's SheTrades and Alliances for Action work, among others. The main sectors to generate leads and deals were textile and garments, agro-processing and pharmaceuticals.

On a global scale, beneficiary MSMEs have used trade intelligence offered through ITC's global public goods to achieve an estimated \$367 million of trade and investment deals.

Trade and investment support institutions supported by ITC reported efficiency gains and budget increases that translated into improvements in their capacity to serve more micro, small and medium-sized enterprises and achieving a multiplier effect on international trade.

ITC also mobilized more than \$15 million in additional contributions from partners directly linked to its ongoing project activities. These contributions are both financial and non-financial and include new funding for extensions of current projects, budget additions, contributions in-kind to projects and the provision of capacity building and additional services for ITC's beneficiaries by ITC's partners.

Financial overview

ITC's regular budget (RB) is funded in equal parts by the United Nations (UN) and the World Trade Organization (WTO) and approved every two years by the UN General Assembly and the WTO General Council. At the same time, member states, multilateral organizations, private sector entities and others contribute extra-budgetary (XB) resources. XB funds supplement and complement the core funding and are often extended for the lifetime of projects over several years.

ITC collects a Programme Support Cost (PSC) of up to 13% on XB expenditures. PSC income is earned when the related XB expenditure is incurred and not when the contributions are received. The purpose of PSC is to recover incremental costs incurred to support activities financed from extra-budgetary contributions. The PSC budget is approved yearly. This budgetary structure is unique among international organizations.

ITC maintains its accounts according to the Financial Regulations of the United Nations as adopted by

the General Assembly. ITC's financial statements are prepared on the accrual basis of accounting according to International Public Sector Accounting Standards (IPSAS). Since the adoption of IPSAS in 2014, ITC consistently received an 'unqualified audit opinion' on its financial statements, including in 2019, confirming sound financial management practices.

KEY FINANCIAL DATA FOR 2019

- **\$164.59 million**: total value of new XB agreements signed in 2019 for projects running up to 2024 (2018: \$165.04 million)
- **\$227.33 million** in overall resources available in 2019, comprised of an opening balance of \$62.52 million and \$164.81 as new contributions (2018: \$166.53 million).
- **\$164.81 million** in gross contributions received (2018: \$133.78 million).
- **\$132.77 million** in overall cumulative expenditure (2018: \$104.00 million).

ITC's fundraising efforts were very successful in 2019, resulting in \$164.59 million of new funding agreements signed and a pipeline of over \$300 million of XB funding for 2020 and beyond.

The fundraising efforts allowed ITC to meet the increasing demand for its services. Total expenditures in 2019 increased by 28% compared to 2018. RB expenditures increased by 3%, and XB expenditure on technical assistance, capacity building and market intelligence increased by 44% to \$91.80 million gross. The general performance was in line with output and outcome targets for the 2018-2019 biennium. PSC expenditures amounted to \$3.57 million, representing a decrease of \$0.15 million.

FIGURE 3 Expenditure pattern 2015–2019 (\$ million)

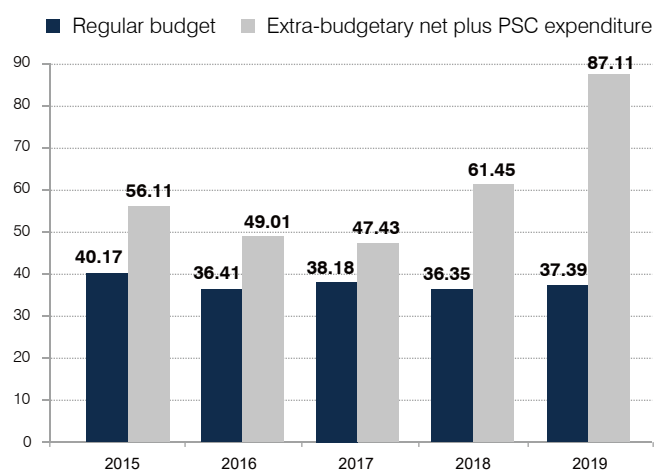


TABLE 2 Status of resources (\$ million gross) as of 31 December 2019

DESCRIPTION	Opening balance	Net income received*	Expenditures	Total cash at hand
Regular budget	1.26	36.95	37.39	0.81
Programme support costs	3.64	8.26	3.57	8.34
Total extra-budgetary resources	57.62	119.60	91.80	85.42
Extra-budgetary resources, Window I	8.30	16.03	15.09	9.25
Extra-budgetary resources, Window II	49.32	103.56	76.72	76.17
Total	62.52	164.81	132.77	94.56

*Net contributions including refunds to donors (\$0.28 million), excluding interest and transfers to operating reserves.

Regular budget

RB funding covers organizational running costs, including salaries and common staff expenditures. It also contributes to general research and development on trade promotion and export development, part of which results in published studies, market information and statistical services.

The UN and the WTO make equal contributions to fund the biennial RB. The budget is adopted in Swiss francs. In December 2018, the UN General Assembly approved a revised recosting arrangement for ITC. The new method resulted in a stable budget in Swiss francs, even as the US dollar amount in the UN programme budget varies according to exchange rate movements.

In 2019, RB expenditure amounted to \$37.39 million, which represented a \$1.04 million increase compared to 2018. The increase results from the optimization of available resources in delivering substantive activities, together with a tendency to spend more in the second year of a biennium

- **\$38.21 million** in RB resources were available for 2019.
- **\$37.39 million** was recorded as expenditure as of 31 December 2019, which translates into an implementation rate of 98% of available resources.

Beginning with the programme budget for 2020, the General Assembly has approved, on a three-year trial basis, a change from a biennial to an annual budget for the United Nations. The WTO will maintain its current biennial budget process.

Extra-budgetary funds

In 2019, ITC continued to build strong relations with a range of funders to secure \$164.59 million of agreements with donor governments, multilateral agencies and international foundations.

XB contributions to ITC in 2019 reached a record high of \$119.60 million. These contributions came from an increasingly diversified base: 13 funders each provided more than \$1 million accounting for 91% of XB funding.

Figure 4 illustrates the evolution of un-earmarked and soft-earmarked contributions (so-called Window I contributions) in terms of the number of contributors and the total value of their contributions.

Total available resources in 2019 included:

- **\$57.62 million** carried forward from 2018.
- **\$119.60 million** in gross contributions received in 2019.

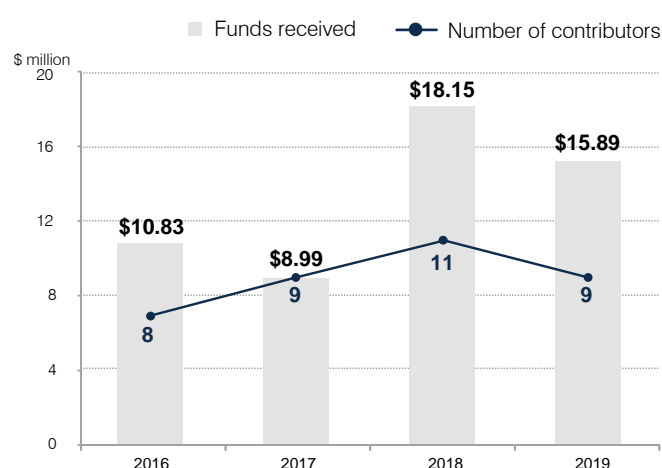
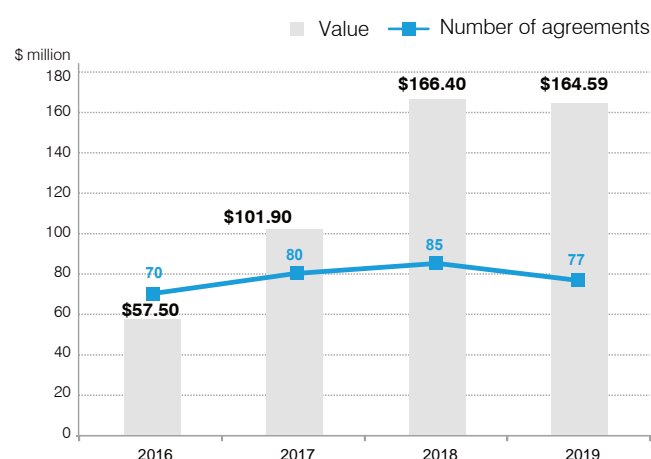
FIGURE 4 Window I – contributions 2016–2019 (\$ million)**FIGURE 5** Signed funding agreements 2015–2018 (\$ million)

TABLE 3 RB expenditure in 2019 (\$ million gross)*

CATEGORIES	Expenditure
Staff and other personnel costs	30.1
Operating and other direct costs	4.7
Contractual services	0.9
Equipment vehicles and furniture	1.1
Travel	0.5
Supplies commodities and materials	0.1
Total	37.4
Resources available	38.21
% of delivery	98%

* The RB is approved in Swiss francs. Amounts reported in the above table have been converted to US dollars to make the data easier to compare and to provide a comprehensive view of ITC's financial situation for accounting and reporting purposes.

ITC's XB delivery of \$91.80 million in 2019 represented a 44% increase compared to 2018, reflecting the growing demand for ITC's services as well as a continued shift towards large programmes. ITC's performance continued to be supported by corporate initiatives for innovation and project development. Throughout 2019, more than \$0.6 million was approved for innovative projects from ITC's Business Development Fund.

The multi-year nature of ITC programmes meant that a balance of \$85.42 million would be carried forward for activities in 2020. This is in addition to a remaining receivable from signed agreements worth \$215.21 million.

Programme support account

In line with UN financial procedures, ITC charges standard PSC rates ranging from 7% to 13% on XB expenditures. This revenue is used to cover indirect and incremental costs associated with XB projects, such as the central administration of human, financial and information technology resources, as well as monitoring and oversight.

- **\$8.26 million** received in PSC income in 2019 in addition to \$3.64 million carried forward from 2018.
- **\$3.57 million** in PSC expenditure.
- **\$8.34 million** balance in the PSC account at the end of the year.

The PSC expenditure was lower than PSC income, mostly due to lower than expected staff and other personnel costs, and the postponement of cost-sharing allocations related to corporate initiatives by the UN Secretariat.

TABLE 4 XB expenditure in 2019 (\$ million gross)

CATEGORIES	Expenditure
Technical experts and other personnel	56.1
Travel	12.4
Operating and other direct costs	11.6
Contractual services	4.2
Grants out	1.2
Equipment vehicles and furniture	1.1
Transfers and grants issued to implementing partners	4.5
Supplies, commodities and materials	0.7
Total	91.8

TABLE 5 XB expenditure by focus area in 2019 (\$ million gross)

FOCUS AREAS	Expenditure
Providing Trade and Market Intelligence	7.58
Building a Conducive Business Environment	11.0
Strengthening Trade and Investment Support Institutions	7.09
Connecting to International Value Chains	24.19
Promoting and Mainstreaming Inclusive and Green Trade	28.06
Supporting Regional Integration and South-South Trade and Investment	11.32
Corporate	2.56
Total	91.8

Upgrading financial management

In 2019, financial reporting to ITC's management resulted in the efficient management of resources, especially concerning the ITC Trust Fund (ITF). Financial reports highlighted matters requiring management attention, enhanced management discussions and facilitated informed decision-making. At the same time, improved cash-flow forecasting resulted in better resource planning and availability. The following areas were also emphasized:

- Financial sustainability and long-term financial planning that supports ITC's corporate agenda as set by senior management
- A strengthened financial management function that provides timely and proactive services based on sound policies and related internal controls
- Transformation and automation of internal processes and workflows.



Human resources management

In 2019, the top priorities for ITC's human resources management team encompassed several investments aimed at strengthening organizational performance. These priorities included:

- reinforcing and promoting an inclusive, safe and enabling corporate culture by pioneering policies and initiatives that champion diversity
- enforcing robust accountability mechanisms to support ITC's ambitious gender parity targets

Zero tolerance of prohibited conduct

In 2019, ITC re-affirmed its zero tolerance of prohibited conduct, covering discrimination, harassment (including sexual harassment) and abuse of authority. Following an update of the Mandatory Training policy at the end of 2018, ITC implemented new training in 2019 for various categories of personnel, including consultants and individual contractors, interns, fellows, United Nations Office for Project Services-contracted personnel and other categories, besides staff members.

The new training focused on safety and security, working harmoniously, and preventing harassment, abuse and sexual exploitation. This training contributed to strengthening a common foundation of knowledge and promoted a shared organizational culture, as per the policy.

In addition, upon request from several technical teams, the ITC Anti-Fraud & Anti-Corruption Framework Awareness Course was translated into French, Spanish, Farsi and Urdu in 2019. These new versions will be rolled out in 2020.

An enabling, safe and inclusive work environment

From family-friendly policies to training about unconscious bias and inclusive leadership, ITC is committed to leading by example. The organization works to create an enabling, safe and inclusive environment that reflects the diversity of its personnel regarding gender, sexual orientation, disability, nationality and culture.

Recognizing that the organization strives for a work environment that is conducive to emotional, physical and mental wellbeing, ITC took multiple steps to ensure a positive and supportive workplace culture. These steps included:

- a new, inclusive Breast- and Bottle-feeding Policy which was widely appreciated by ITC and other United Nations entities for its positive, progressive attitude towards active parenting
- new Disability and Lesbian, Gay, Bisexual, Transgender, Intersex, Queer-plus (LGBTIQ+) policies and the establishment of an 'inclusion group' of focal points (LGBTIQ+, Disability and Accessibility, and Gender) that meets monthly to deliver effective messaging and awareness-raising



1. Field coordinators at ITC's headquarters in Geneva 2. Share and Learn session

Gender Parity

In 2019, ITC made essential strides toward gender parity and establishing an inclusive organizational culture by introducing robust accountability mechanisms.

For the 2018/2019 and 2019/2020 performance cycles, senior managers' mandatory gender parity goals require the inclusion of 50% women and 50% men candidates on shortlist for test/recommended lists of qualified candidates. In addition, a mandatory goal was assigned to Chief of Human Resources, requiring the provision of sex-disaggregated information at each stage of recruitment, monitoring progress against annual targets, and ensuring the consistent application of special measures.

In 2019, ITC's senior management committee reached gender parity. Of six members, three were women (Executive Director, Deputy Director and Director).

In 2019, the percentage of female professionals working for ITC reached 47% – up from 44% in 2018 – with gender parity reached at P1 (50%), P2 (57%) and P3 (51%) levels. At P4 level, the number of women rose to 38% (up from 34% in 2018). At P5 level, the ratio stood unchanged at 21% from the previous year. The human resources management team used a monthly scorecard to monitor progress toward gender parity at each professional level.

UN-SWAP 2.0 Performance

ITC reports annually to United Nations Women on its progress toward gender equality and women's empowerment (GEWE) against the 17-indicator framework of the United Nations System-Wide Action Plan on Gender Equality (UN-SWAP 2.0).

In 2019, ITC improved its UN-SWAP compliance to 81%, up from 75% in 2018. It did this by strengthening its gender architecture and GEWE policy framework and developing a gender marker. In addition, based on Joint Inspection Unit recommendations and to institutionalize UN-SWAP across different sections, ITC involved a more diverse range of business areas (increased from three to 12) and expanded the number of UN-SWAP 2.0 business owners engaged in implementation and reporting from three to 12. The business owners group now serves as an internal peer review and quality assurance mechanism, ensuring that ITC is consistent in its self-evaluation of performance measures.

At the end of 2019, ITC's Executive Director further approved an ambitious UN-SWAP 2.0 roadmap for 2020 and beyond, and created a new functional gender unit comprised of the Gender Focal Point as unit co-ordinator, her support staff, an alternate gender focal point and all business owners.

An ITC corporate brochure on Gender Equality and an Enabling Work Environment is due to be launched in 2020 and gives more detail on this work.



3



4

3. Dorothy Tembo speaking at ITC to the field coordinators 4. ITC personnel pictured in July 2019

Work-Life Balance

ITC's Work-Life Balance (WLB) framework, revised in 2018, has become a state-of-the-art policy within the United Nations system. It is now included in the United Nations Women's catalogue of best practices from which other entities can benefit.

In 2019, the Gender Focal Point, in her role as WLB focal point, began working to institutionalize the WLB policy's core concepts and supporting staff and management to use it. A web-based e-system, introduced in 2018, allows WLB usage to be monitored by gender, professional grade and ITC division and section. As of 31 December 2019, 31% of ITC staff used WLB. This represented a 14.5% increase in WLB usage, from 112 WLB arrangements in 2018 to 131 in 2019. Men's use of WLB increased by 29%, compared to 2017.

Strategic Workforce Review

In 2019, talent review meetings were held with the Executive Director and Deputy Executive Director, individual Section Chiefs, Directors, and the Chief of Human Resources. The aim was to ensure that ITC's workforce was aligned correctly with operational needs and identify current and future skills shortages, strengths and needs. This review ensured that adequate resources could be allocated and distributed across the organization. The meetings also made sure that any development needs captured and fed into the ITC Learning and Development Plan.

In 2019, two programmes in the Talent Development Framework took place:

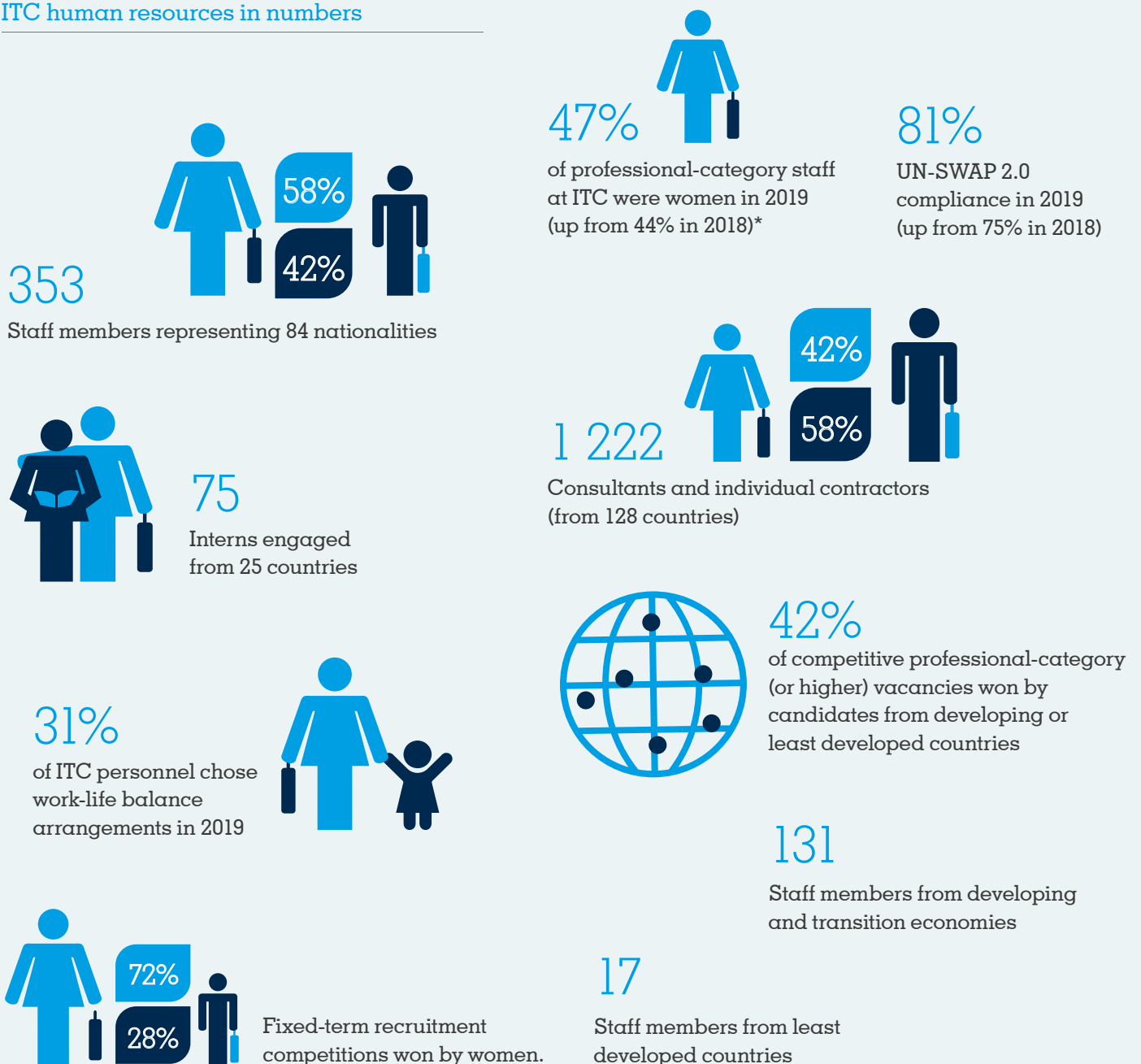
- 33 sessions in the Career Counselling Conversations programme were completed, and six were waitlisted
- one session in the Seven Habits of Highly Effective People programme, attended by 17 people

In 2019, ITC raised the proficiency of internal processes among personnel with its Bundle Training programme. This programme encompassed 151 sessions in 44 modules in a dedicated week of training. Taught by an ITC subject matter expert, each 30-120 minute module explored an internal process. Almost 1,300 attendances were recorded, and 90% of the participants who evaluated the training programme, confirmed that they had benefitted from increased competence in using internal processes, policies and tools.

Continuous Learning

In 2019, ITC's Learning and Development (L&D) Hub was enhanced to track non-staff mandatory training, and a catalogue of more than 3,000 online courses was acquired. In addition, the '360 UN Competencies for the future' feedback tool was successfully piloted. An initial first draft of its induction programme was presented to ITC.

ITC human resources in numbers



*exact breakdown: P1: 50%; P2: 57%, P3: 51%; P4: 38%, P5: 21%

First impressions

Sushma Desai

Team Assistant,
Research
and Strategies
for Exports
(India)



I work on two projects in Myanmar that support the country's government in reaching inclusive and sustainable economic growth. The projects contribute to strengthening national systems and building their capacity by implementing our project outputs. I enjoy coordinating the work with other ITC divisions and partners such as the United Nations Development Programme to arrange workshops, travel, recruitments and other activities. It gives me an immense sense of satisfaction to contribute to ITC's vision of creating trade impact for good.

Trade has long been an area of interest for me and I am thrilled to work with driven and dynamic colleagues to promote sustainable and inclusive trade, especially since trade is an effective driver for the economic inclusion of women. It is inspiring to see how ITC's work supports women's participation in trade by tackling comprehensively the structural barriers they face and increasing the competitiveness of their businesses. Women can contribute to society and the economy in invaluable ways.

**Nydiane Razafindrahaingo**

Junior Professional
Officer, Sustainable
and Inclusive
Value Chains
(Madagascar)

Camille Roy

Associate
Project Officer,
Office for
Asia-Pacific
(France)



I assist in developing and implementing several projects in the Asia and Pacific region funded by the European Union and the United Kingdom. I have the unique opportunity to be surrounded by professional, passionate and inspiring people who contribute to meaningful and impactful initiatives in a vast array of processes and topics. From project coordination and management, work planning, budgeting, reporting – this experience has allowed me to grow professionally and personally, and to make a positive impact on the development of our beneficiaries in the region.



Communications

In 2019, ITC's **Communications and Events** section continued to serve every part of the organization with strategic and operational support in public information, outreach, event planning and publishing. This work encompassed media relations, web news, ITC's quarterly journal, newsletters, social media, video, podcasts, a communications empowerment programme and building collaborations with key partners.

Communications activity

In 2019, ITC built on its efforts to engage with influential media in beneficiary and funder countries. Global news sources continued to use ITC data in their trade coverage, and initiatives received coverage in local and national media, as well as in regional and global outlets.

Total **media mentions** of ITC in 2019 matched the previous year at 12,700 (a slight rise on 2018 of 0.61%). ITC also got its message out in the press with numerous op-eds and interviews with print and television media.

ITC's **website** received over 4,034,586 page views in 2019 – an 8.39% increase over the previous year. These views came during 2,114,738 user sessions, 8.81% more than the year before. News stories, press releases and media advisories about ITC's work received 145,849 views.

International Trade Forum, ITC's quarterly publication, received 106,577 online page views during the year. Themes included trade and technology, financing for development and a special double issue on the African Continental Free Trade Area. Contributors included African Union Trade and Industry Commissioner Albert Muchanga, David Luke, coordinator, African Trade Policy Centre, United Nations Economic Commission for Africa and Fekitamoeloa Utoikamanu, Under-Secretary-General and High Representative, United Nations Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States. Meanwhile, ITC's monthly **newsletter** provided updates on ITC projects, news and publications to nearly 16,000 e-mail recipients.

Social media continued to grow organically, and ITC upgraded its analytics capacity in 2019. Social media campaigns centred on videos, photography and infographics drew attention and online traffic to ITC's work.

ITC's main Twitter account (@ITCnews) gained 27.8% more followers, bringing the total to 35,466. ITC's LinkedIn network also expanded by 46.8% to 48,083.

On Facebook, ITC's following grew by 12.4% to 23,466. ITC's Instagram following expanded by 56.2% to just over 5,467. Engagement rates were consistently above industry benchmarks for all channels.

Multimedia communications

In 2019, ITC continued to invest in high-quality video content for use on social media and to support numerous events. Video views across platforms increased by 41% on 2018. In addition, toward the end of 2019, the Communications and Events unit collaborated with ITC's Innovation Lab to co-produce and launch ITC's Trade Forward podcast.

Summary of video views across social media channels 2019:

CHANNEL	Number of videos	Number of views
Twitter	197	81,255
Facebook	164	98,673
LinkedIn	55	6,096
Instagram	3	1,262
YouTube	161	129,338
TOTAL	580	316,624

Main events supported with video content in 2019:

- International Women's Day 2019
- International Micro, Small and Medium-sized Enterprises Day 2019
- Trade for Sustainable Development (T4SD) Forum 2019
- World Cotton Day 2019
- World Export Development Forum 2019



Video interview during the T4SD Forum 2019 © Antoine Tardy/ITC

Communications partnerships

In 2019, ITC collaborated with several partners to reach out to new and existing audiences in connection with such events as International Women's Day, the European Development Days and International Micro, Small and Medium-Sized Enterprises Day. These partners included the Enhanced Integrated Framework, the European Union, the University of Geneva and the State (Canton) of Geneva and USAID.

ITC collaborated with Ethiopian Airlines and secured concessional air travel to Addis Ababa to support the publicity campaign for the World Export Development Forum in Ethiopia in November 2019.

Communications empowerment

ITC's Communications and Events unit undertook several training and awareness-raising activities in 2019. These events aimed to build media capacity on trade and development topics by empowering journalists with information about small and medium-sized enterprises in developing countries and develop skills among communications professionals.

At the World Export Development Forum in Addis Ababa, Ethiopia in November 2019, 20 journalists (19 from Africa and one from Europe) participated in an ITC media training programme lead by top officials from ITC, the European Union, the Enhanced Integrated Framework and the African Union. They generated more than 50 articles and video reports throughout the week.

In December 2019, ITC trained 25 communications and export development professionals working for the Ghana Export Promotion Authority, co-organizers of the World Trade Promotion Organizations' Conference in Accra, Ghana, in 2020, in media outreach and storytelling techniques.

Internal communications

In 2019, ITC strengthened its internal communications with a new concept, called Staff Talks. Among eight of such events, these pre-lunchtime conversations featured guest speakers from the private sector such as Mastercard or partners from the World Trade Organization and the United Nations Conference on Trade and Development. They and staff members discussed topics ranging through blockchain technology, social entrepreneurship, creative industries and the blue economy.

At the same time, ITC's monthly internal newsletter enhanced inter-organization communication with highlights devoted to interviews with staff and field members, internal processes, ITC-related events and partnerships.



1. World Cotton Day 2019 at the WTO, Geneva 2. A Staff Talks session at ITC, Geneva 3. International Women's Day 2019 4. Women Shaping Global Economic Governance

Publications

In 2019, publications offering analysis and tools for businesses, governments, and researchers continued to be a critical component of ITC's external outreach and delivery of technical-cooperation.

Popular titles in 2019 included **SME Competitiveness Outlook**, focusing on finance, a new edition of the **Guide to Commercial Diplomacy**, and a publication featuring views on economic governance by women leaders. **Women Shaping Global Economic Governance** brought together insights from 28 leading women thinkers and policymakers, with a foreword by Angela Merkel, Federal Chancellor of the Federal Republic of Germany.

In 2019, ITC released 47 publications (31 new titles). Total web downloads increased by 14%, totalling 37,883. Print-on-demand increased by 37%, totalling nearly 10,000 copies, mostly distributed directly to developing countries. The rise in outreach reflects the use of targeted promotion plans and launch events, including the need for print copies in workshop training and launch events.

Among the 20-most downloaded publications in 2019, half were newly published during that year, while others from previous years continued to be popular.

Top 10 most popular downloads of ITC publications 2019

1. The Coffee Guide (3rd edition)
2. SME Competitiveness Outlook 2019
3. Model Contracts for Small Firms
4. SME Competitiveness Outlook 2018
5. A Guide to Commercial Diplomacy
6. Women Shaping Global Economic Governance
7. The European Market for Sustainable Products
8. World Tariff Profiles 2019
9. The State of Sustainable Markets 2018
10. The Coffee Guide (Spanish)

Several new titles focused on sustainability, such as compliance requirements for sustainable trade in African countries, consumer preferences for sustainable products in Europe, and guidelines for mainstreaming sustainable practices in project delivery. Among other topics featured in 2019 were product-specific guides, business competitiveness, e-commerce, non-tariff measures and women in trade.



1. Photo exhibition of Netherlands Trust Fund projects at the Aid for Trade Global Review 2019, WTO, Geneva

Events

Lead events

International Women's Day: Youth in Business – Pitching for Gender Equality

7 March, Geneva

On International Women's Day 2019, ITC hosted an awards ceremony and announced the winner of its first video-pitch competition for students from across the world aimed at generating ideas to empower women in business. Creationesia, three female students from the Bandung Institute of Technology, Indonesia, won the contest with an innovative approach to upcycling plastic waste from the ocean. The winning team shared their business idea at the World Export Development Forum's Youth Media Zone in Addis Ababa in November 2019.

MSME Day 2019: Big Money for Small Business

27 June, Geneva, New York, Mumbai, Nairobi, Lyon, Offenbourg

In a series of worldwide events to celebrate the third International Micro, Small and Medium-sized Enterprises Day on 27 June, ITC and its partners focused on the importance of financing small and medium-sized enterprises in emerging economies to achieve the sustainable development goals. ITC's annual flagship report, the Small and Medium-sized Enterprises Competitiveness Outlook (SMECO), was launched for the first time on MSME Day. The report provided new data and analysis to underpin MSME Day discussions held with representatives of international organizations, governments, business associations, academia and the private sector at events in Geneva, New York, Mumbai, Nairobi, Lyon, and Offenbourg.

World Export Development Forum (WEDF) 2019: Investing in One Africa

18-22 November, African Union headquarters, Addis Ababa

ITC held its annual flagship event at the headquarters of the African Union in Addis Ababa, Ethiopia, as part of the AU's Africa Industrialization Week. The World Export Development Forum 2019 focused on new trade and investment opportunities in the context of the African Continental Free Trade Area (AfCFTA).

The 19th edition of WEDF, co-hosted with the Government of Ethiopia and the African Union, brought more than 1,000 policymakers, investors, women in business, and young entrepreneurs together with representatives of international organizations, governments and business.

The week-long forum reflected a triple focus on business, women, and young people with a wide range of contributions to:

- High-level plenaries on investment in innovative sustainable and inclusive solutions for 'one Africa'
- The Third Young Social Entrepreneurs pitch competition
- Capacity-building workshops
- Business-to-Business matchmaking meetings with a focus on agribusiness, machinery and packaging
- SheTrades Global 2019 – annual meeting of ITC's SheTrades Initiative
- SheTrades AfCFTA workshops for women business associations from across Africa
- Youth-Entrepreneurship and Self-Employment (YES) Forum 2019



2. Signing ceremonies – for the development of improved cotton varieties – between Ugandan and Indian cotton researchers, World Export Development Forum 2019, Ethiopia © Koraimage/ITC **3.** Business-to-business meetings, World Export Development Forum 2019, Ethiopia © Koraimage/ITC

- Strong business presence facilitated by the Supporting Indian Investment in Africa (SITA) programme
- China-Ethiopia investment meeting organized by the Partnership for Investment and Growth in Africa (PIGA)
- Media training for journalists from across the continent
- Youth Media Zone – workshop space sponsored by USAID themed on ‘The Africa we want.’
- Young Social Entrepreneurs pitch competition

The 2019 winner of the third edition of the World Export Development Forum’s **Young Social Entrepreneurs** pitch competition was **SiyaBuddy**. This South African recycling company provides indirect jobs to more than 1,000 individuals, of which 80% are women. The company is developing a system to commercialize its approach to using black soldier fly larvae to produce compost. With the prize money, SiyaBuddy planned to scale up the project and to increase visibility for this innovative, environmentally sustainable solution.

Other highlights

Aid for Trade Global Review at the World Trade Organization

3-5 July 2019, Geneva

ITC contributed to numerous events at the seventh Aid for Trade Global Review with expertise on tourism, women in international markets, e-commerce, and sustainable value chains. In addition, ITC organized a **photo exhibition** of projects in Kenya, Myanmar and Senegal and launched its **Women Shaping Global Economic Governance** book. Several contributors to the publication joined the ITC Executive Director to discuss solutions to global economic and financial challenges, and the event was livestreamed.

Trade for Sustainable Development (T4SD) Forum: Sustainability: The New Normal in a Post-2030 World

7-9 October, Geneva

The sixth T4SD Forum in 2019 provided a platform to exchange views, share good practices and catalyze solutions that will help deliver a greener and more inclusive economy. The event shone a light on the importance of sustainability mainstreaming. It aimed to drive the movement within the trade community to bridge the gap between trade and environmental sustainability.

World Cotton Day

7 October, Geneva

After Benin, Burkina Faso, Chad and Mali (the ‘Cotton-4’ countries) applied to the United Nations General Assembly for official recognition of 7 October as World Cotton Day, ITC was among the partner organizations marking the day with events at the World Trade Organization. ITC helped organize a **pop-up boutique** and **fashion show** for artisans associated with the African cotton industry, and lead discussions about value-addition and cotton by-products.

China International Import Expo (CIIE)

5-10 November, Shanghai

ITC supported 84 micro, small and medium-sized enterprises from 22 countries in Africa, Asia and Latin America to participate in the second CIIE and make inroads into the Chinese market. A corporate booth, as well as media and social media support, helped the entrepreneurs make the most of this opportunity. The event brought together 150,000 domestic and foreign professional buyers, as well as exhibitors from 100 countries.



Partnerships

Partnerships were at the heart of ITC's interventions in 2019, reflecting an increased awareness of the need to collaborate with other development actors to achieve sustainable results in complex and dynamic development settings.

This priority was also reflected in the findings of the Annual Evaluation Synthesis Report for 2019. It recommended that ITC's "project planning and implementation should consider the achievement of synergies as a mandatory feature for its interventions, at design, implementation and reporting stages. This implies putting emphasis on strong partnerships and supportive networks coordinating their activities and leveraging their capabilities in a policy-coherent fashion".

ITC acts in an ecosystem in which it not only provides trade-related technical assistance but also influences its partners and their environment by developing effective synergies.

In this light, ITC continued to strengthen its relationships with governments and other partners, while putting particular emphasis on increasing its in-country presence, including by strengthening its network of reliable implementing partners.

ITC expanded its innovative global trade intelligence portal, the Global Trade Helpdesk in partnership with the World Trade Organization (WTO), the United Nations Conference on Trade and Development (UNCTAD) and other United Nations entities. The portal integrates trade and business information into a 'one-stop-shop.' It builds on existing ITC, UNCTAD and WTO services as well as those run by partner organizations including the Food and Agriculture Organization of the United Nations, the Inter-American Development Bank, the African Development Bank, the World Customs Organization, the World Bank Group, and others.

In 2019, ITC engaged with African countries to implement the African Trade Observatory, an instrument to support the coming African Continental Free Trade Area. The African Trade Observatory will be a source of real-time African trade and market information – spanning countries, products and markets – in one place. In 2019, the project and its activities were presented to more than 100 policymakers, high-level officials and relevant stakeholders in national workshops, while 13 pilot countries participated in a technical workshop.

As part of ITC's Alliances for Action programme, ITC initiated or strengthened partnerships with the Pacific Community (SPC) in the context of the EU-funded Intra-ACP project. ITC also partners with Caribbean Agricultural Research and Development Institute, Caribbean Export Development Agency, the Coconut Industry Board and other regional and national institutions, targeting in particular the coconut sector in 12 Caribbean countries. In the cocoa sector, ITC partnered with Fair Trade Africa, Max Havelaar Switzerland, Kuapa Kokoo Farmers Union, and COOP Chocolats Halba in Ghana.

In the coffee sector, ITC partners with the Latin American and Caribbean Network of Fair Trade Small Producers and Workers (CLAC) for the Latin America and the Caribbean region and with the Agence des Cafés Robusta d'Afrique et de Madagascar (ACRAM) for the African region. ITC has also convened a network of 40 coffee industry stakeholders from producers to brands to provide expert advice on the updating of the ITC Coffee Exporters Guide. In the area of inclusive finance and investment, ITC has collaborated with the Small and Medium Enterprise Agriculture Finance and Investment Network to develop investment prospectus for targeted value chains in the Caribbean.



1. The Norwegian Refugee Council and Freelancer enabled residents of a refugee camp to learn new skills © David Macharia/ITC **2.** Prime Minister of Barbados Mia Amor Mottley at the launch event of Phase II of Alliances for Action's Coconut Industry Development for the Caribbean, implemented with the EU, CARIFORUM and OACPS **3.** UEFA Foundation for Children and ITC signed a partnership for the development of a new initiative – Kick for Trade **4.** ITC facilitates the partnership between Switzerland and Egypt to boost textile and clothing exports

ITC's SheTrades initiative continued working with its core partners, including those from the private sector, such as eBay, Maersk, UPS, Barclays Bank and GroFin, on strengthening the capacities of women-owned businesses and working towards connecting three million women to market by 2021, as well as toward commitments under the SheTrades call to action.

ITC's Trade for Sustainable Development initiative partnered with the Social & Labor Convergence Program to advance the adoption of the Converged Assessment Framework and reduce audit duplications in selected sectors. The effort

could unlock resources worth over \$1 million spent on duplicative audits in 2019 alone, rising to \$200 million by 2023, for re-deployment to improve working conditions at garment manufacturing facilities worldwide.

ITC's partnership with the Norwegian Refugee Council and job platforms Upwork and Freelancer enabled residents of the Kakuma refugee camp and local host communities to learn new skills and gain remote employment. Learning to undertake services such as data entry, transcription, web research and advertisement design has enabled beneficiaries to access job opportunities far beyond Kakuma.



Mainstreaming policy

Sustainable and inclusive development objectives are at the heart of the work of the ITC. 'Good trade' is trade that creates positive and inclusive economic, social and environmental impacts. It provides entrepreneurial opportunities, particularly for women, young people and poor communities — and it is climate-smart.



Mr Rubén Lasso Guevara, Corporación Técnica para el Desarrollo del Pacífico, Colombia © Ana Milena Moreno Toledo/ITC



Ms Chandrika Pakhrin, fashion designer, CDK company, Bhutan
© Gabriela Byrde/ITC

Against this backdrop, in 2019, ITC launched a strategic initiative to systematically mainstream objectives related to gender, youth, green growth and social responsibility into all ITC projects. The mainstreaming initiative comprised several actions:

- **Creating a vision:** ITC provided better support to partners and beneficiaries by addressing gender, youth, green growth and social responsibility objectives in all its projects.
- **Provision of knowledge and support:** ITC developed practical guidelines for project managers on how to integrate the mainstreaming objectives into the entire project cycle, from development to implementation and evaluation. Focal points were available to provide expertise and first-hand insights to project managers for each mainstreaming area. Employees contributing to project design, implementation and beyond received training.
- **Requesting accountability:** ITC developed systems, processes, and key indicators to verify the progress and successes of mainstreaming. ITC's senior management regularly verified actions and reporting obligations by project managers.
- **Creating a movement:** ITC undertook communication activities with both internal and external stakeholders to spur engagement in making sustainability and inclusiveness part of daily work and habits.

This systematic approach ensured that ITC's work continued to contribute to alleviating poverty and improving livelihoods at the same time as mitigating environmental risks and realizing economic opportunities.

■ 120

Countries in which ITC
was active in 2019





Appendices



APPENDIX I

ITC FOCUS AREAS AND PROGRAMMES

FOCUS AREAS	PROGRAMMES
1. Providing Trade and Market Intelligence	Transparency in Trade
	Non-Tariff Measures in Goods and Services
	Competitive Intelligence
2. Building a Conducive Business Environment	Trade Development Strategies
	Trade Facilitation
	Supporting Trade Negotiations and Policy Reform
3. Strengthening Trade and Investment Support Institutions	Strengthening Trade and Investment Support Institutions
4. Connecting to International Value Chains	Value Added to Trade
	ecomConnect: Enabling Trade Through Digital Channels
5. Promoting and Mainstreaming Inclusive and Green Trade	Empowering Women to Trade
	Empowering Poor Communities to Trade
	Youth and Trade
	Trade for Sustainable Development
6. Supporting Regional Economic Integration and South-South Links	Boosting Regional Trade
	South-South Trade and Investment

HOW ITC PROGRAMMES LINK TO SUSTAINABLE DEVELOPMENT GOALS AND TARGETS

SDG	TARGETS	PROGRAMMES
Goal 1 End poverty in all its forms everywhere.	1.2 Reduce the proportion of men, women and children of all ages living in poverty	All programmes
	1.b Create sound policy frameworks based on pro-poor and gender-sensitive development strategies	
Goal 2 End hunger, achieve food security and improved nutrition and promote sustainable agriculture.	2.3 Double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists and fishers	Transparency in Trade
	2.4 Ensure sustainable food production systems and implement resilient agricultural practices	Non-Tariff Measures in Goods and Services
	2.b Correct and prevent trade restrictions and distortions in world agricultural markets	Supporting Trade Negotiations and Policy Reform
		Value Added to Trade
Goal 4 Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.	4.4 Substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship	Empowering Women to Trade
		Empowering Poor Communities to Trade
		Trade for Sustainable Development
		Strengthening Trade and Investment Support Institutions
		Value Added to Trade
Goal 5 Achieve gender equality and empower all women and girls.	5.1 End all forms of discrimination against all women and girls everywhere	Empowering Women to Trade
	5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life	Youth and Trade
	5.a Undertake reforms to give women equal rights to economic resources	Empowering Poor Communities to Trade
	5.b Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women	Trade Development Strategies
		Trade Facilitation
Goal 8 Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all.	8.2 Achieve higher levels of economic productivity through diversification, technological upgrading and innovation	Value Added to Trade
	8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of MSMEs	Empowering Women to Trade
	8.5 Achieve full and productive employment and decent work for all women and men, including for young people	
	8.6 Substantially reduce the proportion of youth not in employment, education or training	
	8.9 Implement policies to promote sustainable tourism that creates jobs and promotes local culture and products	
	8.10 Strengthen the capacity of financial institutions to encourage and expand access to financial services for all	
	8.a Increase Aid for Trade support for developing countries, in particular least developed countries	
	8.b Develop and operationalize a global strategy for youth employment and implement the Global Jobs Pact of the International Labour Organization	
		All programmes

SDG	TARGETS	PROGRAMMES
Goal 9 Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation.	9.3 Increase the access of small-scale industrial and other enterprises, in particular in developing countries, to financial services, including affordable credit, and their integration into value chains and markets	Trade Development Strategies
	9.b Support domestic technology development, research and innovation in developing countries, including by ensuring a conducive policy environment for, <i>inter alia</i> , industrial diversification and value addition to commodities	Trade Facilitation Value Added to Trade South-South Trade and Investment
Goal 10 Reduce inequality within and among countries.	10.1 Achieve and sustain income growth of the bottom 40% of the population	All programmes
	10.2 Empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status	
	10.a Implement the principle of special and differential treatment for developing countries, in particular least developed countries (LDCs)	
Goal 12 Ensure sustainable consumption and production patterns.	12.2 Achieve the sustainable management and efficient use of natural resources	Value Added to Trade
	12.6 Encourage companies to adopt sustainable practices	Trade for Sustainable Development
Goal 16 Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.	16.6 Support effective, accountable, and transparent institutions at all levels	Trade Development Strategies
	16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels	Supporting Trade Negotiations and Policy Reform
	16.8 Broaden and strengthen the participation of developing countries in the institutions of global governance	Value Added to Trade Boosting Regional Trade
Goal 17 Strengthen the means of implementation and revitalize the global partnership for sustainable development.	17.3 Mobilize additional financial resources for developing countries from multiple sources	All programmes
	17.5 Adopt and implement investment promotion regimes for least developed countries	
	17.6 Enhance North-South, South-South and triangular regional and international cooperation on and access to science, technology and innovation and enhance knowledge-sharing on mutually agreed terms	
	17.10 Promote a universal, rules-based, open, non discriminatory and equitable multilateral trading system	
	17.11 Increase the exports of developing countries, in particular with a view to doubling the LDCs' share of global exports	
	17.12 Realize timely implementation of duty-free and quota-free market access on a lasting basis for all LDCs	
	17.13 Enhance global macroeconomic stability, including through policy coordination and policy coherence	
	17.17 Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships	
	17.19 Support statistical capacity-building in developing countries	

APPENDIX II

ITC TECHNICAL COOPERATION BY REGION AND FOCUS AREA

COUNTRY / REGION	LDGS	PRIORITY COUNTRIES	PROJECTS BY REGION	FOCUS AREA 1	FOCUS AREA 2	FOCUS AREA 3	FOCUS AREA 4	FOCUS AREA 5	FOCUS AREA 6	CORPORATE	FUNDERS	OP BUDGET \$'000	EXPENDITURE \$'000	% DELIVERED
Afghanistan			Afghanistan: Ethical Lifestyle Initiative for the Economic Reintegration of Returnees and Internally displaced people (B439)								European Union	3 046	3 389	111%
			Afghanistan: Trade-related assistance (A764)								ITF Window 1			
			Trade Promotion between China and other Developing Countries along the Belt and Road Initiative (B568)								China			
Albania			Support to Facilitation of Trade between CEFTA Parties (B444)								European Union	51	39	77%
Antigua and Barbuda			Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)								European Union			
			CARIFORUM: UK Trade Partnerships Programme (B900)								ITF Window 1 (BDF)			
			Trade Intelligence: UK Trade Partnerships Programme (B906)								United Kingdom of Great Britain and Northern Ireland	-	47	0%
Argentina			China-Latin America e-Business Partnership (B848)								ITF Window 1 (BDF)	-	9	0%
Armenia			Eastern Partnership: Ready to Trade - an EU4Business initiative (B252)								European Union	340	409	120%
Azerbaijan			Eastern Partnership: Ready to Trade - an EU4Business initiative (B252)								European Union	340	409	120%
Bahamas			Trade Intelligence: UK Trade Partnerships Programme (B906)								United Kingdom of Great Britain and Northern Ireland	-	3	0%
Bahrain			Building Export Bahrain (B815)								Labor Fund Bahrain (Tamkeen)	-	420	0%
Bangladesh			Non-tariff measures programme (W1) (B626)								ITF Window 1			
			SheTrades Commonwealth Programme (B578)								United Kingdom of Great Britain and Northern Ireland	1 088	1 461	134%
			Trade Promotion between China and other Developing Countries along the Belt and Road Initiative (B568)								China			
Barbados			Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)								European Union			
			Trade Intelligence: UK Trade Partnerships Programme (B906)								ITF Window 1 (BDF)	-	33	0%
											United Kingdom of Great Britain and Northern Ireland			
Belarus			Eastern Partnership: Ready to Trade - an EU4Business initiative (B252)								European Union	340	409	120%
Belize			Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)								European Union			
			Trade Intelligence: UK Trade Partnerships Programme (B906)								ITF Window 1 (BDF)	-	33	0%
											United Kingdom of Great Britain and Northern Ireland			
Benin			ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)								European Union	95	138	146%
			Fashion Show World Cotton Day (B894)								ITF Window 1			
			Fast Tracking Digital Entrepreneurship in Africa - Phase 1 (B898)								France			
			Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés (B587)											
Bhutan			Bhutan Trade Support (B382)								European Union	1 105	1 960	177%
			Trade Promotion between China and other Developing Countries along the Belt and Road Initiative (B568)								China			
Bosnia and Herzegovina			Support to Facilitation of Trade between CEFTA Parties (B444)								European Union	51	39	77%
Brazil			China-Latin America e-Business Partnership (B848)								ITF Window 1 (BDF)	-	9	0%

COUNTRY / REGION	LDCS	PRIORITY COUNTRIES	PROJECTS BY REGION	FOCUS AREA 1	FOCUS AREA 2	FOCUS AREA 3	FOCUS AREA 4	FOCUS AREA 5	FOCUS AREA 6	CORPORATE	FUNDERS	OP BUDGET \$'000	EXPENDITURE \$'000	% DELIVERED
Burkina Faso	■	■	Burkina Faso et Mali: Création d'emplois équitables et développement durable de microentreprises dans les chaînes de valeur liées au secteur du lifestyle (B276)					■			European Union ITF Window 1 Japan France	1 884	2 023	107%
			ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■					
			Fashion Show World Cotton Day (B894)				■							
			Non-tariff measures programme (W1) (B626)	■										
			Poor Communities and Trade Programme (A874)					■						
			Poor Communities and Trade Programme (B649)					■						
			Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés (B587)			■								
Burundi	■	■	Trade Facilitation (B628)		■						European Union	1 343	1 962	146%
			Burundi: Market Access Upgrade Programme - MARKUP (B718)			■	■		■					
Cabo Verde	■	■	EU-EAC Market Access Upgrade Programme - MARKUP (B383)		■		■		■		European Union	61	57	93%
			ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■					
Cambodia	■	■	Poor Communities and Trade Programme (A874)					■			Japan China	6	24	430%
			Trade Promotion between China and other Developing Countries along the Belt and Road Initiative (B568)	■					■					
Cameroon	■	■	Cameroon: UK Trade Partnerships Programme (B899)	■			■				United Kingdom of Great Britain and Northern Ireland France	34	178	526%
			Programme Management: UK Trade Partnerships Programme (B908)	■			■							
			Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés (B587)			■								
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■										
Central African Republic	■	■	Central African Republic: Projet de relèvement socio-économique (B867)		■		■	■			ITF Window 1 (BDF)	-	25	0%
Chad	■	■	Fashion Show World Cotton Day (B894)				■				ITF Window 1 France	34	58	170%
			Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés (B587)			■								
Chile			China-Latin America e-Business Partnership (B848)			■	■		■		ITF Window 1 (BDF)	-	9	0%
China			China-Latin America e-Business Partnership (B848)			■	■		■		ITF Window 1 (BDF) European Union	-	178	0%
			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■						
Colombia		■	Colombia PUEDE: Peace and unity through productive development and commercialization (B599)	■			■	■			European Union ITF Window 1 (BDF) ITF Window 1	988	1 045	106%
Comoros	■	■	Comoros: UK Trade Partnerships Programme (B901)	■			■				United Kingdom of Great Britain and Northern Ireland	-	182	0%
			Programme Management: UK Trade Partnerships Programme (B908)	■			■							
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■										
Costa Rica			Central America: Linking women business enterprises (WBEs) with the global gifts and home decoration market (A314)			■	■	■			European Union	114	133	117%
Côte d'Ivoire	■	■	Côte D'Ivoire: UK Trade Partnerships Programme (B902)	■			■				United Kingdom of Great Britain and Northern Ireland European Union ITF Window 1 France Korea ITF Window 1 (BDF)	520	663	127%
			Culture project: Identity Building and Sharing Business Initiative (B542)					■						
			ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■					
			Fast Tracking Digital Entrepreneurship in Africa - Phase 1 (B898)				■							
			Non-tariff measures programme (W1) (B626)	■										
			Poor Communities and Trade Programme (B649)					■						

COUNTRY / REGION	LDCS	PRIORITY COUNTRIES	PROJECTS BY REGION	FOCUS AREA 1	FOCUS AREA 2	FOCUS AREA 3	FOCUS AREA 4	FOCUS AREA 5	FOCUS AREA 6	CORPORATE	FUNDERS	OP BUDGET \$'000	EXPENDITURE \$'000	% DELIVERED
Côte d'Ivoire (continued)			Programme Management: UK Trade Partnerships Programme (B908)	■			■							
			Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés (B587)			■								
			SheTrades West Africa (B610)						■					
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■										
Cuba		■	Cuba: Fortaleciendo capacidades de inserción internacional (B830)	■		■	■	■			ITF Window 1 (BDF)	-	28	0%
Curaçao		■	Curaçao: National Export Strategy and Implementation Management (B896)		■						Curaçao	-	50	0%
Democratic Republic of the Congo (the)	■	■	COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)	■	■	■					COMESA ITF Window 1	107	98	92%
			Poor Communities and Trade Programme (B649)					■						
Djibouti	■	■	Djibouti: Projet de développement et de promotion du tourisme (A993)			■	■				Enhanced integrated Framework	36	14	40%
Dominica		■	Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)				■				European Union ITF Window 1 (BDF) United Kingdom of Great Britain and Northern Ireland	-	47	0%
			CARIFORUM: UK Trade Partnerships Programme (B900)	■			■							
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■										
Dominican Republic		■	Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)				■				European Union ITF Window 1 (BDF) United Kingdom of Great Britain and Northern Ireland	-	69	0%
			CARIFORUM: UK Trade Partnerships Programme (B900)	■			■							
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■										
Egypt			Egypt: Establishing a specialized export promotion department within Export Development Bank of Egypt (AfTIAS) (B606)			■					International Islamic Trade Finance Corporation Switzerland Sweden	928	442	48%
			Egypt: Improving the international competitiveness of the textile and clothing sector (GTEX/MENATEX) (B673)				■							
			Egypt: SheTrades (AfTIAS) (B821)			■	■	■						
			Global: Networking and knowledge management for the textile and clothing sector (GTEX) (B451)				■							
			MENATEX Regional: Regional component of the Textiles and Clothing Programme for the MENA region (B696)				■							
El Salvador		■	Central America: Linking women business enterprises (WBEs) with the global gifts and home decoration market (A314)			■	■	■			European Union	114	133	117%
Ethiopia	■	■	COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)	■	■	■					COMESA ITF Window 1 (BDF) ITF Window 1 United Kingdom of Great Britain and Northern Ireland Japan	1 368	1 806	132%
			Ethiopia: Consultation and Needs Assessment (B909)	■	■	■	■	■						
			Fast Tracking Digital Entrepreneurship in Africa - Phase 1 (B898)				■							
			Partnership for Investment and Growth in Africa (Main Phase) (B340)			■			■					
			Poor Communities and Trade Programme (A874)					■						
			Poor Communities and Trade Programme (B649)					■						
			SheTrades Coffee (B637)					■						
			Supporting Indian trade and investment for Africa (SITA) (A854)						■					
Fiji		■	Pacific: UK Trade Partnerships Programme (B905)	■			■				United Kingdom of Great Britain and Northern Ireland	-	191	0%
			Programme Management: UK Trade Partnerships Programme (B908)	■			■							
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■										

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Gabon		■	Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés (B587)			■					France	34	37	110%
Georgia			Eastern Partnership: Ready to Trade - an EU4Business initiative (B252)				■		■		European Union	340	409	120%
Ghana	■		ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■		European Union Max Havelaar Foundation Chocolats Halba/ Coop Genossenschaft United Kingdom of Great Britain and Northern Ireland ITF Window 1 France ITF Window 1 (BDF)	1 828	2 661	146%
			Ghana: Developing cocoa and associated crops through the Sankofa Project empowered by Alliances for Action (B766)			■	■	■						
			Ghana: UK Trade Partnerships Programme (B903)	■			■							
			Innovative MSME and Value Chain development through Alliances in cocoa, coffee and associated crops sectors in Ghana and Ethiopia (B794)			■	■	■						
			Non-tariff measures programme (W1) (B626)	■										
			Programme Management: UK Trade Partnerships Programme (B908)	■			■							
			Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés (B587)			■								
			SheTrades Commonwealth Programme (B578)					■						
			Trade for Sustainable Development (T4SD) - Hubs (B694)					■						
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■										
			Trade Training Hub (TTH) (B736)			■								
Grenada	■		Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)				■				European Union ITF Window 1 (BDF) United Kingdom of Great Britain and Northern Ireland Marketing and National Import Board of Grenada	83	73	88%
			CARIFORUM: UK Trade Partnerships Programme (B900)	■			■							
			Grenada: supporting the fresh fruit and vegetables food safety management systems (B710)		■	■	■							
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■										
Guatemala	■		Central America: Linking women business enterprises (WBEs) with the global gifts and home decoration market (A314)			■	■	■			European Union United States	736	739	100%
			Guatemala: Strengthening the business skills and employability of informal entrepreneurs at the Ciudad Pedro de Alvarado Border (B615)			■		■						
Guinea	■		ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■		European Union Netherlands (the) France Korea ITF Window 1 (BDF)	3 912	3 727	95%
			Guinée: Programme d'appui à l'intégration socio-économique des jeunes (INTEGRA) (B463)			■	■	■						
			Mano River: Value Chain Development for Cocoa (NTF IV) (B586)			■	■	■						
			NTF IV Programme Management (B584)			■	■	■						
			Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés (B587)			■								
			SheTrades West Africa (B610)					■						
Guinea-Bissau	■	■	ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■		European Union	61	57	93%
Guyana	■		Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)				■				European Union ITF Window 1 (BDF) United Kingdom of Great Britain and Northern Ireland	-	37	0%
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■										
Haiti	■	■	Poor Communities and Trade Programme (A874)					■			Japan	6	-	0%
Honduras			Central America: Linking women business enterprises (WBEs) with the global gifts and home decoration market (A314)			■	■	■			European Union	114	133	117%

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India			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■			European Union United Kingdom of Great Britain and Northern Ireland	296	573	194%
			Supporting Indian trade and investment for Africa (SITA) (A854)						■					
Indonesia			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■			European Union	-	28	0%
Iran (Islamic Republic of)			Culture project: Identity Building and Sharing Business Initiative (B542)					■			European Union ITF Window 1	1 814	1 246	69%
			Iran: Trade-Related Technical Assistance (B782)		■	■		■						
			Poor Communities and Trade Programme (B649)					■						
Jamaica	■		Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)				■				European Union ITF Window 1 (BDF) United Kingdom of Great Britain and Northern Ireland	-	130	0%
			CARIFORUM: UK Trade Partnerships Programme (B900)	■			■							
			Programme Management: UK Trade Partnerships Programme (B908)	■			■							
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■										
Jordan	■		Jordan: Improving the international competitiveness of the textile and clothing sector (MENATEX) (B811)				■				Sweden Germany	817	596	73%
			Jordan: Trade for Employment Project: Improving Business Environment for SMEs Through Trade Facilitation (B639)	■	■	■								
			MENATEX Regional: Regional component of the Textiles and Clothing Programme for the MENA region (B696)	■			■							
Kazakhstan		■	Central Asian Trade Intelligence Portal (CATI) (B784)	■			■				UNDP	-	44	0%
Kenya	■		COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)	■	■	■					COMESA European Union ITF Window 1 United Kingdom of Great Britain and Northern Ireland Norwegian Refugee Council Japan France	3 745	5 167	138%
			Culture project: Identity Building and Sharing Business Initiative (B542)					■						
			EU-EAC Market Access Upgrade Programme - MARKUP (B383)		■		■		■					
			Partnership for Investment and Growth in Africa (Main Phase) (B340)			■			■					
			Poor Communities and Trade Programme (A874)					■						
			Poor Communities and Trade Programme (B649)					■						
			Refugee Employment and Skills Initiative (RESI): Linking Refugees in Kenya to Market Opportunities (Components 1 & 2) (B571)					■						
			Refugee Employment and Skills Initiative: Building Solutions for Somali Refugees in a Fragile Protracted Displacement Scenario (RESI Dadaab II) (B864)					■						
			Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés (B587)			■								
			RESI High Skills (B839)					■						
			SheTrades Commonwealth Programme (B578)					■						
			Supporting Indian trade and investment for Africa (SITA) (A854)						■					
Kyrgyzstan	■		Trade for Sustainable Development (T4SD) - Hubs (B694)					■			UNDP Switzerland China	416	557	134%
			Central Asian Trade Intelligence Portal (CATI) (B784)	■			■							
			Global: Networking and knowledge management for the textile and clothing sector (GTEX) (B451)				■							
			Kyrgyzstan: Improving the international competitiveness of the textile and clothing sector (GTEX) (B676)			■	■							
			Trade Promotion between China and other Developing Countries along the Belt and Road Initiative (B568)	■			■		■					

COUNTRY / REGION	LDCS	PRIORITY COUNTRIES	PROJECTS BY REGION	FOCUS AREA 1	FOCUS AREA 2	FOCUS AREA 3	FOCUS AREA 4	FOCUS AREA 5	FOCUS AREA 6	CORPORATE	FUNDERS	OP BUDGET \$'000	EXPENDITURE \$'000	% DELIVERED
Lao People's Democratic Republic			Lao PDR: ASEAN Regional Integration Support (Laos-ARISE Plus) (B505)		■		■	■			European Union ITF Window 1 China	573	701	122%
			Systematic Mechanism for Safer Trade (SYMST) (B695)	■		■		■	■					
			Trade for Sustainable Development (T4SD) - Hubs (B694)					■						
			Trade Promotion between China and other Developing Countries along the Belt and Road Initiative (B568)	■					■					
Lebanon			Lebanon: Creating Sustainable Jobs and Stable Income (B870)				■	■			Japan International Islamic Trade Finance Corporation	-	130	0%
			Lebanon: Export Competitiveness of SMEs in the IT and Nuts sectors (AfTIAS) (B607)			■	■							
Lesotho			Lesotho: National Trade Policy Implementation Programme and formulation of National Export Strategy Roadmap (B808)		■	■	■				Enhanced integrated Framework	-	122	0%
Liberia			ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■		European Union Enhanced integrated Framework Netherlands (the) Korea ITF Window 1 (BDF)	315	467	148%
			Liberia: Developing the tourism sector with a focus on surfing and destinations (B555)				■							
			Mano River: Value Chain Development for Cocoa (NTF IV) (B586)			■	■	■						
			NTF IV Programme Management (B584)				■	■						
			SheTrades West Africa (B610)					■						
Libya			Libya: Trade Academy (B409)			■		■			France	516	459	89%
Madagascar			Madagascar: UK Trade Partnerships Programme (B904)	■			■				United Kingdom of Great Britain and Northern Ireland	-	202	0%
			Programme Management: UK Trade Partnerships Programme (B908)	■			■							
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■										
Malawi			COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)	■	■	■					COMESA France	95	96	101%
			Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés (B587)			■								
Malaysia			Malaysia Trade-Related Assistance (Arise + Malaysia) (B872)		■			■	■		ITF Window 1 (BDF)	-	7	0%
Mali			Burkina Faso et Mali: Création d'emplois équitables et développement durable de microentreprises dans les chaînes de valeur liées au secteur du lifestyle (B276)					■			European Union ITF Window 1 Japan Enhanced integrated Framework France	1 711	1 825	107%
			Culture project: Identity Building and Sharing Business Initiative (B542)					■						
			ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■					
			Fashion Show World Cotton Day (B894)				■							
			Fast Tracking Digital Entrepreneurship in Africa - Phase 1 (B898)				■							
			Non-tariff measures programme (W1) (B626)	■										
			Poor Communities and Trade Programme (A874)					■						
			Poor Communities and Trade Programme (B649)					■						
			Promotion of Malian arabic gum in the US and European markets (B771)			■	■							
			Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés (B587)			■								
			Trade Facilitation (B628)		■									
Mauritius			Trade Intelligence: UK Trade Partnerships Programme (B906)	■							United Kingdom of Great Britain and Northern Ireland	-	3	0%

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Montenegro			Support to Facilitation of Trade between CEFTA Parties (B444)		■				■		European Union	51	39	77%
Morocco			Global: Networking and knowledge management for the textile and clothing sector (GTEX) (B451)				■				Switzerland Sweden	691	624	90%
			MENATEX Regional: Regional component of the Textiles and Clothing Programme for the MENA region (B696)				■							
			Morocco: Improving the international competitiveness of the textile and clothing sector (GTEX/MENATEX) (B674)				■							
Mozambique	■	■	Partnership for Investment and Growth in Africa (Main Phase) (B340)			■			■		United Kingdom of Great Britain and Northern Ireland	700	923	132%
Myanmar	■	■	Myanmar Trade and Investment Project (TIP) (B494)	■	■	■					United Kingdom of Great Britain and Northern Ireland Standards and Trade Development Facility Netherlands (the) European Union ITF Window 1 Switzerland China	2 694	3 718	138%
			Myanmar: Improving food safety and compliance with SPS measures to increase export revenues in the oilseeds value chain (A648)				■							
			Myanmar: Inclusive tourism development with focus on Kayah state (consolidation) & Tanintharyi (extension) (NTF IV) (B386)				■							
			Myanmar: Trade-Related Technical Assistance (ARISE+ Myanmar) (B567)						■					
			Myanmar: Upgrading horticulture supply and sustainable tourism to develop business linkages (B566)				■							
			NTF IV Programme Management (B584)				■	■						
			Trade Promotion between China and other Developing Countries along the Belt and Road Initiative (B568)	■					■					
Nepal	■	■	Non-tariff measures programme (W1) (B626)	■							ITF Window 1 Japan China	180	192	106%
			Poor Communities and Trade Programme (A874)						■					
			Poor Communities and Trade Programme (B649)						■					
			Trade for Sustainable Development (T4SD) - Hubs (B694)						■					
			Trade Promotion between China and other Developing Countries along the Belt and Road Initiative (B568)	■					■					
Nicaragua			Central America: Linking women business enterprises (WBEs) with the global gifts and home decoration market (A314)			■	■	■			European Union	114	133	117%
Niger	■	■	ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■		European Union ITF Window 1 France	525	558	106%
			Fashion Show World Cotton Day (B894)				■							
			Non-tariff measures programme (W1) (B626)	■										
			Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés (B587)			■								
			Trade Facilitation (B628)		■									
Nigeria	■		ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■		European Union France United Kingdom of Great Britain and Northern Ireland	1 160	1 507	130%
			Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés (B587)			■								
			SheTrades Commonwealth Programme (B578)						■					
North Macedonia		■	Support to Facilitation of Trade between CEFTA Parties (B444)		■				■		European Union	64	49	77%
Pakistan	■		NTM Survey Pakistan (B742)	■							European Union World Bank ITF Window 1 (BDF)	169	1 911	1130%
			Pakistan: Growth for rural advancement and sustainable progress (GRASP) (B466)		■		■	■						

COUNTRY / REGION	LDCS	PRIORITY COUNTRIES	PROJECTS BY REGION	FOCUS AREA 1	FOCUS AREA 2	FOCUS AREA 3	FOCUS AREA 4	FOCUS AREA 5	FOCUS AREA 6	CORPORATE	FUNDERS	OP BUDGET \$'000	EXPENDITURE \$'000	% DELIVERED
Panama			Central America: Linking women business enterprises (WBEs) with the global gifts and home decoration market (A314)			■	■	■			European Union ITF Window 1 (BDF)	142	175	123%
			China-Latin America e-Business Partnership (B848)			■	■		■					
Papua New Guinea		■	PNG: UK Trade Partnerships Programme (B967)	■			■				United Kingdom of Great Britain and Northern Ireland	-	67	0%
			Programme Management: UK Trade Partnerships Programme (B908)	■			■							
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■										
Peru			Trade for Sustainable Development (T4SD) - Hubs (B694)					■			ITF Window 1	137	134	98%
Qatar			Qatar: Bar code initiative for SME trade development (B743)				■				Qatar Development Bank	252	232	92%
			Qatar: Foundations for B2B E-Commerce (B687)		■		■							
Republic of Moldova (the)		■	Eastern Partnership: Ready to Trade - an EU4Business initiative (B252)				■		■		European Union	391	448	115%
			Support to Facilitation of Trade between CEFTA Parties (B444)		■				■					
Rwanda	■	■	EU-EAC Market Access Upgrade Programme - MARKUP (B383)		■		■		■		European Union ITF Window 1	1 570	3 014	192%
			Fast Tracking Digital Entrepreneurship in Africa - Phase 1 (B898)				■				Germany United Kingdom of Great Britain and Northern Ireland			
			Rwanda: Enabling the future of e-commerce (B330)				■							
			SheTrades Coffee (B637)					■						
			Supporting Indian trade and investment for Africa (SITA) (A854)						■					
Saint Kitts and Nevis		■	CARIFORUM: UK Trade Partnerships Programme (B900)	■			■				United Kingdom of Great Britain and Northern Ireland	-	18	0%
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■										
Saint Lucia		■	Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)				■				European Union ITF Window 1 (BDF)			
			CARIFORUM: UK Trade Partnerships Programme (B900)	■			■				United Kingdom of Great Britain and Northern Ireland	-	109	0%
			St. Lucia: Strengthening the institutional infrastructure for export promotion (A332)	■	■	■	■				Saint Lucia Trade Export Promotion Agency (TEPA)			
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■							ITF Window 1			
Saint Vincent and the Grenadines		■	Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)				■				European Union ITF Window 1 (BDF)			
			CARIFORUM: UK Trade Partnerships Programme (B900)	■			■				United Kingdom of Great Britain and Northern Ireland	-	47	0%
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■										
Saudi Arabia			Saudi Arabia: Development of dates sector in Medina region (AfTIAS) (B605)				■				International Islamic Trade Finance Corporation	172	154	89%
Senegal	■	■	ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■		European Union Netherlands (the) France	559	633	113%
			NTF IV Programme Management (B584)				■	■			ITF Window 1 (BDF)			
			Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés (B587)			■								

COUNTRY / REGION	LDCS	PRIORITY COUNTRIES	PROJECTS BY REGION	FOCUS AREA 1	FOCUS AREA 2	FOCUS AREA 3	FOCUS AREA 4	FOCUS AREA 5	FOCUS AREA 6	CORPORATE	FUNDERS	OP BUDGET \$'000	EXPENDITURE \$'000	% DELIVERED
Senegal (continued)			Senegal: Export development of IT and IT-enabled services (NTF IV) (B390)				■	■						
			Sénégal: Programme de Compétitivité de l'Afrique de l'Ouest (PCAO) (B461)			■	■	■						
Serbia			Support to Facilitation of Trade between CEFTA Parties (B444)		■				■		European Union	51	39	77%
Seychelles		■	Trade Intelligence: UK Trade Partnerships Programme (B906)	■							United Kingdom of Great Britain and Northern Ireland	-	3	0%
Sierra Leone	■	■	ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■					
			Mano River: Value Chain Development for Cocoa (NTF IV) (B586)			■	■	■			European Union			
			NTF IV Programme Management (B584)				■	■			UNIDO			
			Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés (B587)			■					Netherlands (the)	458	572	125%
			SheTrades West Africa (B610)						■		France			
			Sierra Leone: West Africa Competitiveness Programme (B457)		■	■	■		■		Korea			
											ITF Window 1 (BDF)			
Somalia	■	■	Refugee Employment and Skills Initiative: Building Solutions for Somali Refugees in a Fragile Protracted Displacement Scenario (RESI Dadaab II) (B864)						■		Japan	-	98	0%
South Africa		■	Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés (B587)			■					France	27	30	110%
South Sudan	■	■	South Sudan: Jobs Creation and Trade Development (B910)	■	■	■	■	■			ITF Window 1 (BDF)	-	15	0%
Sri Lanka		■	Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)						■					
			Feasibility study for value addition in the fruit and vegetable sector of Sri Lanka (B531)			■	■				European Union			
			Sri Lanka: Trade related assistance (A306)		■		■				Standards and Trade Development Facility	1 149	2 487	216%
			Trade Promotion between China and other Developing Countries along the Belt and Road Initiative (B568)	■					■		Germany			
											China			
State of Palestine		■	Palestine: Linking refugees and young population in Gaza to market opportunities (B682)			■		■						
			State of Palestine: Enhance Employment of Refugees and Young Population in Gaza (B868)			■	■	■			Japan			
			State of Palestine: Reform and Development of Markets, Value Chains and Producers' Organizations (B580)	■			■	■			Food and Agriculture Organisation	155	314	203%
											Palestine			
Sudan	■	■	Sudan: WTO Accession (B683)		■									
			Supporting Sudan's WTO Membership Negotiations and Related Trade Policy Reforms (B895)		■						Japan	209	536	256%
Suriname		■	Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)				■				European Union			
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■							ITF Window 1 (BDF)	-	33	0%
											United Kingdom of Great Britain and Northern Ireland			
Syrian Arab Republic		■	Promoting Labour Market Integration of Syrians under Temporary Protection and Host Communities in Turkey (B655)				■	■			IOM	232	270	116%
			Syria: Enabling through digital channels (B681)				■	■			Japan			

COUNTRY / REGION	LDCS	PRIORITY COUNTRIES	PROJECTS BY REGION	FOCUS AREA 1	FOCUS AREA 2	FOCUS AREA 3	FOCUS AREA 4	FOCUS AREA 5	FOCUS AREA 6	CORPORATE	FUNDERS	OP BUDGET \$'000	EXPENDITURE \$'000	% DELIVERED
Tajikistan			Central Asian Trade Intelligence Portal (CATI) (B784)	■			■							
			Culture project: Identity Building and Sharing Business Initiative (B542)					■						
			Global: Networking and knowledge management for the textile and clothing sector (GTEX) (B451)				■				UNDP			
			Poor Communities and Trade Programme (B649)					■			European Union			
		■	Tajikistan: Enabling market access for agricultural products through improved food safety system (STDF) (B312)		■	■	■				ITF Window 1	1 155	1 154	100%
			Tajikistan: Improving the international competitiveness of the textile and clothing sector (GTEX) (B675)		■	■	■	■			Switzerland			
			Trade Promotion between China and other Developing Countries along the Belt and Road Initiative (B568)	■					■		Standards and Trade Development Facility			
											China			
Thailand			Systematic Mechanism for Safer Trade (SYMST) (B695)	■		■		■	■		European Union	7	21	309%
			Thailand Trade-Related Assistance (Arise + Thailand) (B873)		■			■	■		ITF Window 1 (BDF)			
The Gambia		■	ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■		European Union			
			Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés (B587)			■					France			
			SheTrades Gambia (B751)					■			Enhanced integrated Framework			
		■	The Gambia: Jobs, Skills and Finance (JSF) for Women and Youth (B664)		■	■		■			ITF Window 1	4 155	4 469	108%
			The Gambia: PBF, Strengthening Sustainable and Holistic Reintegration of Returnees (B786)		■		■	■			UN Peace building Fund			
			The Gambia: Youth empowerment project (YEP) (B179)		■		■	■			United Nations Capital Development Fund (UNCDF)			
Togo		■	ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■		European Union	163	153	93%
Trinidad and Tobago		■	Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)				■				European Union			
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■			■				ITF Window 1 (BDF)	-	33	0%
											United Kingdom of Great Britain and Northern Ireland			
Tunisia			Global: Networking and knowledge management for the textile and clothing sector (GTEX) (B451)				■							
			MENATEX Regional: Regional component of the Textiles and Clothing Programme for the MENA region (B696)				■				Switzerland	760	536	71%
			Tunisia: Improving the international competitiveness of the textile and clothing sector (GTEX/MENATEX) (B672)				■				Sweden			
Turkey			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■						
			Promoting Labour Market Integration of Syrians under Temporary Protection and Host Communities in Turkey (B655)				■	■			European Union	43	136	317%
											IOM			

COUNTRY / REGION	LDCS	PRIORITY COUNTRIES	PROJECTS BY REGION	FOCUS AREA 1	FOCUS AREA 2	FOCUS AREA 3	FOCUS AREA 4	FOCUS AREA 5	FOCUS AREA 6	CORPORATE	FUNDERS	OP BUDGET \$'000	EXPENDITURE \$'000	% DELIVERED
Uganda			Culture project: Identity Building and Sharing Business Initiative (B542)											
			EU-EAC Market Access Upgrade Programme - MARKUP (B383)											
			NTF IV Programme Management (B584)											
			Poor Communities and Trade Programme (B649)											
			Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés (B587)											
			Supporting Indian trade and investment for Africa (SITA) (A854)											
			Uganda: Export development of IT and IT-enabled services (NTF IV) (B387)											
			Uganda: Handicraft and Souvenir Development Project (HSDP) (B764)											
			Uganda: Promoting inclusive cross-border trade of agricultural products for enhanced livelihoods (B822)											
Ukraine			Eastern Partnership: Ready to Trade - an EU4Business initiative (B252)											
			Ukraine National Export Strategy (B614)											
			Ukraine: Linking SMEs in the fruit and vegetables industry to global and domestic value chains (A303)											
United Republic of Tanzania (the)			COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)											
			EU-EAC Market Access Upgrade Programme - MARKUP (B383)											
			Fast Tracking Digital Entrepreneurship in Africa - Phase 1 (B898)											
			Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés (B587)											
			Supporting Indian trade and investment for Africa (SITA) (A854)											
			Tanzania: Kigoma Joint Programme under UNDP II (B727)											
Uzbekistan			Central Asian Trade Intelligence Portal (CATI) (B784)											
			Culture project: Identity Building and Sharing Business Initiative (B542)											
			Poor Communities and Trade Programme (B649)											
Vanuatu			Poor Communities and Trade Programme (B649)											
Viet Nam			Non-tariff measures programme (W1) (B626)											
			Systematic Mechanism for Safer Trade (SYMST) (B695)											
			Trade Facilitation (B628)											
			Trade for Sustainable Development (T4SD) - Hubs (B694)											
			Vietnam: Trade Policy and Promotion Project (B888)											

COUNTRY / REGION	LDCS	PRIORITY COUNTRIES	PROJECTS BY REGION	FOCUS AREA 1	FOCUS AREA 2	FOCUS AREA 3	FOCUS AREA 4	FOCUS AREA 5	FOCUS AREA 6	CORPORATE	FUNDERS	OP BUDGET \$'000	EXPENDITURE \$'000	% DELIVERED
Zambia			COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)	■	■	■								
			Fast Tracking Digital Entrepreneurship in Africa - Phase 1 (B898)				■				COMESA			
			Non-tariff measures programme (W1) (B626)	■							ITF Window 1			
			Partnership for Investment and Growth in Africa (Main Phase) (B340)			■			■		United Kingdom of Great Britain and Northern Ireland	804	1 222	152%
			Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés (B587)			■					France			
			SheTrades Zambia (B785)					■			Enhanced integrated Framework			
			Zambia: Empowering the Zambia Credit Guarantee Scheme to Improve SME Access to Finance (B763)				■				ITF Window 1 (BDF)			
Zimbabwe			COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)	■	■	■								
			Programme Management: UK Trade Partnerships Programme (B908)	■			■				COMESA			
			Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés (B587)			■					United Kingdom of Great Britain and Northern Ireland	88	371	421%
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■							France			
			Zimbabwe: UK Trade Partnerships Programme (B907)	■			■							
Africa			ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)				■		■					
			SheTrades: Empowering Women in the African Continental Free Trade Area (AfCFTA) (B832)					■			European Union			
			Implementation of the African Trade Observatory within the AUC (B353)	■							ITF Window 1	709	1 143	161%
			One Country, One Product, One Chef, One Plate: Connecting consumers and farmers (B926)				■				ITF Window 1 (BDF)			
			ITC's contribution to the AfCFTA (B942)						■		Germany			
Asia and the Pacific			ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)				■		■		European Union	709	79	11%
			One Country, One Product, One Chef, One Plate: Connecting consumers and farmers (B926)				■				ITF Window 1 (BDF)			
Latin America and the Caribbean			ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)				■		■		European Union	731	82	11%
			One Country, One Product, One Chef, One Plate: Connecting consumers and farmers (B926)				■				ITF Window 1 (BDF)			
Global			Benchmarking Platform Update (B891)							■	ITF Window 1			
			Business Development Fund (BDF 2019) (B835)							■	ITF Window 1 (BDF)			
			Business survey study to identify the information needs' of EU services exporters (B734)	■							European Union			
			CRM (B852)							■	ITF Window 1			
			DCP Partnership and Coordination (B650)							■	ITF Window 1			
			DEI Coordination and Innovation Fund (B647)							■	ITF Window 1	15 780	16 161	102%
			DHL: Providing logistics advisory services in TRTA projects (B931)		■						DHL			
			DMD Partnership & Coordination (B620)							■	ITF Window 1			
			DMD/TMI Core Staff (B849)	■							ITF Window 1			
			DPS Improving operational efficiency (B838)							■	ITF Window 1			

COUNTRY / REGION	LDCS	PRIORITY COUNTRIES	PROJECTS BY REGION	FOCUS AREA 1	FOCUS AREA 2	FOCUS AREA 3	FOCUS AREA 4	FOCUS AREA 5	FOCUS AREA 6	CORPORATE	FUNDERS	OP BUDGET \$'000	EXPENDITURE \$'000	% DELIVERED
Global (continued)			Economic Partnership Agreements (EPAs) worldwide and rules of origin (B725)	■							National Graduate Institute for Policy Studies (GRIPS)			
			E-learning - Global Public Good (B892)							■	ITF Window 1			
			E-Learning (B648)	■							ITF Window 1			
			E-solutions (B636)				■				ITF Window 1			
			Export Potential Map (A341)	■							ILO			
			Export strategy design and management (B630)		■						ITF Window 1			
			Fellowship: Mo Ibrahim Foundation (B203)							■	Mo Ibrahim Foundation			
			Global Trade Helpdesk (B572)	■							Switzerland Qatar Development Bank			
			Global: Support for Innovative Methods and Tools (understanding NTMs and accessing e-Commerce) (B678)	■			■				United States			
			I 4 IMPACT (AIM): Improving institutional performance for SME internationalization (B633)			■					ITF Window 1			
			Improving transparency in trade through market analysis tools as a global public good (B336)	■							European Union Revolving Fund MAR ITF Window 1			
			Improving transparency in trade through embedded market analysis tools (B352)	■							Islamic Centre for Development of Trade Korea TradeMalta			
			Information Technology Services & Support (B625)							■	ITF Window 1			
			Innovation Lab (B788)							■	ITF Window 1			
			Market Price Information (B627)	■							ITF Window 1			
			MLS-SCM Revolving Fund (B189)				■				Revolving Fund MLS-SCM			
			New ITC website (B824)							■	ITF Window 1			
			NY Office (B624)							■	ITF Window 1			
			OED Cabinet (B623)							■	ITF Window 1			
			Quality and SPS standards (B427)		■						ITF Window 1			
			RBM (B622)							■	ITF Window 1			
			SEC Revolving Fund (B190)				■				Revolving Fund EC African Export Import Bank			
			Secondee from Republic of Korea (B600)	■							Korea			
			SheTrades (B641)					■			ITF Window 1			
			SheTrades and UPS partnership (B750)					■			UPS foundation			
			SheTrades Connect (Japan) (B516)					■			Japan			
			SheTrades Coordination (B642)					■			ITF Window 1			
			SheTrades: International workshop agreement on the definition of Women Owned Businesses (B562)					■			Sweden			
			SheTrades: using data to address constraints to extra-EU trade (B582)	■				■			European Union			
			SME Competitiveness Survey and Outlook (B631)	■		■					ITF Window 1			

COUNTRY / REGION	LDCS	PRIORITY COUNTRIES	PROJECTS BY REGION	FOCUS AREA 1	FOCUS AREA 2	FOCUS AREA 3	FOCUS AREA 4	FOCUS AREA 5	FOCUS AREA 6	CORPORATE	FUNDERS	OP BUDGET \$'000	EXPENDITURE \$'000	% DELIVERED
Global (continued)			South-South - ITC participation at BAPA+40, methodology and resource mobilization (B836)						■		ITF Window 1			
			Support Trade Negotiations (B629)		■						ITF Window 1			
			TIS Revolving Fund / E-learning (B155)	■							Revolving Fund TS			
			Trade for Sustainable Development (T4SD) - Database (B645)					■			ITF Window 1			
			Trade for Sustainable Development (T4SD) (B036)					■			United States Sustainable Agriculture Initiative (SAI Platform) European Union Germany Switzerland Europe-Africa- Caribbean-Pacific Liaison Committee (COLEACP) Finance in Motion GmbH UNCTAD			
			Trade in services (B026)		■				■		China			
			Trade in services (B632)		■						ITF Window 1			
			TS Revolving Fund (B205)			■					Revolving Fund TS			
			Value Added to Trade (B635)				■				ITF Window 1			
			Vulnerable Migration & Forced Displacement Framework (B842)					■			ITF Window 1			
			World Export Development Forum (WEDF) 2019 - Ethiopia (B927)							■	ITF Window 1			
			Youth & Trade: Entrepreneurship and Employability (B840)					■			ITF Window 1			
			Associate expert - Office for Asia and the Pacific (B880)						■		China Scholarship Council			
			Associate expert - Office for Asia and the Pacific (B773)						■		China Scholarship Council			
			Associate expert - Trade facilitation and policy for business (B393)		■						Finland			
			Associate expert - Enterprise and institutions (B412)			■	■	■			Germany			
			Associate expert - Trade facilitation and policy for business (B699)		■						Germany			
			Associate expert - E-learning (B774)				■	■			China Scholarship Council			
			Associate expert - Evaluation Unit (B772)						■		China Scholarship Council	944	1 491	158%
			Associate expert - E-solutions (B800)				■				Germany			
			Associate expert - SheTrades (B825)					■			Germany			
			Associate expert - Strengthening TISIs (B886)		■						China Scholarship Council			
			Associate expert - Research and strategies for export (B887)					■			China Scholarship Council			
			Associate expert - Sector and Enterprise Competitiveness (B947)				■				Netherlands (the)			
			Associate expert - Sustainable and Inclusive Value Chains (B948)						■		Netherlands (the)			

ITC is grateful for contributions to the ITC Trust Fund Window 1 (ITF Window 1) for 2019 from Belgium, Canada, China, Denmark, Finland, Germany, Iceland, India, Ireland, Norway and Sweden.

APPENDIX III

ITC NEEDS ASSESSMENT AND PROJECT DESIGN IN 2019 BY REGION

REGION	REGIONAL	COUNTRY-SPECIFIC
Sub-Saharan Africa	*SheTrades West Africa	Namibia: Supporting Trade Competitiveness for SMES
	SADC: Sector development for Agro-processing and pharmaceuticals	Nigeria: Food Africa SDG-Fund
	UAC Trade Observatory	Cameroun: Programme pour la promotion de l'entrepreneuriat et de l'insertion professionnel au Cameroun (PROPEICAM)
	COMESA Cross-Border Trade Initiative: Facilitating small-scale trade across the borders	Refugee Employment and Skills Initiative: Building Solutions for Somali Refugees in a Fragile Protracted Displacement Scenario (RESI Dadaab II)
	ECOWAS: West Africa Business and Export Promotion Project	Projet de relèvement socio-économique en République Centrafricaine
		Sénégal: Programme de Compétitivité de l'Afrique de l'Ouest (PCAO)
		*Sierra Leone West Africa competitiveness programme
		Cameroun: Project d'appui à la compétitivité et au développement de l'entrepreneuriat rural jeune dans la filière coton
		Guinée: Projet de relance de la filière ananas à travers l'appui à la production, la transformation et l'exportation
		Malawi: Value chain development project for the honey and horticulture sector
		Uganda: Promoting inclusive cross-border trade of agricultural products for enhanced livelihoods
		Uganda: Handicraft and souvenir development project
		Gambia: Climate conflict: Strengthening community coping mechanisms to mitigate risks of conflicts and reduce climate-related tensions
		Gambia: Go green go good go Gambia
		Gambia: Jobs, skills and finance (JSF) for women and youth
		Gambia: Innovative Financing for Inclusive Growth and Climate resilience
		The Gambia: PBF, Strengthening Sustainable and Holistic Reintegration of Returnees
		Liberia: Developing the tourism sector with a focus on surfing and destinations
		Kenya: Supporting refugees through trade through digital agents model
		Kenya: RESI High Skills
		Kenya: Increasing SME competitiveness in selected value chains
		Liberia: Sustainable Cocoa Value Chains
		Malawi: Value chain development project for the honey and horticulture sector
		Sierra Leone: Innovative value chain alliances for inclusive and sustainable agribusiness
		Tanzania: Joint Economic Empowerment Programme for Refugees and Host Communities
		Tanzania: Developing the Beekeeping Value Chain
		*Ethiopia: Consultation and needs assessment
		Madagascar: Appui aux services de certification
		Mali: Creating decent and sustainable jobs for artisans from Northern Mali
		Lesotho: National Trade Policy Implementation Programme and formulation of National Export Strategy Roadmap
		Tanzania: Promoting women refugee entrepreneurship in Kigoma (KOICA)
		Rwanda: Competitive intelligence and NTMs
		Senegal: Projet d'appui à la compétitivité de l'Afrique de l'Ouest
		Uganda: Development of handicraft and souvenir products for tourism and export markets
		Uganda: Enhancing value chains of agricultural products
		Rwanda - Competitive Intelligence and NTMs

* Financed by the Business Development Fund

REGION	REGIONAL	COUNTRY-SPECIFIC
Asia and the Pacific		*Pakistan: Growth for rural advancement and sustainable progress (GRASP)
		*Myanmar Arise Plus
		*Nepal Trade-related Assistance
		Afghanistan: Advancing trade (Phase II)
		Afghanistan: Ethical Lifestyle Initiative for the Economic Reintegration of Returnees and Internally displaced people
		Malaysia: Arise Plus Malaysia
		Pakistan: Trade-related technical assistance in Pakistan (ReMIT)
		Arise Plus Thailand
		Support linkages between Sri Lankan fruits and vegetables association and Noberasco
		Vietnam: Trade policy and promotion project
Arab Region	Euro-Med Trade and Investment Facilitation Mechanism (TIFM) Phase II	Oman: Strengthening SME export competitiveness in priority sub-sectors: Frankincense and dates
		Tunisie: Projet de valorisation des industries créatives et agroalimentaires pour un emploi durable
		Iraq Trade Academy
		Non Oil Export Development Strategy of Oman
		State of Palestine: Enhance Employment of Refugees and Young Population in Gaza
		Jordan: Trade for Employment
		Palestine: Enhance employment of refugees and young population in Gaza
		Bahrain: Establishment of the Bahrain Export Development Agency
		Lebanon: Creating Sustainable Jobs and Stable Income
		Egypt: Training of e-Commerce and Export Advisors
		She Trades Egypt
		Iraq: Strengthening the agriculture and agri-food value chain
		Jordan: RESI Refugee employment and Skills Initiative
		Lebanon: Enhancing IT sector competitiveness to support youth social stabilization
		Lebanon: Creating Sustainable Jobs and Stable Income
		Lebanon: Training of e-Commerce and Export Advisors (World Bank RFP)
		Libya: Increasing trade transparency through the EuroMed Trade Helpdesk
		Mauritania: Capacity building programme for entrepreneurship support hubs
		She Trades Morocco
		South Sudan: Job creation and trade development project
		Sudan: Supporting the Trade for Peace Initiative through WTO Accession and economic Reforms
		Djibouti: Training of e-Commerce and Export Advisors
		Tunisia: Training of e-Commerce and Export Advisors
		Tunisia: Creating new employment opportunities for Tunisian youth to increase social stability
		Turkey: Employment of refugees and young populations
		Curated Digital Platforms to Re-Start Entrepreneurship and Inspire Trade (Lebanon, Turkey, Jordan)
		Somalia: Refugee Employment and Skills Initiative (RESI) - Building economic opportunities for Somali people through digital trade
Latin America and the Caribbean	*Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II	Colombia: Promoting Peace Through Trade (KOICA)
		Ecuador: developing market opportunities in the EU for tropical and exotic fruits
		Curaçao: National Export Strategy and Implementation Management
		Honduras: Strengthening the Trade Information Systems to support SMEs internationalisation
		Central America: MADE@home: Migrants Assets for Development and Export

* Financed by the Business Development Fund

REGION	REGIONAL	COUNTRY-SPECIFIC
Eastern Europe and Central Asia	Central Asia: Ready for Trade	Tajikistan: Enabling market access for agricultural products through improved food safety systems (STDF)
	Trade and market intelligence for the Eastern Partnership Countries	Uzbekistan WTO Accession Programme
	Central Asian Trade Intelligence Portal (CATI)	Ukraine NES Implementation
Global and multi-regional	Kazakhstan: E-commerce development	
	China's Silk Belt and Road Initiative	
	ACP: Strengthening Productive Capabilities and Value Chain Alliances	
	Business survey study to identify the information needs ¹ of EU services' exporters	
	Youth & Trade: Entrepreneurship and Employability project	
	She Trades West Africa KOICA	
	SheTrades: Empowering Women in the African Continental Free Trade Area (AfCFTA)	
	China-Latin America e-business partnership	
	UK Trade Partnership Programme - multiple countries and themes: Cameroon, Cote d'Ivoire, Lebanon, Fiji, Papua New Guinea, Comoros, CARIFORUM, Zimbabwe, Madagascar, Ghana; Trade Intelligence	
	Trade and Market Intelligence for the Eastern Partnership Countries	
	Linking communities in protracted displacement conditions with economic opportunities through an online platform (Ethiopia and Turkey)	
	Enhancing Transparency and Traceability of Sustainable Textile Value Chains	
	One country, one product, one chef, one plate: connecting consumers and farmers	
	Alliance for product quality in Africa	
	Fast Tracking Digital Entrepreneurship in Africa - Phase 1	
	African LDCs: Cotton by-product development	
	ITC CRM System	
	Collecting data on women in extra-EU services trade in selected EU Member States	
	Transition and management of YE! platform to ITC	
	Benchmarking Platform Update	
	Implementation of the African Trade Observatory within the AUC	
	*Trade Training Hub	
	Sustainable Investments into Africa (SIA)	

* Financed by the Business Development Fund

APPENDIX IV

PROFILE OF ITC STAFF

COUNTRY	WOMEN	MEN	TOTAL	%
DEVELOPING AND TRANSITION COUNTRIES				
Algeria		1	1	
Armenia	2	1	3	
Argentina	1	5	6	
Barbados		1	1	
Bosnia and Herzegovina		1	1	
Bolivia	1	1	2	
Brazil	8		8	
Belarus		1	1	
Côte d'Ivoire		2	2	
China	4	4	8	
Colombia	2	1	3	
Congo	1		1	
Dominican Republic		1	1	
Ecuador		2	2	
Ghana	1	1	2	
Guatemala	1		1	
India	5	8	13	
Indonesia	1		1	
Iran		1	1	
Jamaica	1		1	
Kazakhstan	2		2	
Kenya	3	1	4	
Malaysia	2		2	
Mauritius	3	3	6	
Mexico	2	4	6	
Mongolia	1		1	
Morocco	1	2	3	
Moldova	1		1	
Namibia	1		1	
Nicaragua	1		1	
Pakistan		4	4	
Panama	1		1	
Peru	2	1	3	
Romania	5	1	6	
Russian Federation	6		6	
Serbia		1	1	
South Africa	1	2	3	
Sri Lanka	2		2	
State of Palestine	1		1	
Syria	1	1	2	
Thailand	1		1	
Tunisia		3	3	
Turkey	1		1	
Ukraine	1		1	
Uzbekistan	2		2	
Venezuela		1	1	
Viet Nam	1	3	4	
Zimbabwe	1	2	3	
Developing and Transition countries total	71	60	131	37.11%

COUNTRY	WOMEN	MEN	TOTAL	%
LEAST DEVELOPED COUNTRIES				
Benin		2	2	
Burkina Faso	1		1	
Comoros		1	1	
Democratic Republic of the Congo		1	1	
Ethiopia		2	2	
Guinea	1	1	2	
Madagascar	2		2	
Nepal		1	1	
Senegal	1		1	
Uganda	1	1	2	
Zambia	2		2	
Least Developed	8	9	17	4.82%

OTHER COUNTRIES

Australia	2	4	6	
Belgium	1	1	2	
Bulgaria	1		1	
Canada	5	4	9	
Croatia	4		4	
Czechia	2		2	
Denmark		1	1	
Finland	1		1	
France	35	25	60	
Germany	17	4	21	
Ireland	3	1	4	
Italy	13	9	22	
Japan	1	1	2	
Korea (Republic of)		1	1	
Malta		1	1	
Netherlands	1		1	
New Zealand	2	2	4	
Norway		1	1	
Poland	1	3	4	
Portugal	1		1	
Spain	6	2	8	
Sweden	1		1	
Switzerland	12	5	17	
United Kingdom	10	8	18	
United States of America	8	5	13	
Other	127	78	205	58.07%

GRAND TOTAL	206	147	353
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APPENDIX V

DISTRIBUTION OF ASSIGNMENTS BY NATIONALITY AND GENDER OF EXPERTS 2019

FROM	TOTAL		WOMEN		MEN	
	NUMBER OF EXPERTS	WORK DAYS	NUMBER OF EXPERTS	WORK DAYS	NUMBER OF EXPERTS	WORK DAYS
DEVELOPING AND TRANSITION COUNTRIES						
AFRICA						
Benin	1	20			1	20
Botswana	1	20	1	20		
Burkina Faso	16	856	5	447	11	409
Burundi	4	95			4	95
Cameroon	4	280	3	220	1	60
Chad	1	100			1	100
Central African Republic	1	20			1	20
Comoros	2	101			2	101
Cote d'Ivoire	6	209	2	99	4	110
Djibouti	1	90			1	90
Ethiopia	17	1 140	3	281	14	859
Eswatini, Kingdom of	1	25	1	25		
Gambia	17	1 375	5	413	12	962
Ghana	17	1 709	5	421	12	1 288
Guinea	42	2 104	5	188	37	1 916
Kenya	65	3 978	33	2 128	32	1 850
Lesotho	3	53	1	25	2	28
Madagascar	2	336	1	215	1	121
Mali	12	331	3	93	9	238
Malawi	1	23			1	23
Mauritius	3	69	1	20	2	49
Mozambique	7	1 018	5	567	2	451
Namibia	1	19			1	19
Niger	5	162	1	132	4	30
Nigeria	11	843	7	780	4	63
Rwanda	23	1 406	5	207	18	1 199
Senegal	13	551	6	148	7	403
Sierra Leone	3	178	2	47	1	131
South Africa	10	512	5	314	5	198
Sudan	2	246	1	220	1	26
Tanzania	23	1 101	6	312	17	789
Uganda	27	894	13	368	14	526
Zambia	14	783	7	438	7	345
Zimbabwe	5	307	1	99	4	208
AFRICA TOTAL	(29.54% of total) 361	20 954	128	8 227	233	12 727

FROM	TOTAL		WOMEN		MEN	
	NUMBER OF EXPERTS	WORK DAYS	NUMBER OF EXPERTS	WORK DAYS	NUMBER OF EXPERTS	WORK DAYS
ASIA AND THE PACIFIC						
Afghanistan	21	1 385	3	272	18	1 113
Bangladesh	5	483	1	73	4	410
Bhutan	9	851	3	163	6	688
Cambodia	1	56			1	56
China	14	1 427	10	911	4	516
Fiji	4	133	3	106	1	27
India	45	2 440	19	1 516	26	924
Indonesia	2	135	2	135		
Iran	17	590	7	180	10	410
Lao People's Democratic Republic	6	264	4	174	2	90
Malaysia	3	77	1	30	2	47
Mongolia	3	95	2	80	1	15
Myanmar	9	493	5	280	4	213
Nepal	3	192	2	112	1	80
Pakistan	21	1 045	3	293	18	752
Philippines	4	156	2	70	2	86
Samoa	1	25	1	25		
Singapore	4	409	1	241	3	168
Sri Lanka	32	967	7	186	25	781
Thailand	2	54			2	54
Viet Nam	16	1 457	5	442	11	1 015
ASIA AND THE PACIFIC TOTAL	(18.17% of total) 222	12 734	81	5 289	141	7 445
ARAB REGION						
Algeria	2	202			2	202
Bahrain	2	42			2	42
Egypt	9	963	4	417	5	546
Jordan	8	343	4	143	4	200
Lebanon	3	68	2	51	1	17
Libya	3	145	2	127	1	18
Morocco	7	487	3	361	4	126
State of Palestine	12	225	3	51	9	174
Syrian Arab Republic	2	81			2	81
Tunisia	21	1 365	4	434	17	931
ARAB REGION TOTAL	(5.65% of total) 69	3 921	22	1 584	47	2 337

FROM	TOTAL		WOMEN		MEN	
	NUMBER OF EXPERTS	WORK DAYS	NUMBER OF EXPERTS	WORK DAYS	NUMBER OF EXPERTS	WORK DAYS
EUROPE AND THE COMMONWEALTH OF INDEPENDENT STATES (CIS)						
Albania	2	40			2	40
Armenia	6	216	2	134	4	82
Azerbaijan	5	212	1	47	4	165
Belarus	1	120			1	120
Bosnia and Herzegovina	1	214			1	214
Georgia	2	211	2	211		
Kazakhstan	2	203	2	203		
Kyrgyzstan	2	236	2	236		
Latvia	2	17			2	17
North Macedonia	5	241	1	7	4	234
Moldova	3	145	1	18	2	127
Romania	4	412	3	392	1	20
Russian Federation	12	1 145	10	975	2	170
Serbia	4	258	2	243	2	15
Tajikistan	10	967	2	195	8	772
Turkey	16	780	9	398	7	382
Ukraine	16	858	6	456	10	402
Uzbekistan	2	31	1	6	1	25
EUROPE AND CIS TOTAL	(7.77% of total) 95	6 306	44	3 521	51	2 785
LATIN AMERICA AND THE CARIBBEAN						
Antigua and Barbuda	2	30	2	30		
Argentina	4	144	2	38	2	106
Brazil	5	237	4	167	1	70
Chile	2	81			2	81
Colombia	23	1 948	11	772	12	1 176
Costa Rica	3	38	3	38		
Dominican Republic	4	399	2	129	2	270
Ecuador	1	28	1	28		
El Salvador	4	296	3	165	1	131
Grenada	1	18	1	18		
Guatemala	2	182			2	182
Honduras	1	11	1	11		
Jamaica	2	72	2	72		
Mexico	4	563	4	563		
Nicaragua	3	64	2	59	1	5
Peru	12	682	9	616	3	66
Trinidad and Tobago	1	10	1	10		
LATIN AMERICA AND THE CARIBBEAN TOTAL	(6.06% of total) 74	4 803	48	2 716	26	2 087
TOTAL DEVELOPING AND TRANSITION COUNTRIES	(67.18% of total) 821	4 8718	323	21 337	498	27 381

FROM	TOTAL		WOMEN		MEN	
	NUMBER OF EXPERTS	WORK DAYS	NUMBER OF EXPERTS	WORK DAYS	NUMBER OF EXPERTS	WORK DAYS
DEVELOPED COUNTRIES						
Australia	7	192	4	125	3	67
Austria	1	37			1	37
Belgium	12	625	7	453	5	172
Bulgaria	3	70	3	70		
Canada	21	1 409	9	569	12	840
Croatia	3	164	1	115	2	49
Czechia	1	11			1	11
Denmark	6	907	3	485	3	422
Finland	2	132			2	132
France	63	5 136	23	2 029	40	3 107
Germany	35	2 226	20	1495	15	731
Ireland	8	719	3	439	5	280
Israel	2	40			2	40
Italy	34	2 563	22	1 862	12	701
Japan	1	30	1	30		
Lithuania	1	30	1	30		
Netherlands	30	1 152	14	468	16	684
New Zealand	2	60			2	60
Norway	2	230	1	50	1	180
Poland	7	623	4	358	3	265
Portugal	1	102			1	102
Slovakia	2	13			2	13
Slovenia	1	134			1	134
Spain	21	857	11	470	10	387
Sweden	2	118	1	36	1	82
Switzerland	29	2 219	9	568	20	1 651
United Kingdom	58	3 237	26	1 682	32	1 555
United States	46	3 522	24	1 803	22	1 719
TOTAL DEVELOPED COUNTRIES	401 (32.82% of total)	26 558	187	13 137	214	13 421
TOTAL ALL REGIONS	1 222	75 276	510	34 474	712	40 802

APPENDIX VI

SCHEDULE OF VOLUNTARY CONTRIBUTIONS TO THE ITC TRUST FUND

FUNDERS	JAN - DEC 2018 (\$ '000)			JAN - DEC 2019 (\$ '000)		
	WINDOW 1	WINDOW 2	TOTAL	WINDOW 1	WINDOW 2	TOTAL
Governments and national development agencies	18 151	29 828	47 979	15 890	39 310	55 199
Belgium	2 275	-	2 275	-	-	-
Canada	741	-	741	711	-	711
China	100	1 478	1 578	100	1 054	1 154
Curaçao	-	-	-	-	155	155
Denmark	4 713	-	4 713	5 204	-	5 204
Ethiopia	-	-	-	-	22	22
Finland	1 535	69	1 604	1 260	-	1 260
France	-	1 905	1 905	-	633	633
Germany	2 396	2 989	5 386	2 169	2 279	4 448
Iceland	200	-	200	-	-	-
India	50	-	50	50	-	50
Ireland	943	-	943	910	-	910
Japan	-	1 050	1 050	-	1 396	1 396
Korea (Republic of)	-	-	-	-	2 774	2 774
Netherlands (the)	-	2 832	2 832	-	3 155	3 155
Norway	1 079	-	1 079	1 641	-	1 641
Qatar Development Bank	-	1 000	1 000	-	-	-
Saint Vincent and the Grenadines	-	68	68	-	-	-
Sweden	4 118	2 271	6 389	3 845	1 904	5 749
Switzerland	-	4 520	4 520	-	3 160	3 160
United Kingdom	-	9 526	9 526	-	22 063	22 063
United States	-	2 119	2 119	-	716	716
International organizations including financial institutions, partnerships and funds, regional organisations, UN system and related	-	40 535	40 535	-	62 076	62 076
African Export Import Bank	-	-	-	-	31	31
African Guarantee Fund (AGF)	-	150	150	-	-	-
Caribbean Export Development Agency	-	14	14	-	-	-
Common Market for Eastern and Southern Africa (COMESA)	-	766	766	-	-	-
Enhanced integrated Framework	-	220	220	-	1 008	1 008
European Union	-	36 965	36 965	-	56 671	56 671
Food and Agriculture Organization of the United Nations (FAO)	-	216	216	-	253	253
International Labour Organization (ILO)	-	13	13	-	45	45
International Islamic Trade Finance Corporation	-	-	-	-	350	350

FUNDERS	JAN - DEC 2018 (\$ '000)			JAN - DEC 2019 (\$ '000)		
	WINDOW 1	WINDOW 2	TOTAL	WINDOW 1	WINDOW 2	TOTAL
International Organization for Migration (IOM)	-	266	266	-	241	241
Multidonor Trust Fund (MDTF)	-	625	625	-	885	885
Standards and Trade Development Facility	-	445	445	-	445	445
West African Economic and Monetary Union (UEMOA)	-	640	640	-	69	69
United Nations Conference on Trade and Development (UNCTAD)	-	188	188	-	-	-
United Nations Development Programme (UNDP)	-	27	27	-	204	204
United Nations Industrial Development Organization (UNIDO)	-	-	-	-	662	662
United Nations Capital Development Fund (UNCDF)	-	-	-	-	990	990
World Bank Group	-	-	-	-	197	197
World Trade Organization (WTO)	-	-	-	-	25	25
Academia, training and research institutions, nonprofit organizations and businesses	-	1 297	1 297	-	972	972
Chocolats Halba/ Coop Genossenschaft	-	83	83	-	362	362
Citibank	-	47	47	-	-	-
DHL	-	73	73	-	35	35
DMI Associates	-	31	31	-	-	-
Huawei Technologies	-	90	90	-	-	-
IBF International consulting	-	-	-	-	21	21
Max Havelaar Foundation	-	52	52	-	-	-
Mo Ibrahim Foundation	-	114	114	-	76	76
National Graduate Institute for Policy Studies (GRIPS)	-	165	165	-	160	160
Norwegian Refugee Council	-	307	307	-	-	-
Physikalisch-Technische Bundesanstalt (PTB)	-	22	22	-	-	-
Swisscontact	-	22	22	-	18	18
UPS foundation	-	276	276	-	300	300
World Wildlife Fund	-	15	15	-	-	-
Business support organizations	-	325	325	-	1 150	1 150
Andorra Desenvolupament i Inversio	-	-	-	-	25	25
Enterprise Greece	-	-	-	-	28	28
Europe-Africa-Caribbean-Pacific Liaison Committee (COLEACP)	-	36	36	-	-	-
FEFAC	-	6	6	-	6	6
Fundación Internacional y para Iberoamérica de Administración y Políticas Públicas	-	18	18	-	-	-
Investchile	-	-	-	-	25	25
ITHRAA - Oman	-	37	37	-	-	-
Labor Fund Bahrain (Tamkeen)	-	-	-	-	700	700
Marketing and National Import Board of Grenada	-	-	-	-	156	156

FUNDERS	JAN - DEC 2018 (\$ '000)			JAN - DEC 2019 (\$ '000)		
	WINDOW 1	WINDOW 2	TOTAL	WINDOW 1	WINDOW 2	TOTAL
Procomer	-	25	25	-	-	-
Saint Lucia Trade Export Promotion Agency (TEPA)	-	166	166	-	115	115
Sustainable Agriculture Initiative (SAI Platform)	-	24	24	-	62	62
Switzerland Global Enterprises - Ge	-	-	-	-	5	5
TradeMalta	-	12	12	-	29	29
Revolving funds	-	432	432	-	479	479
TOTAL XB FUNDING RECEIVED	18 151	72 417	90 568	15 890	103 987	119 877

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