



International
Trade
Centre

TRADE IMPACT
FOR GOOD

Operational Plan 2021



ITC mission:

To enhance inclusive and sustainable growth and development in developing countries, especially least developed countries, and countries with economies in transition through improving the international competitiveness of MSMEs.

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OPERATIONAL PLAN 2021

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FOREWORD

The year 2021 will be the final year of implementation of the International Trade Centre's (ITC) Strategic Plan 2018-2021. The focus will be very much on helping our member states and partners emerge from the pandemic period through delivering on our vision of 'good trade' and supporting the achievement of the UN Sustainable Development Goals. Integrating a **roadmap to recovery and resilience**, will be central to this year's plan.

The world is in a period of reset. The pandemic showed that multilateral problems require multilateral responses and solutions, but it also laid bare the growing inequalities between and within countries. An **inclusive multilateralism**, must be the guiding principle moving forward.

UN Secretary-General António Guterres has set out [10 priorities for the year 2021](#) and through its work, ITC will seek to contribute to four in particular: an inclusive and sustainable economic recovery; promoting gender equality, seizing the opportunities of digital technologies and ultimately, **tackling poverty and inequality**. The newly appointed WTO Director-General, Dr. Ngozi Okonjo-Iweala, [has recently outlined her priorities](#) for repositioning the WTO. ITC aims to contribute and support the WTO membership and the new leadership especially in the areas of investment and trade facilitation, e-commerce, women and trade and ensuring the views of micro, small and medium enterprises (MSMEs) are reflected in the trade discussions. ITC will also place a premium on responding to the priorities of small island developing states and small vulnerable economies, the least developed countries, landlocked developing countries, and conflict-affected countries by helping them to better integrate into the multilateral trading system.

In all of this ITC remains **fit for purpose**. Despite the challenging realities of 2020, the organisation has learned many lessons that will allow it to further accelerate its contribution to inclusive and sustainable growth. From using new digital platforms to deliver technical assistance, to investing in project offices on the ground as a way of anchoring our Aid for Trade interventions, ITC has emerged from the crisis with new methodologies and programmes that reflect the demand and priorities from member states and their MSMEs.

For 2021, ITC has set a target to deliver **over \$141 million** of Aid for Trade that will help to build the resilience of MSMEs and developing countries, as well as support them to address existing existential issues such as climate change and the circular economy, the digital divide, and rebuilding pandemic fractured value chains such as tourism and agri-processing.

Helping to reduce inequalities and a recommitment to multilateralism will guide ITC in making its contributions towards the 2030 agenda. By placing MSME recovery at the heart of building back better we aim to support these small businesses to adopt agile strategies to improve their operations and reach new markets or attract investments. Policymakers and business support organisations will need innovative strategies and approaches to build more favourable business ecosystems and will need to strongly support an inclusive recovery, focusing on groups that were particularly heavily hit by the pandemic shocks: women, youth and those in vulnerable situations, such as the informal sector. Finally, our suite of global public goods will serve as an overarching trade intelligence offering for a global audience, to inform research and advocacy on international trade and well-founded business, strategy and policy decisions. We will also continue to strengthen our focus on mainstreaming environment, gender, youth and social responsibility in all of our interventions.

Our delivery is evolving to respond flexibly to the post-pandemic reality of our beneficiaries. After significant investments to adjust to the remote and hybrid delivery, and implementing contingency plans with beneficiaries, we are confident that we are on a pathway to 'a new normal'. During this year, we will engage in a new strategic planning cycle, which will enable us to adjust and course correct our modalities of delivery where needed. We remain fully committed to serving our member states and contributing to the evolution and strengthening of the United Nations Development System, and the World Trade Organization.

We extend our gratitude to partners and funders that share our goals and support our commitments, and to beneficiaries that challenge us to co-design solutions that address their needs. Together we will achieve the goals outlined in our Operational Plan 2021.



Pamela Coke-Hamilton, Executive Director
International Trade Centre

ACRONYMS

ACP	African, Caribbean and Pacific Group of States	PSC	Programme support costs
AfCFTA	African Continental Free Trade Area	RB	Regular budget from the UN and WTO
ARISE	ASEAN regional integration support (ITC projects in Asian countries)	RBM	Results-based management
AUC	African Union Commission	RCO	Resident Coordinator's Office (UN)
BSO	Business Support Organisation	ReMIT	Revenue Mobilization, Investment and Trade (ITC project in Pakistan)
COMESA	Common Market for Eastern and Southern Africa	SDG	Sustainable Development Goal
CCITF	ITC Consultative Committee of ITC's Trust Fund	SAAVI	Strengthening the agriculture and agri-food value chain and improving trade policy (ITC project in Iraq)
EAC	East African Community		
ECOWAS	Economic Community of West African States		
EIF	Enhanced Integrated Framework	SIDS	Small island developing states
FAO	Food and Agriculture Organization	SVEs	Small and vulnerable economies
FDI	Foreign Direct Investment	TBT	Technical barriers to trade
GAFTA	The Grain and Feed Trade Association	TISI	Trade and investment support institution
GRASP	Growth for rural advancement and sustainable progress (ITC project in Pakistan)	TIFM	Trade and investment facilitation mechanism
IATI	International Aid Transparency Initiative	TRTA	Trade-related technical assistance
IEU	Independent Evaluation Unit	TVET	Technical and vocational education and trainings
INTEGRA	Support program for socio-economic integration of youth (ITC project in Guinea)	T4SD	Trade for Sustainable Development
ITC	International Trade Centre	UNCTAD	United Nations Conference on Trade and Development
ITF	ITC Trust Fund	UNSDCF	United Nations Sustainable Development Cooperation Framework
JAG	Joint Advisory Group	UNSDG	United Nations Sustainable Development Group
LDC	Least developed country	UN-SWAP	United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women
LLDC	Landlocked developing country		
MARKUP	Market Access Upgrade Programme (ITC project in Eastern Africa)	WABEP	West Africa Business and Export Promotion (ITC project)
MSME	Micro, small, and medium-sized enterprise	VA2T	Value added to trade
NES	National export strategy	W1	Window 1 of the ITC Trust Fund
NEIS	National export and investment strategy	W2	Window 2 of the ITC Trust Fund
NTMs	Non-tariff measures	WBE	Woman-Owned Business Enterprise
ODA	Official development assistance	WTO	World Trade Organization
OECD DAC	OECD's Development Assistance Committee	XB	Extrabudgetary resources
PAPEUR	Rural and urban entrepreneurship support programme (ITC project in the Central African Republic)		

1. ITC's 2021 delivery highlights

As the joint development assistance agency of the United Nations (UN) and the World Trade Organization (WTO), ITC is fully dedicated to supporting the internationalization of MSMEs, with the aim of fostering sustainable and inclusive development.

2021 will be the last year under ITC's current Strategic Plan 2018–21, and the year in which the new Strategic Plan 2022-25 will be finalized. The Strategic Plan 2018-21 has outlined ITC's goals and priorities in a changing trade and development landscape. Some of the high-level four-year goals that we expect to accomplish this year is to have brought **3 million women to markets** through ITC's transformative SheTrades initiative, and to have contributed to the development of market-led skills and entrepreneurial readiness of 100,000 youth, increasing their access to decent jobs. This Operational Plan 2021 presents our planned achievements in line with the Strategic Plan 2018-21, through the lens of our quantitative results, targets and qualitative milestones for focus areas, programmes and operations.

We have selectively increased our outcome targets, based on our current programme interventions. We aim to enable over 26,000 MSMEs to improve their business operations, transact business, invest or attract investments, of which at least 40% will be owned or operated by women. We plan to influence over 100 policy, regulatory or strategy changes that improve the business environment, and catalyze 350 improvements in business support organisations' (BSO) operations and management. Our Global Public Goods will reach over 1.1 million users and raise awareness on trade matters among almost 400,000 clients across our online platforms.

We are growing our presence in countries. ITC will be an active partner in a number of UN country-level COVID-19 Socio-Economic Response Plans and intends to become a signatory of at least 11 additional United Nations Sustainable Development Cooperation Frameworks, and contribute to the completion of at least 5 additional Country Cooperation Frameworks. In 2021, the scale of ITC country-level interventions is expected to increase, in particular in sub-Saharan Africa, Asia and the Pacific and the Arab States. Recently launched initiatives in various stages of their inception phases will contribute to more than a quarter of extra-budgetary delivery, for example a new project in Iraq (SAAVI) or in Central African Republic (PAPEUR).

Highlights of our regional interventions include [WABEP](#) – the West Africa Business and Exports Promotion project with ECOWAS, continuing support to the African Union and other parties in the operationalization of the African Continental Free Trade Area Agreement, [Ready4Trade Central Asia](#), and the ARISE plus projects, aimed at promoting inclusive economic growth and participation of countries in South-East Asia in regional and global value chains.

In line with the Strategic Plan, over 80% of ITC's country-specific delivery is planned in ITC's priority countries: least developed countries (LDCs), landlocked developing countries (LLDCs), small-island developing states (SIDS), countries in sub-Saharan Africa, conflict-affected countries, and small, vulnerable economies (SVEs). ITC's pipeline at the outset of the year remains predominantly focussed on sub-Saharan Africa, with project development for countries including Niger, Senegal, Somalia and United Republic of Tanzania, among others.

Globally, the footprint of ITC's market analysis tools will continue to expand, both through the core suite of tools, as well as through specific solutions such as the EuroMed Trade Helpdesk and trade intelligence tailored to support the AfCTA implementation. Additional customized regional trade intelligence portals will be built, in local languages, for Eastern European and Central Asian users. Associated with capacity-building activities, these tools and portals will support businesses in their search for new trade opportunities and for recovery from the economic crisis linked to COVID-19. ITC's Trade for Sustainable Development (T4SD) programme will advance its sustainability map, helping MSMEs to deal with private standards and expand the T4SD Hubs presence in selected regions. ITC will also step up its support to developing and the least developed countries to effectively engage in discussions in WTO Committees with evidence-based analysis of the implications of an evolving global trading environment.

Finally, ITC will work on **mobilizing deeper partnerships**, with the goal of helping beneficiaries generate more inclusive and sustainable business opportunities, and optimizing sustainable field operations. ITC will intensively engage on de-risking its MSME beneficiaries through systematic training, advisory services and capacity building activities, thus increasing their investment readiness.

Working in a COVID-19 affected environment has and will impact ITC's 'way of doing business' from two angles: one is the effects of COVID-19 on ITC's beneficiaries and their needs; the other is internal, requiring ITC to continue adjusting its operations to a changing environment with high uncertainties **given the pandemic recovery phase**.

ITC will keep adjusting its operations, building on the achievements of 2020, through strengthening hybrid delivery modes; through intense outreach and support of local partners and multipliers; close communication with funders and other stakeholders, when adjustments to plans are needed in view of developments on the ground; through coordinated contributions as part of the UN system, and through solidifying ITC's field presence where it is essential to keep the operations running.

To support ITC's target beneficiaries, the organisation remains guided by its [15-Point Action Plan](#), addressing the needs of policy makers, business support organisations and MSMEs. Specific actions, adapted to the respective country contexts and technical areas of ITC interventions, will also be shaped by frequent consultations and surveys of beneficiaries.

The following points illustrate the nature of ITC's ongoing and planned adjustments to new needs with concrete examples from ITC's work on 'Building a conducive business environment':

- To respond to the imperatives of COVID-19, ITC's trade facilitation-related technical assistance puts more emphasis on supporting implementation of reform measures, such as integrated risk management; pre-arrival processing, involving digital exchange of trade documentation; authorised operator schemes and expedited shipment measures.
- Export Quality management related technical assistance factors in the disruption of inspection and certification functions due the inability to resort to physical inspections. It required capacity building of the functionaries to perform these tasks in a new setting. Capacity building, in partnership with ISO has been undertaken to raise awareness of national standards and inspection bodies, and SMEs have been guided to use international standards for risk management and resilience.
- Trade policy related technical assistance emphasises support for e-commerce and environmental sustainability discussions in the WTO and development of national regulations to promote green trade and digital means of trade in goods and services.

The delivery model for these interventions has been adjusted by making the use of e-learning, in combination with local teams / local partnerships for instructor-led trainings, systematic. The opportunities for increased outreach through inclusive "virtual workshopping" are being harnessed to further structure public-private dialogue processes at national and regional levels and facilitate consensus building (regulator consultation + business consultation + public-private consultations). Going forward, ITC is promoting a hybrid approach of online and reduced on-the spot activities including through recourse to national / regional experts wherever available.

2. ITC's vision and mission

Good Trade: Inclusive, sustainable, and consumer friendly trade that supports countries in achieving the SDGs

Vision

Good Trade.

Mission

ITC's mission is to enhance inclusive and sustainable economic growth and development in developing countries, especially least developed countries, and countries with economies in transition, through improving the international competitiveness of their MSMEs.

Goals

To achieve ITC's mission, the goals are:

- Improved national business and trade environments for MSMEs;
- Improved performance of trade, investment and other business support organizations, individually and as business ecosystems, so that they offer high-quality, sustainable business services to MSMEs; and
- Improved international competitiveness of MSMEs.

To implement its goals, ITC has organized its services around six focus areas and associated programmes. To measure progress, the organization uses a three-tier scorecard, with Tier I representing the SDG perspective, Tier II tracking corporate outputs and outcomes, and Tier III monitoring the success of ITC's corporate efficiency and effectiveness initiatives.

Organizational initiatives

The achievement of ITC's goals is supported by ITC's financial and human resources, business processes and organisational culture. ITC tracks the development of these enablers through the Tier III indicators of the corporate scorecard. Corporate initiatives that strengthen the enablers and catalyse changes that increase effectiveness and efficiency (such as building a culture of innovation and risk management framework, or the IATI transparency initiative) are described in [Chapter 8](#).

3. ITC's budget and planned delivery of technical assistance in 2021

3.1 Budget overview

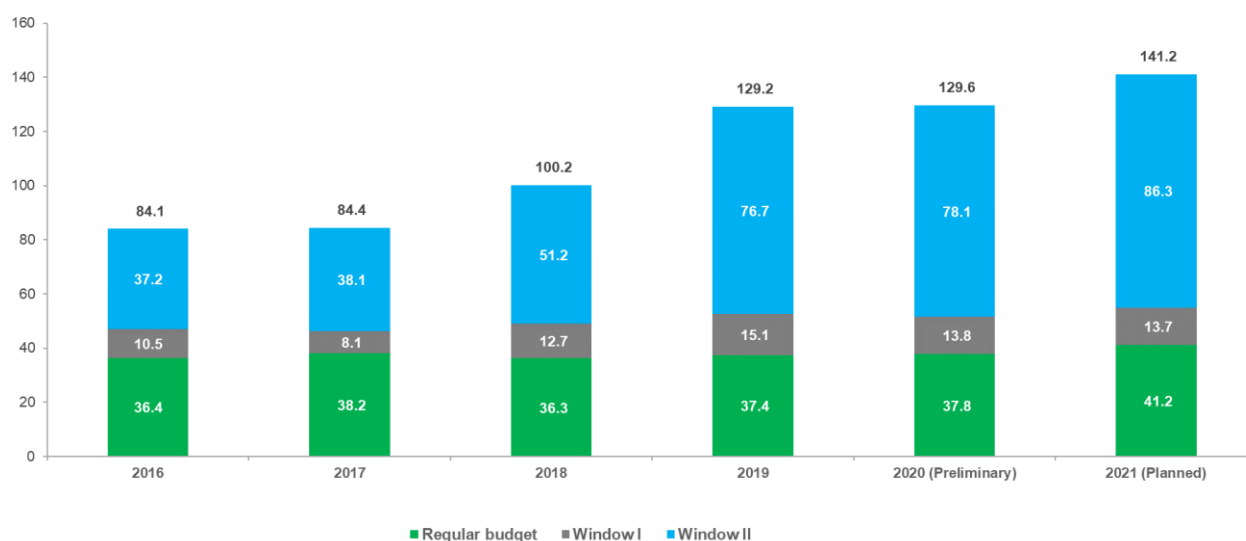
ITC plans to deliver trade-related technical assistance worth \$141 million in 2021, representing an increase of 9% compared to the actual delivery for 2020¹. This delivery will be financed by two types of funds: the regular budget (RB) and extra-budgetary funding (XB), which includes programme support costs (PSC).

The RB is provided in equal share by the World Trade Organization and the United Nations and has remained fairly stable in recent years. The regular budget enables ITC to engage with member states through core management and country coordination activities, including through building relevant and effective partnerships with programme countries in the delivery of operational activities for development. It also enables ITC to provide continued thought and evidence-based leadership and innovation in its focus areas, related advocacy and advisory work. Furthermore, RB is used for maintenance and expansion of ITC's intangible assets and global offering (core components of ITC's Global Public Goods offering, databases, tools, publications), as well as the management of the organisation. Core funding is critical for ITC to deliver on its mandate.

The XB complements RB funds and represents voluntary contributions by public and private funders to the ITC Trust Fund (ITF). Contributions to the ITF include unearmarked and soft-earmarked funds (Window I) and funds that have been earmarked for specific projects (Window II). Income from the sale of products and services such as ITC publications and from subscriptions to online tools also flows to Window II of the ITF.

PSC represents a percentage of all XB expenditure and is used to recover the incremental indirect costs that are incurred by supporting activities financed by XB contributions, such as administrative processes, corporate planning and reporting or evaluation.

Figure 1: ITC's delivery of technical assistance by source of funding, 2016-2021 (in \$ million, including XB-PSC)



¹ Preliminary figure.

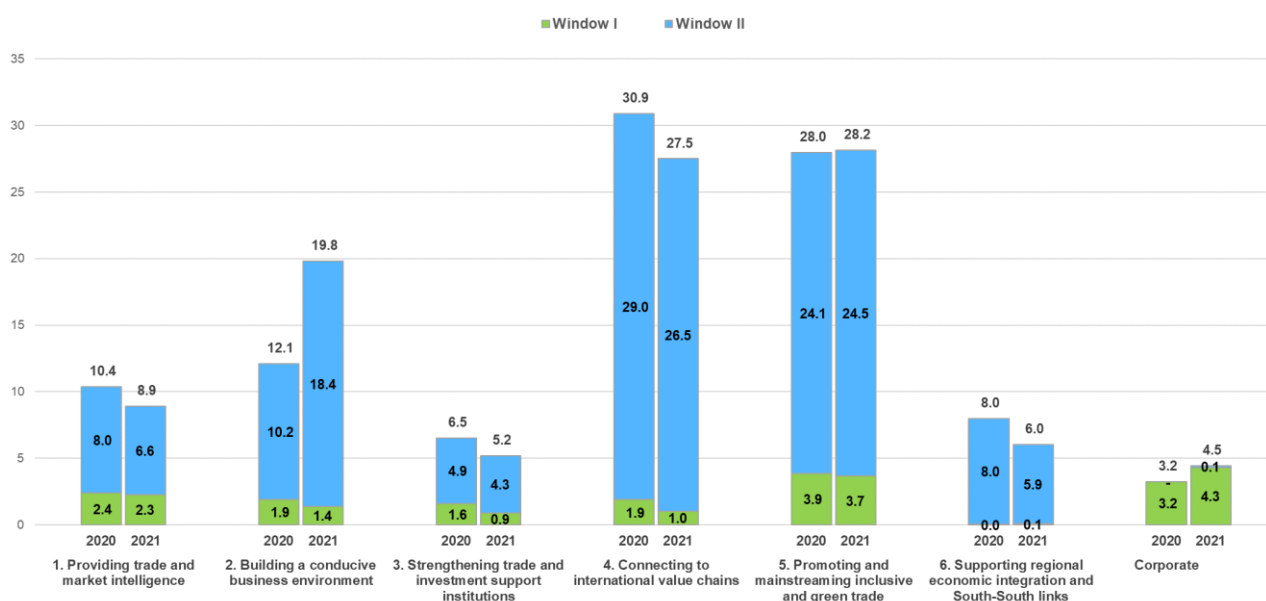
3.2 Delivery by focus area and programme

ITC delivers its trade-related technical assistance in six focus areas, each of which is underpinned by programmes.

Each project that ITC implements with its partners on the ground represents a customized application of the programme theories of change, according to the specific needs of ITC's partners and the targeted beneficiary groups. Therefore, the weight of each focus area and programme in ITC's portfolio changes from year to year, depending on the priorities of our clients.

Figure 2 below shows the planned delivery distribution for ITC's 2021 portfolio of projects by XB funding type and focus area.

Figure 2: Distribution of ITC's planned XB-funded technical assistance delivery by focus area, in \$ million, including PSC, 2020 and 2021



Within the Focus area 1, 'Providing trade and market intelligence', ITC continues to develop its unique offering of Global Public Goods, aimed at making trade and market intelligence accessible to all. This focus area covers ITC's range of trade-related databases and analytical tools, the SME trade academy, customized trade information and competitive intelligence offerings, and the Non-tariff Measures (NTMs) Programme, that documents and discusses MSME's difficulties with regulatory and procedural trade obstacles, to spur concrete responses from policymakers and other stakeholders. ITC's flagship SME Competitiveness Outlook advocates for the unique value of MSMEs for inclusive and sustainable development, and provides recommendations for how the immediate, national and international business environment for MSMEs can be improved. In 2021, it will focus on resilience and sustainability.

Specific 2021 milestones for this and the other focus areas are presented in Chapter 8. [Appendix II](#) shows ITC's project portfolio in relation to the focus areas.

Focus area 2, "Building a conducive business environment", includes ITC's Trade Development Strategy Programme that enables decision-makers in partner countries to identify opportunities, priorities and actions to take advantage of regional and international trade and investment. ITC's Trade Facilitation programme leverages the World Trade Organization's Trade Facilitation Agreement (TFA) to transform the business environment by reforming and simplifying international trade procedures, and helps businesses to comply with the regulatory and administrative requirements. ITC's interventions under the 'Supporting Trade Negotiations and Policy Reform' programme are geared to assist business support organisations to articulate the views of enterprises and engage in policy processes so that trade negotiations, national policies and regulatory reforms reflect a well-informed private-sector perspective. ITC also works with policymakers to help them better understand business perspectives in their decision-making processes, such as the WTO accession process, understanding global and regional trade policies and rules and areas under discussion at the WTO such as e-commerce and investment facilitation.

The 2021 expansion of delivery under these programmatic areas is driven by several new initiatives, such as a new project in Iraq, aimed at strengthening agriculture and agri-food value chains with a large trade policy and strategy component, including support to WTO Accession. Large delivery will continue in Pakistan, from two angles: through the GRASP (Growth for rural advancement and sustainable progress) project, that has a major policy component, and the Revenue Mobilisation, Investment and Trade (ReMIT) project. In Central Asia, ITC will continue to implement its Ready4Trade initiative, aimed at addressing regulatory and procedural obstacles to international trade; improving SMEs capacities to comply with cross-border requirements; facilitating cross-border e-commerce, and increasing opportunities for women-led enterprises to participate in international trade. Large initiatives in support of policy reforms and trade negotiation include the Arise + (Malaysia and Thailand); the WTO accession facilitation process for Uzbekistan and the second phase of the 'Advancing trade' project in Afghanistan. In Jordan, ITC will implement a Trade for Employment Project: "Improving Business Environment for SMEs Through Trade Facilitation".

ITC's work in focus area 3, **Strengthening trade and investment support institutions**, focuses on improving the managerial, operational and service delivery performance of MSME business support organisations (BSOs). BSOs are an important multiplier for ITC, and a means for ensuring MSME support beyond project life-spans. They may serve particular client groups, be it farmers, cooperatives, women and youth MSMEs. 2021 will be marked by an important update of the Benchmarking Platform that will allow business support organisations to assess their strengths and weaknesses in view of peer-group performance indicators. With emphasis on sub-Saharan African countries and the Caribbean, ITC will continue to assist selected BSOs with comprehensive and customized multi-year performance improvement plans, to help organizations measure results of their activities, enable them to take corrective actions and to demonstrate effectiveness and efficiency to a broad base of stakeholders. In this area, ITC will also be implementing its Trade Training Hub (TTH) initiative, aimed at establishing an accredited trade training offering, that will be delivered in partnership with selected African BSOs.

Under the focus area '**Connecting to international value chains**', the Value Added to Trade (VA2T) programme focuses on increasing the value that is retained in client countries, at each stage in the supply chain for goods and services. VA2T acts as a connector between stakeholders to coordinate and foster all aspects of enterprise capacity and market growth. In view of the importance of e-commerce for international trade and its potential for renewed economic growth in developing and least developed countries, the ecomConnect programme offers training, research and advisory services to support MSMEs with their e-commerce development and expansion, and to resolve specific barriers, notably to access payment solutions, logistics services and e-commerce services. It also connects e-commerce businesses to international customers through online campaigns, trade fairs and exhibitions.

The largest initiatives under this focus area will support the agribusiness sector, and include Pakistan's GRASP project, Alliances for Action in the ACP region and in the coconut sector in the Caribbean, as well as in Eswatini, to promote livelihoods of smallholder farmers in selected value chains. In Central African Republic, the PAPEUR initiative aims to improve rural and urban entrepreneurship in selected sectors, including through strengthening capacities of active and emerging micro-entrepreneurs. In Iraq, ITC will employ a two-tiered intervention on strengthening the agriculture and agri-food value chain and improving trade policy (SAAVI).

The focus area '**Promoting and mainstreaming inclusive and green trade**' provides the umbrella for ITC's programmes that target important beneficiary groups at risk of being left behind: the flagship SheTrades initiative - empowering women; the Youth and Trade programme - working with young entrepreneurs and hosting the YE! Platform for young entrepreneurs; and the Poor communities and trade programme's Ethical Fashion and Lifestyle initiative, that works on integrating artisans from poor communities and informal sectors into lucrative fashion and lifestyle value chains. ITC's largest budgets in this area will come from Pakistan – GRASP's component of work with female smallholders and women-owned MSMEs; and work in Afghanistan, Burkina Faso and Mali, through the Ethical Fashion Initiative. The Women and Trade programme will develop and continue SheTrades initiatives in West Africa, The Gambia, Morocco, Rwanda, Zambia and in Latin America. The Youth and trade programme remains prominent in sub-Saharan Africa, with its two largest initiatives in The Gambia and Guinea.

ITC also continues to enhance trade-related assistance to displacement-affected communities and their hosts through market-led approaches, operating within the humanitarian-development nexus to deliver market-based skills development, MSME strengthening, advocacy and market access in high potential sectors in displacement settings. Further, recognizing the growing nature of fragile contexts around the world, ITC will elaborate a framework outlining trade and fragility in its various aspects (socio-political, conflict, etc.), along with opportunities for income generation and contributions to increased stability through trade.

ITC's Trade for Sustainable Development (T4SD) programme aims at fuelling trade with positive environmental impact. The programme maintains the Standards Map, a database of comprehensive, verified and transparent information on private voluntary standards concerning environmental protection, worker and labour rights, economic development, quality, food safety and business ethics. It also builds a support network of T4SD hubs in partnership with national institutions that offer technical assistance for MSMEs, including farmers and micro-producers to build the capacity and knowledge to implement green business practices. In 2020, ITC developed its new Green2Compete Strategy, which will start to be implemented in 2021.

In the focus area '**Supporting regional economic integration and south-south links**', ITC works with emerging economies such as India and China to promote South-South value-added trade, investment and technology transfer. ITC also contributes to stronger regional economic integration through strengthening the institutional infrastructure for regional integration, with a strong focus on the AfCFTA; connecting demand and supply between emerging markets and exploring new modes of partnerships to enable growth markets to support trade development in other developing countries.

In 2021, the portfolio of projects supporting regional integration has grown, with ongoing and new projects such as the EAC Market Access Upgrade Programme – MARKUP; ECOWAS: West Africa Business and Export Promotion Project (WABEP); CEFTA: support to regional integration, and Trade promotion between China and other developing countries along the Belt and Road Initiative. ITC's initiatives will include ASEAN regional integration support through ARISE Plus projects in Lao PDR, Malaysia, Myanmar, the Philippines and Thailand. A new pipeline project aims at continuing the support for enhancing the export and value chain cooperation in the food and agribusiness sector between Africa and China.

The **corporate budget** serves to improve ITC's business processes and facilitate the efficient and effective delivery of ITC's outputs and outcomes. In 2021, ITC will continue investments in the automation of processes, including launching its open data website; further development and implementation of the ITC data management strategy and development of management dashboards for core processes.

The comprehensive list of ITC's confirmed projects in 2021, including their associations with each focus area, is available in [Appendix II](#).

Table 1 shows the 2021 XB budgets by focus areas and respective programmes.

Table 1: Distribution of ITC's planned XB-funded technical assistance delivery by Focus area and programme, in \$

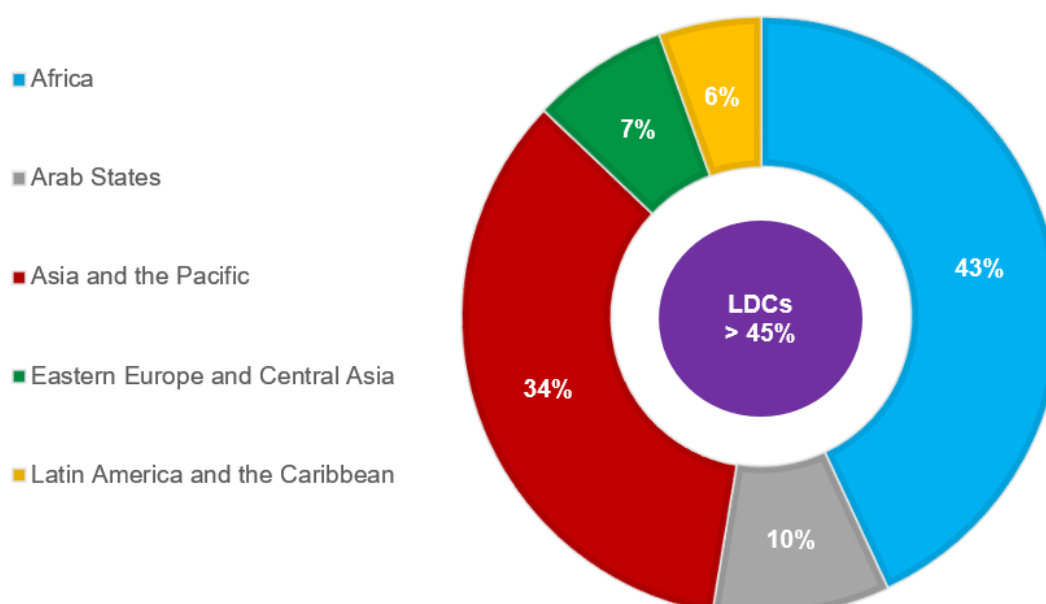
ITC Focus areas and programmes	2021 Budget
1 Providing trade and market intelligence	8,892,600
1.1 Transparency in Trade	5,364,900
1.2 Non-Tariff Measures in Goods and Services	1,909,600
1.3 Competitive Intelligence	1,618,100
2 Building a conducive business environment	19,807,500
2.1 Trade Development Strategies	4,393,800
2.2 Trade Facilitation	7,472,100
2.3 Supporting Trade Negotiations and Policy Reform	7,941,600
3 Strengthening trade and investment support institutions	5,192,400
3.1 Strengthening Trade and Investment Support Institutions	5,192,400
4 Connecting to international value chains	27,495,300
4.1 Value Added to Trade	25,227,100
4.2 E-Solutions: Linking Businesses to Markets	2,268,200
5 Promoting and mainstreaming inclusive and green trade	28,151,300
5.1 Empowering Women to Trade	8,105,500
5.2 Empowering Poor Communities to Trade	8,987,200
5.3 Youth and Trade	6,341,500
5.4 Trade for sustainable development	4,717,100
6 Supporting regional economic integration and South-South links	6,038,500
6.1 Boosting Regional Trade	3,655,500
6.2 South-South Trade and Investment	2,383,000
7 Corporate	4,451,300
Total	100,028,900

3.3 Delivery by country and region

In 2021, consistent with our Strategic Plan commitment, ITC intends to provide over 80 per cent of its country-specific technical assistance to priority countries: least developed countries (LDCs), the landlocked developing countries (LLDCs), the small island developing States (SIDS), sub-Saharan Africa, small and vulnerable economies (SVEs) and conflict-affected countries. ITC plans to provide the same amount of assistance to LDCs as in 2020, in absolute US\$ volume. In 2021, this is expected to represent 45% of country-level assistance. It is a slightly lower percentage than previously, given the growth of delivery in conflict-affected countries, e.g. Iraq, and also due to the challenging situation in Myanmar.

In addition to country-specific projects designed in cooperation with national governments, ITC also provides services through a portfolio of regional, and global projects. ITC's global public goods enable broad-based access to trade and market intelligence and online training courses in ITC's SME Trade academy.

Figure 3: Regional distribution of ITC's planned technical assistance delivery in 2021, excluding global projects



Top 5 countries per region, by planned delivery in 2021

<ol style="list-style-type: none"> Guinea Central African Republic The Gambia Kenya Uganda 	<ol style="list-style-type: none"> Iraq Jordan Tunisia Egypt Morocco 	<ol style="list-style-type: none"> Pakistan Afghanistan Iran (Islamic Republic of) Myanmar* Lao People's Democratic Republic 	<ol style="list-style-type: none"> Uzbekistan Tajikistan Kyrgyzstan Turkmenistan Kazakhstan 	<ol style="list-style-type: none"> Colombia Jamaica Dominican Republic Saint Lucia Guatemala
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* due to the situation in Myanmar, there is high uncertainty regarding 2021 project implementation

3.4 A spotlight on selected initiatives by region

In sub-Saharan Africa, ITC will continue its initiatives in Guinea, in particular through the ongoing youth-focused initiative INTEGRA, and support to the pineapple value chain development – REFILA. A large new initiative – PAPEUR, aimed at promoting the entrepreneurship in rural areas, through professionalization of farmers and cooperatives in selected sectors, like corn, palm oil or poultry, has started in the Central African Republic. The Gambia continues to benefit from a multi-pronged approach to support youth empowerment, gender equity, integration of returnees and community resilience to conflicts and climate-related tensions. Kenya will benefit from various projects, for example the COMESA Cross-border trade initiative; the SheTrades Commonwealth programme, the implementation of components of ACP: Strengthening Productive Capabilities and Value Chain Alliances; a regional MARKUP project, which aims to support increased exports of agribusiness and horticultural products, and to promote regional integration as well as access to European markets. MARKUP will also assist MSMEs in Burundi, Kenya, Rwanda, Tanzania and Uganda by targeting specific agricultural commodities such as avocado, cocoa, coffee, spices, tea and horticulture. South-South Trade and Investment between India, China and Eastern African countries will continue to be supported. In Uganda and Senegal, another continuing intervention will be NTF IV - Strengthening the competitiveness of the technology sector. In South Sudan, ITC has two new interventions, one with the specific objective to increase MSME competitiveness and employment opportunities for the South Sudanese labour force, with a focus on youth and women, and another to support the design and implementation of a National Export and Investment Strategy (NEIS), with the goal of strengthening the country's integration into global markets, including through South Sudan's WTO accession process, and into regional markets, through the AfCFTA. In Burkina Faso and Mali, ITC will continue assisting poor artisan communities through social enterprises, to create and strengthen their linkages to international fashion value chains for securing income and sustainable jobs.

Across the continent, ITC will support the implementation of the Africa Continental Free Trade Area (AfCFTA) by providing technical assistance on trade information, trade policy and facilitation, development of regional value chains, the skill capacity development of micro, small and medium-sized enterprises, youth-led enterprises and women, in collaboration with project partners such as the African Union Commission and Regional Economic Commissions.

In the Arab states, ITC has launched the SAAVI project in Iraq, which aims to add value and promote trade in agricultural value chains, create opportunities for youth, and support trade policy. Support will also be given to policymakers and key institutions involved in the WTO accession process, including capacity building on trade negotiation, policy formulation, and coordination. WTO membership will help Iraq to complete reforms for the modernization of its business environment and achieve effective integration into the global economy. ITC will continue its trade facilitation and value chain development in Jordan. Jordan, Tunisia, Egypt and Morocco will continue benefitting from the GTEX/MENATEX initiative with focus on textiles and clothing value chains, and from ITC's transparency initiative [EuroMed](#), Trade and Investment Facilitation Mechanism (TIFM), which aims to facilitate closer economic ties between the European Union and South Mediterranean countries as well as between these countries. It provides an online portal of trade related information, backed by a network of national institutions to respond to enquiries about doing business in the region. Two SheTrades projects, in Egypt and Morocco, strengthen the competitiveness of women entrepreneurs in the the crafts industry and in agribusiness, while in Tunisia and Lebanon, projects will enhance the capacities of women entrepreneurs to use e-commerce and online sales platforms to increase their transactions, enhance their visibility and boost their business resilience. The SheTrades MENA regional hub will continue leveraging partnerships and improving the business ecosystem for women in the region. In the Gaza Strip, ITC has initiated its work on promoting digital opportunities for youths, building market-relevant skills and connecting youth with investors and employers via digital channels. Key institutions and incubators are supported to strengthen their services for youth. Also in the State of Palestine, ITC will continue the development of markets and value chains of the agribusiness sector.

In Eastern Europe and Central Asia, Uzbekistan, Tajikistan, Kazakhstan, Kyrgyzstan and Turkmenistan, will benefit from the Ready4Trade Central Asia initiative, aimed at reducing regulatory and procedural obstacles to intra-regional and international trade, and facilitating e-commerce in all five countries. Its beneficiaries include governments, SMEs, in particular women led enterprises, and Business Support Organizations. Tajikistan and Uzbekistan will additionally benefit from the Ethical Fashion's Culture project, complemented by the GTEX textile and clothing sector competitiveness development projects in Kyrgyzstan and Tajikistan. In Uzbekistan, ITC will be facilitating the process of accession to the WTO. In the ratifying parties of the Central European Free Trade Agreement (CEFTA), ITC will continue to support the public and private sector to operationalize the Additional Protocol AP6 (trade in services).

In Asia and the Pacific, ITC will continue supporting regional integration through ongoing and new projects in the ASEAN region, in Lao PDR, Malaysia, Myanmar, the Philippines and Thailand. South-South links will continue to be fostered between emerging economies, such as India and China, and least developed and developing countries in Asia and Africa.

ITC will increase its country presence in the region, with a large footprint in Pakistan – through its GRASP and ReMIT projects. In Afghanistan, ITC continues with the second phase of the initiative aiming to unlock Afghanistan's trade potential by improving quality and standards-setting, strengthening export/investment promotion capacities, facilitating cross-border trade including through removing regulatory and procedural barriers, supporting specific value chains and women's participation in international business and trade. ITC will be supporting the implementation of priority needs embedded in the Government of Afghanistan's road map for export competitiveness: the National Export Strategy (NES). ITC's Culture project will continue to support sustainable employment and livelihoods of returnees to Afghanistan, internally displaced populations, potential migrants, farmers and artisans. In Myanmar, the unstable country context since February 2021 will have a significant impact on delivery of ITC projects. Planned activities for 2021, upon improvement of the situation, will focus on support to MSMEs. In Iran, ITC will continue delivering trade-related support, putting the National Export Strategy (NES) into implementation, and providing business networking activities for SMEs. In the Pacific, ITC will continue providing support in Fiji and Papua New Guinea to maximize their benefits of Economic Partnership Agreements (EPAs).

In Latin America and the Caribbean, ITC will continue to increase its footprint in the Caribbean, where countries such as Jamaica, the Dominican Republic, and members of the Organization of Eastern Caribbean States (OECS) will continue to participate in three ITC regional projects: 1) The 'Alliances for Action' initiative in African, Caribbean, and Pacific (ACP) countries; 2) Development of value-added products and intra-regional trade to enhance livelihoods from coconuts, and 3) The CARIFORUM: UK Trade Partnerships. These projects focus on enhancing livelihoods and developing better market connections for MSMEs in the agribusiness and creative industries sectors. Additionally, national projects will continue to support the agricultural sector in Haiti and the capacity of key trade support institutions in Saint Lucia.

In South America, ITC will continue to assist Colombia to consolidate the peace process by enhancing productivity and establishing market connections for small scale farmers in conflict-affected areas. In addition, a pilot group of women entrepreneurs in Argentina, Chile, Colombia, and Uruguay will enhance their market connections in digital channels through the SheTrades Latin America project.

ITC's work in Central America will continue to focus on vulnerable groups, including women and migrant populations living in border areas. Projects in this sub-region are targeting women entrepreneurs in six Central American countries to consolidate their participating in cross-border e-commerce. Vulnerable populations at the Guatemala-El Salvador border will continue to develop skills for entrepreneurship and self-employment.

3.5 Highlights on core cross-cutting activities (RB)

ITC's core work to deliver on its mandate consists of a number of cross-cutting activities, including regular consultations and interactions with member states; development of programmatic interventions; maintenance and expansion of ITC's global public goods offering and country coordination.

ITC implements the majority of its cross-cutting activities with its regular budget (RB). The RB does not fund specific projects, but is used for:

- 1) Maintaining ITC core expertise (selected posts) and developing an offering in ITC's focus areas, including the maintenance and expansion of ITC's intangible assets and global offering (core components of ITC's Global Public Goods offering, databases, tools, publications, methodologies, advocacy);
- 2) Programme development, project oversight, monitoring and evaluation in alignment with the ITC mandate;
- 3) Core management of ITC, country coordination and governance support;
- 4) The running costs of the organization, including some administrative functions.

Ad points 1 and 2, the funded workstreams include positions of core experts in specific technical areas such as trade and investment strategies, trade facilitation or trade intelligence. These core staff manage ITC's sections and programmes, and have a key role in programme design and oversight, as well as in leveraging additional resources for implementation of ITC's mandate. A small non-staff RB component is used for the globally accessible offering of ITC, e.g. for IT server costs, subscriptions.

Some examples of work in 2021, in the area of programme development and resource mobilization include efforts to attract further private sector support for women's economic empowerment, as well as on a green trade development approach and mobilization of funding for small island developing states (SIDS). ITC plans to develop initiatives relevant to COVID-19 recovery, particularly on digital transformation, pandemic resilience of MSMEs, and the tourism sector. ITC will maintain its focus on mainstreaming environment, gender, youth and social responsibility in all its new interventions through a robust project design process and systematic monitoring. ITC's lead or participation in the 2021 events listed in [Appendix I](#) provide opportunities for shaping the trade and development agenda and advocate for MSMEs.

Ad point 3, ITC's core management, country coordination and governance components steer the overall direction of ITC's work. In 2021, a key deliverable is the design of ITC's new Strategic Plan, as well as continued monitoring and evaluation of the current Strategic Plan implementation; engagement in the UNSDG reforms and the UN work at country level. ITC will participate in five additional UN Common Country Analyses (CCAs) for Uganda, Bangladesh, East Timor, Myanmar and Sri Lanka and will sign at least 11 additional United Nations Sustainable Development Cooperation Frameworks (UNSDCF). ITC also has an ongoing engagement with many regional trade related organisations, outlined in more detail in the Partnerships chapter.

Ad point 4, ITC's core administrative functions are the backbone of ITC's operations. Besides enabling the seamless running of ITC's daily work, these functions help innovate the way that ITC delivers its technical assistance, through many activities related to efficiency and effectiveness improvements of human resources, legal, financial, procurement and other administrative or compliance practices. Examples of these practices may be found in [Tier 3: Efficiency and effectiveness section](#), as well as in the [Chapter 8: Managing for Results](#). Direct administrative costs of projects are not funded from RB resources but charged to projects, as are incremental project costs, which are covered by the PSC component of XB funds.

4. Corporate scorecard 2021

ITC's mission is to pursue 'Good Trade' through improving the international competitiveness of MSMEs in developing countries, especially LDCs and economies in transition. MSMEs constitute about 99% of all enterprises, contribute to 70% of global employment, and, in countries with the lowest income levels, the proportion of employment among micro and small enterprises comprises almost 100%. MSMEs that are engaged in international value chains tend to be more productive, pay higher wages, fuel economic growth, increase employment opportunities and improve livelihoods, especially for women. Gender, youth, green growth and social responsibility perspectives are mainstreamed into ITC project design, implementation, monitoring and evaluation. In 2021, ITC's new Green2Compete initiative will develop and deploy a set of tools and methodologies to further strengthen delivery on environmental objectives.

To measure whether ITC is on track with its objectives, the organization uses a three-tier scorecard, with Tier 1 representing the SDG perspective, Tier 2 tracking ITC's development results through quantitative corporate outcome and output indicators, and Tier 3 monitoring key performance indicators to track corporate efficiency and effectiveness. In addition, ITC monitors progress on the key programmatic and operational initiatives specified in the ITC Strategic Plan, that are translated into annual Operational Plan milestones.

ITC's contributions to the achievement of SDG targets, the results against annual output and outcome targets and milestones are reported to the UN Secretariat, to the ITC Consultative Committee of ITC's Trust Fund (CCITF), to the Joint Advisory Group (JAG) and retailed through ITC's Annual report.

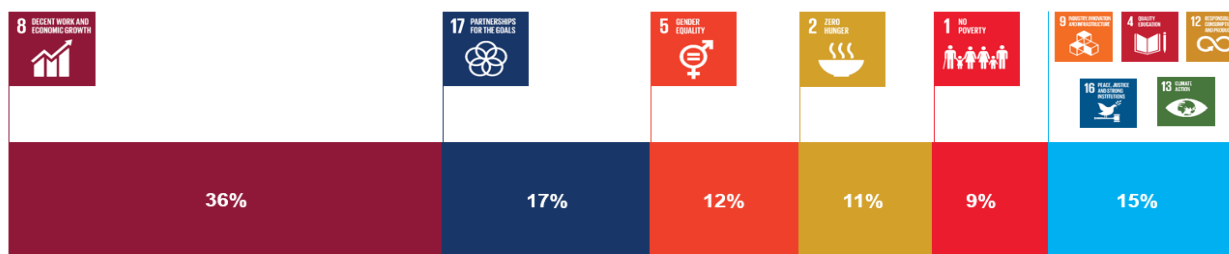
4.1 Tier 1: ITC's contribution to the 2030 Agenda for Sustainable Development

International trade and investment is explicitly recognized as a means for achieving the 2030 Agenda for Sustainable Development. ITC contributes to the SDGs by working with policymakers, business support organizations, enterprises and market partners to support the international competitiveness of MSMEs.

All SDGs are interconnected, and contributing to one of the SDG targets has systemic and cascading effects on others. In 2015, after world leaders adopted the 2030 Agenda for Sustainable Development, ITC identified 10 goals and associated targets to which its work contributes most directly. They were integrated in ITC's results-based management (RBM) system and ITC referred to these goals in its public communication and reports. In 2020, ITC included SDG 13 on Climate action as an 11th goal, since the organisation has increased its focus on environmental objectives.

A detailed overview of the eleven SDG Goals with 37 associated targets, and the nature of ITC's direct contribution to these targets is presented in the textbox 'ITC's contribution towards sustainable development goals' on the following pages. In ITC's project database – the 'Project Portal' – each project is linked to specific SDG targets at the project impact level, and the financial delivery is apportioned at the level of SDG targets for each project. The distribution of ITC's planned financial delivery, by SDG, is presented in Figure 4 below.

Figure 4: ITC's planned XB delivery distribution by SDG for 2021, in percentages



Source: ITC's Project Portal, 8 February 2021

The following SDG targets are the most frequent impact level objectives in ITC's project portfolio in 2021:

8.2	Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high value-added and labour-intensive sectors.
17.11	Significantly increase the exports of developing countries, in particular with a view to doubling the least developed countries' share of global exports.
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.
1.2	Reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions.
2.3	Double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment.

Among the eleven SDGs to which ITC contributes most, Goal 10: Reduce inequality within and among countries, has a special status, given its cross-cutting nature. Achievements of Goals 1, 4 and 5, contribute to targets 10.1: *Progressively achieve and sustain income growth of the bottom 40 per cent of the population at a rate higher than the national average*, and 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*. In addition to the indirect contribution to SDG 10 of technical assistance projects that link to goals 1, 4, and 5, ITC, together with WTO and UNCTAD, is also the custodian agency for the indicator 10.a.1: *Proportion of tariff lines applied to imports from least developed countries and developing countries with zero-tariff*, which tracks attainment of target 10.a: *Implement the principle of special and differential treatment for developing countries, in particular least developed countries, in accordance with WTO agreements*. Therefore, Goal 10 is a cross-cutting goal, and its financial delivery is not calculated separately nor shown separately in the above graph and table.

ITC's contribution towards the Sustainable Development Goals and targets



To reduce the proportion of people living in poverty, ITC works with women, men and youth living in poverty, and helps them to increase their income through economic activities (1.2). ITC works in regions with a high proportion of the population living in extreme poverty, such as in sub-Saharan Africa, LDCs and conflict-affected economies, where it creates conditions for entrepreneurship and employment opportunities connected to international value chains, and thus growth in incomes. Moreover, ITC engages in the development of trade-related policies and strategies that are grounded in considerations of inclusiveness and sustainability (1.b).



To increase the agricultural productivity and incomes of small-scale food producers, ITC works with agribusinesses, farmers and cooperatives to improve their market knowledge, production practices and value addition. These efforts are complemented by work with partners along whole agricultural value chains, helping to create demand, and eliminating obstacles to local value addition, competitiveness, trade and investment. Through its global public goods, ITC enables users from developing countries to identify new market and business opportunities, as well as to obtain information and increase compliance on voluntary environmental and social sustainability standards. This can increase export opportunities and the value of their produce (2.3). Working along agricultural value chains, ITC also helps to build resilient agricultural practices and sustainable food production systems (2.4). ITC identifies existing tariff and non-tariff measures in agriculture and thus helps to identify and correct trade restrictions (2.b).



To increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship, ITC works in sectors that offer particular opportunities. ITC provides face-to-face and online training to youth and adults to increase their knowledge and skills for better employability, and works with technical and vocational education and training (TVET) institutions to enhance their capacities and offering. ITC is a strong advocate for TVETs in the context of MSME competitiveness and engages in national and international conversations on this topic (4.4).



ITC supports women-owned and women-managed enterprises to become more competitive and to grow their business. By advocating for and supporting women-owned business enterprises (WBEs), ITC supports more opportunities and promotes increased participation and decision-making of women in the economy (5.5). To accelerate this progress, ITC works with business organizations to improve their support to WBEs and female entrepreneurs. Moreover, ITC helps to develop policies that are gender-sensitive and ensure equal conditions for women's participation in economic activities (5.a). ITC also enhances the use of enabling technology to promote the empowerment of women, for example through the SheTrades platform (5.b).



ITC contributes to sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all, through increasing the international competitiveness of MSMEs. ITC works with enterprises, and supports trade, investment and other business support organizations to improve their operations and services to MSMEs, to increase productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labor-intensive sectors (8.2). MSMEs and domestic financial institutions are supported to facilitate MSMEs' access to financial services (8.10). ITC also supports policymakers to conceptualize and implement development-oriented trade and investment strategies and policies in dialogue with the private sector (8.3). ITC's work helps companies to grow and consequently to employ more people (8.5). Youth are a key client and ITC implements projects that are targeting youth employment (8.6). In this context, ITC also contributes to the development of strategies that promote youth employment and the global Decent Jobs for Youth initiative in its design and implementation (8.b). ITC helps to develop policies that promote sustainable tourism and local culture and products (8.9).

All of ITC's support is Aid for Trade. ITC actively advocates for additional support and makes a case for Aid for Trade in developing countries, in particular LDCs. ITC is an implementing partner agency of the Enhanced Integrated Framework (EIF) (8.a).



ITC connects small-scale industrial enterprises from developing countries to international markets and global value chains, for example, by supporting product and service innovation and quality improvement to meet international market demand. It supports those MSMEs to get access to finance by helping them to identify opportunities and connecting them to investors and buyers (9.3). ITC helps to create a conducive business environment and conditions that enable diversification and value addition through technology and innovation (9.b).



To achieve and sustain income growth of the bottom 40%, ITC works on economic growth and empowerment of the base of the pyramid (10.1). ITC's mission is to make trade inclusive and it therefore empowers women, youth and marginalized groups, and thus contributes to the SDG target 10.2. ITC contributes to target 10a: "To implement the principle of special and differential treatment for developing countries, in particular least developed countries, in accordance with World Trade Organization agreements." ITC provides data and information on trade and tariffs, which makes trade information

transparent and provides the conditions for addressing tariff lines. Moreover, ITC is a custodian agency for indicator **10.a.1** “Proportion of tariff lines applied to imports from least developed countries and developing countries with zero-tariff”, and tracks progress of its attainment.



To achieve sustainable production and an efficient use of natural resources, ITC's global public goods provide information on related sustainability standards and enable users to improve their compliance with these standards and to adopt sustainable practices (**12.2**). Additionally, ITC supports the establishment of quality standards and practices, and helps the trade community and consumers to make better-informed decisions vis-à-vis voluntary sustainability standards (**12.6**).



ITC emphasizes the green economy and works with its beneficiaries on building it. ITC raises awareness and builds capacity of institutions and MSMEs on climate change mitigation and adaptation (**13.3**). ITC works with policymakers and trade, investment and other business support organizations to help MSMEs transitioning to the green economy. ITC also works directly with MSMEs to adopt green business strategies and to introduce climate resilient and green practices.

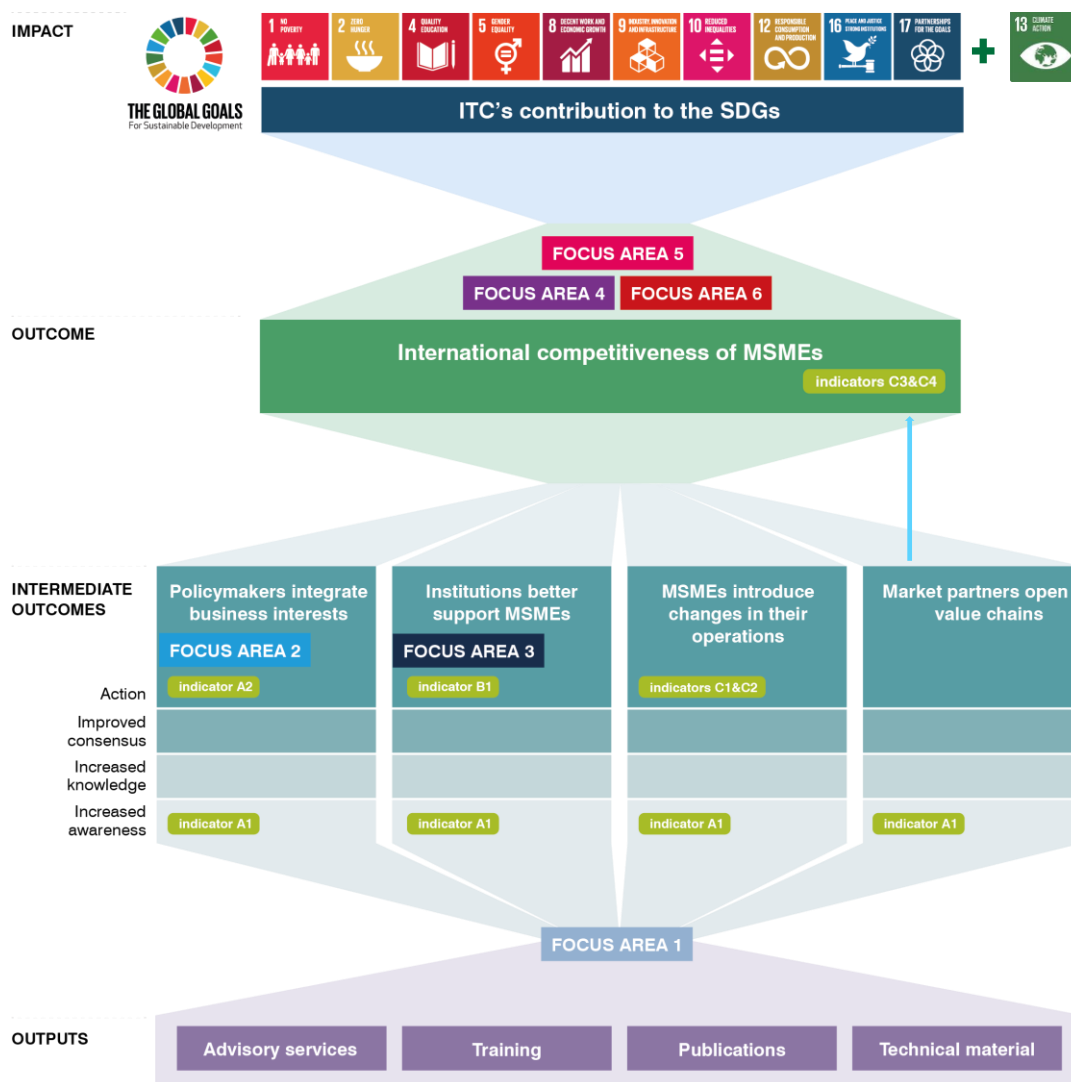


ITC works with business support organizations and institutions that support trade, investment, entrepreneurship, innovation and vocational training. Effective institutions give the private sector a voice, and can serve as sustainable multipliers for our interventions. By improving their performance, we indirectly impact their beneficiaries (**16.6**). ITC teams plan and implement projects with a variety of partners and stakeholders and put emphasis on local ownership and participation, to ensure responsive, inclusive, participatory and representative decision-making at all levels (**16.7**). ITC promotes and enhances private-public dialogues through its interventions.



As a joint organization of the WTO and the UN, ITC supports and advocates for the promotion of a universal, rules-based, open, non-discriminatory and equitable multilateral trading system by mandate. It works with governments on trade-related policies and assists with WTO-related matters (**17.10**). ITC brings identified non-tariff measures to the attention of the policymakers and thereby helps to realize timely implementation of duty-free and quota-free market access on a lasting basis for all LDCs, including by ensuring that preferential rules of origin applicable to imports from least developed countries are transparent and simple, and contribute to facilitating market access (**17.12**). ITC makes information on rules of origin and trade agreements available and transparent through its global public goods. By mandate, ITC works on increasing exports from developing countries and LDCs (**17.11**). ITC is a custodian agency for targets **17.10**, **17.11** and **17.12**, and tracks progress of their attainment. To mobilize additional financial resources for developing countries from multiple sources, ITC works directly with investors to create foreign direct investment (FDI) flows into developing countries (**17.3**), brings public and private actors together in the countries where it operates and works directly with multi-stakeholder platforms (**17.17**). ITC promotes South-South and triangular regional and international cooperation on technology, innovation and knowledge-sharing (**17.6**).

Figure 5: ITC's approach to supporting the international competitiveness of MSMEs, which contributes to inclusive and sustainable development



ITC measures its contributions with corporate indicators:

- A1** number of male and female beneficiaries reporting greater awareness of international trade as a result of ITC support
- A2** number of cases in which trade-related policies and/or strategies and/or regulations have been introduced or changed in favour of the international competitiveness of small and medium-sized enterprises, with business sector input, as a result of ITC support
- B1** number of institutions reporting improved operational and managerial performance as a result of ITC support
- C1** number of enterprises having made changes to their business operations for increased international competitiveness as a result of ITC support

- C2** percentile share of enterprises that are owned, operated and controlled by women having made changes to their business operations for increased international competitiveness as a result of ITC support
- C3** number of enterprises having transacted international business as a result of ITC support
- C4** percentile share of enterprises that are owned, operated and controlled by women having transacted international business as a result of ITC support

FOCUS AREAS

Each of ITC's six focus areas and related programmes emphasize different results in this theory of change. Yet they all build on the same logic and integrate ITC's expertise in the different areas to achieve the respective programme outcome objectives

- | | |
|--|--|
| <p>FOCUS AREA 1 Providing trade and market intelligence</p> <p>FOCUS AREA 2 Building a conducive business environment</p> <p>FOCUS AREA 3 Strengthening Trade and Investment Support Institutions</p> | <p>FOCUS AREA 4 Connecting to international value chains</p> <p>FOCUS AREA 5 Promoting and mainstreaming inclusive and green trade</p> <p>FOCUS AREA 6 Supporting regional economic integration and South-South links</p> |
|--|--|

4.2 Tier 2: Development results

Tier 2 development outcome and output indicators and targets quantify the development outcomes and outputs that ITC plans to deliver. The targets for 2021, and the results for 2020 are shown in the following tables. ITC has formulated the 2021 targets for its corporate, quantitative outcome indicators (column c), taking into account an increased XB budget. The targets also take into account the nature of the 2021 project portfolio. Almost a third of ITC's expected financial delivery will come from recently launched large-scale projects that will be in early implementation stages during 2021. 2021 Outcome results and targets are presented in the table below. The Tier 2 indicators are complemented by technical assistance 'strategic milestones 2021', presented in Chapter 5, which express key qualitative goals of each of ITC's 15 programmes.

In the UN Programme of Work for the year 2021, Sub-programme 6 of Programme 10, Trade and development, ITC's outcomes are presented in a narrative form, as the 'highlighted planned results' of the year.

Tier 2: Development results					
OUTCOMES		2020 target	2020 prelimin. results **	2021 target	2021 Target / 2020 target
		(a)	(b)	(c)	(d)
Strengthened integration of the business sector into the global economy	(A1) Number of male and female beneficiaries with greater awareness of international trade and MSME competitiveness as a result of ITC support	385,000	388,033	390,000	↑
	(A2) Number of trade-related policies, strategies or regulations developed or changed with business sector input, as a result of ITC support	100	123	110	↑
Improved performance of institutions for the benefit of enterprises*	(B1) Number of cases of institutions having improved operational and managerial performance as a result of ITC support	400	331	350	↓
Improved international competitiveness of enterprises*	(C1) Number of MSMEs having made changes to their business operations for increased international competitiveness as a result of ITC support	16,000	21,981	16,000	↔
	(C2) Percentile share of MSMEs that are owned, operated, and controlled by women having made changes to their business operations for increased international competitiveness as a result of ITC support	50%	55% (equivalent to 12,049)	50%	↔
	(C3) Number of MSMEs having transacted international business as a result of ITC support	6,000	18,052	10,000	↑
	(C4) Percentile share of MSMEs that are owned, operated, and controlled by women having transacted international business as a result of ITC support	50%	24% (equivalent to 4,252)	40%	↓

* Micro, small, and medium-sized enterprises;

**2020 preliminary results collected as of end February 2021, data collection and verification ongoing until end March 2021

For 2021, ITC adjusted the delivery targets for some outcome indicators both upward and downwards. The revisions are based on the shifts in the XB portfolio, leading e.g. to a higher budget for focus area 2, where results are predominantly expressed through outcome indicator A2. The downward adjustment of the target for B1 'the number of institutions having improved operational and managerial performance as a result of ITC support' takes into account the shift to more intensive, longer-term engagements with a smaller number of institutions, not least due to recent evaluation recommendations that emphasized the need for deeper support to achieve sustainable changes. The indicator C4 'Percentile share of MSMEs that are owned, operated, and controlled by women having transacted international business as a result of ITC support' was adjusted downwards in view of the 2020 experience. While women-owned business enterprises have been a focus for ITC, as reflected through the indicator C2 (55%), women have been hit particularly hard by the COVID-19 crisis, affecting their opportunities to transact international business – e.g. women are overrepresented in the tourism sector. Also, ITC's 2020/21 portfolio contains an increased share of projects targeting improved income opportunities for MSMEs in the agribusiness sector. Enterprises in this sector are predominantly legally male-owned, while run by families. Improvements in the situation of family farms or small agribusiness directly contribute to the economic empowerment of women, but this is not reflected through the indicator.

2021 Outputs

The United Nations Secretariat has introduced changes to the structure and classification of outputs, as well as to measurements. ITC has aligned its output planning and reporting in its Programme of Work submission to the Secretariat to the new classification and will report on 'quantified' outputs in numbers, and on 'non-quantified' outputs through a narrative. The targets for 2021 are shown in the table below.

Tier 2: Development results	Corporate outputs and indicators	2020 Target	2020 preliminary	2021 target	2021 plan / 2020 plan
OUTPUTS (Quantified Deliverables)					
	A. Facilitation of intergovernmental process and expert bodies				
	Substantive servicing of meetings: ³				
	<ul style="list-style-type: none"> • Joint Advisory Group (annual, 6 hours) • Consultative Committee of the ITC Trust Fund (every six months, 2x3 hours) 	2 2	2 2	2 2	
	<ul style="list-style-type: none"> • Meetings of the Advisory Committee on Administrative and Budgetary Questions • Meetings of the Fifth Committee • Meetings of the Committee for Programme and Coordination • Meetings of the WTO Committee on Budget, Finance and Administration (CBFA) • TPO Advisory Board • MLS Board 	0 0 0 0 1 1	1 1 1 1 1 0	1 1 1 1	Additional 4 outputs are listed as per the UN HQ recommendation. One output- MLS board- is no longer taking place, so it is cancelled.
	Parliamentary documentation:				
	<ul style="list-style-type: none"> • Annual report on the activities of ITC and annexes • Reports of the Joint Advisory Group • Reports of the Consultative Committee of the ITC Trust Fund 	1 1 2	1 1 2	1 1 2	
B. Generation and transfer of knowledge	Publications produced or substantially updated:				
	<ul style="list-style-type: none"> • Flagship : SME Competitiveness Outlook • Books on trade related subjects • Papers on trade related subjects, such as on Inclusive and Sustainable trade, Trade and Market Intelligence, MSME Competitiveness, Competitiveness of women-owned MSMEs, and others 	1 4 25	1 4 25	1 4 25	
	Number of trade-related technical assistance field projects	130	127	130	
	Number of days of training courses, seminars and workshops to transfer skills and knowledge on selected trade topics (for a total of approximately 25,000 participants)	2,900	4,385	3,000	

³ This indicator counts sessions of three hours as one meeting, as per UN planning requirements.

(continued):

Tier 2: Development results OUTPUTS (Non-quantified Deliverables)	2021 Description of Corporate outputs and indicators and targets	Comments
<p>C. Substantive deliverables</p>	<p>Consultation, advice and advocacy: advice to policymakers, trade support institutions and enterprises to address international competitiveness challenges of MSMEs in developing countries and transition economies, to facilitate public-private dialogue on improvements to the business environment and to ensure that trade supports inclusive and sustainable development. Advisory services to disadvantaged groups among MSMEs, such as women and youth-owned enterprises, on improving the quality of products and services to meet market demands, and identifying networks and market partners. Advisory and advocacy services for policymakers and business-support organisations on how to consider the needs of MSMEs and disadvantaged groups in their service offer and systematically include them in policy and strategy processes</p> <p>Databases and substantive digital materials: maintenance and development of databases and other online tools to make global trade more transparent and facilitate market access and business and policy decisions. Databases cover trade flows, tariffs and non-tariff measures, export potential, procurement opportunities, rules of origin, private standards and knowledge on sustainable trade and youth and women entrepreneurship. They include the SheTrades database with over 20,000 registered women entrepreneurs, "SheTrades Outlook" and the ITC "SME trade academy", the Ye! Community and Platform with 23,000 young entrepreneurs, the Trade Maps suite of tools: Market Access Map, Trade Map, Standards Map, Investment Map, Global Trade Helpdesk, Export Potential Map, Procurement Map, Trade Strategy Map and Sustainability Map, attracting over 1 million users annually.</p>	<p>Approximately 30 databases, websites and tools will be substantially updated, maintained or produced.</p>
<p>D. Communication deliverables</p>	<p>Outreach programmes, special events and information materials: special events, including the World Export Development Forum, SheTrades Global, the Trade for Sustainable Development Forum, the World Trade Promotion Organizations network conference and awards; the International Trade Forum magazine, with over 100,000 online views per year; Micro-, Small and Medium-sized Enterprises Day; newsletters on trade-related subjects for over 16,000 recipients; and information materials and outreach, including on export strategy, trade support networks and capacities, entrepreneurship, skills and export development opportunities, world trade trends, the multilateral trading system, regional integration, technical regulations and standards for export, and trade and the Sustainable Development Goals.</p> <p>Digital platforms and multimedia content: design, updating and maintenance of websites and social media accounts, including ITC's website with over 4 million views a year; dedicated websites and active social media presence engaging sustainable micro-, small and medium-sized enterprises, women and youth entrepreneurs, with over 110,000 combined followers of social media accounts.</p> <p>Library services: on-demand services for ITC clients related to trade information; and provision of online updates on trade-related publications to trade support institutions from developing countries.</p>	<p>Special events in 2021 :</p> <p>World Export Development Forum</p> <p>SheTrades Global event</p> <p>Trade for Sustainable Development Forum</p> <p>Trade Promotion Organization Network World Conference and Awards</p> <p>MSME Day</p> <p>Flagship magazine:</p> <p>4 issues of the International Trade Forum magazine</p>

4.3 Tier 3: Efficiency and effectiveness

Efficiency and effectiveness key performance indicators (KPIs) serve to monitor ITC's performance in areas related to the organization's general management, as well as in six particular areas of work identified in the Strategic Plan 2018-2021: results-based management, risk management, human resource management, resource mobilization, innovation, and communications. ITC strives to leverage its resources and to provide its services to beneficiaries in an efficient and effective manner. The Tier 3 KPIs and 2021 targets below are complemented by the 'efficiency and effectiveness milestones' presented in Chapter 5. They communicate ITC's planned key deliverables in 2021 to further advance its processes and results orientation.

Tier 3: Efficiency and effectiveness				
General management		2020 OP Targets	2020 Actuals preliminary	2021 OP Targets
Budget	Regular budget (RB)	\$36 million	\$38 million	\$41 million
	Extrabudgetary budget (XB)	\$99 million	\$92 million	\$100 million
Oversight and compliance	Unqualified financial statements	Target: achieved	achieved	Target: achieved
	Percentage of open audit recommendations closed by the Board of Auditors in 2020 (target: 9 out of 17)	53%	24%	60%
Carbon footprint	Achieve a climate-neutral ITC	Target: achieved	achieved	Target: achieved
Operational management	Advanced travel arrangements (16-day rule) compliance rate, in %**	40%	39%	100%
Results-based management and risk management				
Client satisfaction	Percentage of clients that rate ITC services positively	≥ 85%	95%	≥ 85%
Focus on priority countries	Percentage of country-specific extrabudgetary expenditures dedicated to LDCs, LLDCs, SIDS, sub-Saharan Africa, SVEs, and conflict-affected countries	≥ 80%	88%	≥ 80%
Gender mainstreaming	Percentage of UN-SWAP 2.0 indicators met or exceeded	≥ 90%	94%	94%
Risk management	ITC annual report on risk management completed	1	1	1
Human resources management				
Staff engagement	Average overall rating provided in the annual staff satisfaction survey (out of 5)	≥ 3.3	3.6	≥ 3.3
Diversity	Percentage of women in professional and senior level positions	50%	46.5%	50%
Talent management	More than 50% of the staff members to have used their established minimum 5 days per year for professional development	≥ 50%	75%	75%
	Average time to recruit fixed-term staff (in days)	110	89	105
	Average vacancy rate as percentage of all posts	≤ 5%	5%	≤ 5%
Resource mobilization				
Fundraising	XB funds secured for the following year and beyond	\$300 million	\$330 million	\$280 million
	Total value of projects under development and in discussion with funders (at year-end, for next year and beyond, L2, L3)	\$150 million	\$39 million	\$80 million
Communications				
Outreach	Growth in ITC audience through social media followership (target: 10%)	n.a.	157,200	172,920
	# of ITC's corporate website visitors	n.a.	4,56 million	4,84 million
	# of registered accounts to ITC Market Analysis Tools	985,000	1,066,678	1,125,000

*Preliminary results, as at 28 February 2021

** Compliance target as per ITC's Programme of Work (submitted to the UN) is 100% for both 2021 and 2022

5. ITC Risks and challenges in 2021

In a briefing early this year, UN Secretary-General António Guterres described the starting point for 2021 as the result of a global ‘annus horribilis’. *‘The COVID-19 pandemic unleashed havoc in every country and every economy. 2 million lives were lost, and the human toll continues to multiply and the economic costs continue to mount. Five hundred million jobs are lost, and extreme poverty is back up to levels not seen in a generation, giving rise to inequalities and exposing global fragilities. The climate crisis is raging and biodiversity is collapsing: last year, natural disasters caused \$210 billion in damage and incalculable human costs. Meanwhile, geopolitical tensions are undermining collective efforts for peace. Humanitarian needs are escalating and forced displacement reached record levels last year. The risk of nuclear and chemical proliferation grows. Lawless behaviour in cyberspace has created a new domain for the propagation of crime, violence, misinformation and disruption. Finally, COVID-19 pandemic has had an especially pernicious impact on the world’s women and girls.’*

In this environment, all development actors are tested. While there is greater need for supporting the most vulnerable and the poorest in recovering from the health and economic crisis, there is also a high pressure on public budgets, indebtedness of many companies, and a looming economic crisis that may impact on Aid for Trade levels. Many of ITC’s MSME clients will face larger obstacles to grow successfully. This, in turn, will also challenge ITC’s usual development results and put more emphasis on planning contingency scenarios as a response to the high-profile risks in ITC’s portfolio.

Resetting the path towards 2030: creating sustainable growth opportunities for ITC’s beneficiaries

In 2020, ITC interacted with its beneficiaries during the COVID-19 lockdowns through an active field presence, and also through a series of direct surveys. The surveys assessed the impact of the pandemic on MSMEs and brought valuable insights about the needs and threats for different beneficiary groups – policymakers, business support institutions and MSMEs. ITC identified several risks, threatening MSMEs’ survival, such as: lack of access to financing; the increasing digital divide or inability to access timely and accurate trade intelligence, including information about changing trade obstacles. All those specific threats are becoming even larger, if not fatal, impediments to survival for the vulnerable groups – such as women-owned MSMEs, poor communities, youth, and especially, the informal sector MSMEs.

ITC will face very high uncertainties and specific external risks related to the (post)pandemic period in particular country settings. Regardless of ITC’s relatively high appetite for taking risks related to successful delivery and continuity of field operations, increased uncertainties will pose additional challenges to achieving the planned results or scaling them up. While ITC’s delivery is evolving to respond flexibly to the (post-)pandemic reality of the beneficiary countries, there will be a need to continue significant investments to optimize the remote and hybrid delivery mode, to expand partnerships to sustain delivery on the ground and to design and implement contingency plans with beneficiaries. ITC’s acquired knowledge about gaps in capacities and urgent needs of its beneficiaries in the (post-)pandemic period will directly feed into all ITC’s ongoing interventions, aiming to de-risk the activities of its beneficiaries and to enable their survival and long-term sustainability.

ITC-specific risks

There are some risks that have a potential to impact the entire ITC, in particular related to achievement of its mission so-called strategic risks, along with risks related to external environments, as well as, to a lesser extent, related to internal processes. In its corporate annual risk assessment, undertaken at the end of 2020 and validated at the beginning of 2021, based among other, on quarterly project risk reviews and on section-level risk registers, ITC re-evaluated its corporate risks, with regards to existing and recently implemented risk controls.






For the risks described in the Figure 6 below, on a scale of 1-4, for both likelihood and potential impact of the risk, red risks are identified as potentially having a severe to critical impact on ITC’s objectives or systems, thus significantly hindering ITC’s systems or operations.

Most risks re-assessments have resulted in the same or a lower rating. The risks related to security and safety have slightly increased, due to the challenging circumstances and increased instability in many ITC’s programme countries. ITC’s current financial outlook, taking into account active and anticipated pledges, is comfortable. But there are mid-term risks of decreasing ODA commitments due to the economic impact of

COVID-19, as well as changing priorities in some funder countries. Thus, the risk related to a decrease in earmarked funding is re-evaluated as increasing.

Figure 6: ITC's top corporate risks and mitigating actions, for 2021

Risk ID #	Risk Event - an uncertain event or condition that may or may not happen in the future.	Risk responses and mitigating actions, with examples of initiatives planned in 2021	Risk rating and 2021 trend vs. 2020
1	2	3	4
R1	Delayed upgrading of project operations and internal processes that are needed to support to the timely delivery of the larger project portfolio	Control: <ul style="list-style-type: none"> Targeted and prioritized efficiency and effectiveness actions, such as continuation of the 'Training for Impact and Compliance (TFIC) on core ITC processes. 	
R2	Inability of ITC to fully deliver on (contractual) commitments in unstable project countries <i>(In 2020, many ITC project countries became 'unstable' due to COVID-19, i.e. no direct contact with stakeholders and beneficiaries was possible).</i>	Control: <ul style="list-style-type: none"> Further development and use of hybrid and remote delivery models, based on the lessons learnt in 2020. Adjustment of COVID-19 contingency plans in affected countries. Establishment of an ITC Crisis Management Committee. Avoid/Terminate: <ul style="list-style-type: none"> In case of extreme instability, ITC may temporarily stop activities, and re-discuss project plans with stakeholders. 	
R3	Implementing Partner(s) commit fraud or engage in corruption	Control: <ul style="list-style-type: none"> A harmonized anti-fraud approach, including enhanced due diligence assessments and frequent monitoring of new or risky IPs. 	
R4	Significant reduction in RB funding	Control: <ul style="list-style-type: none"> Advocacy for maintaining current level of RB funding from UN and WTO. Structured dialogues with member states. Corporate reporting to substantiate ITC's value for money. 	
R5	Inability to substantiate and/or aggregate ITC development results	Control: <ul style="list-style-type: none"> Project design quality control and increased emphasis on project inception phases. More resources to be invested in monitoring and verification. Launch of an ITC data management project. 	
New 2021 risk:	Inability to achieve the same level of results, based on the same level of inputs, in an environment that is very challenging for MSMEs	Control: <ul style="list-style-type: none"> Reducing outcome result ambition for some projects in 2021, through discussions with stakeholders. Including the notion of helping enterprises to survive and/or to sustain jobs and maintain operations, in project results discussions with stakeholders. Capturing and communicating results achieved outside the project logframes, through adaptation, that offset originally planned results. 	
R6	Compromised cyber security/data breaches and/or disruptions to the functioning of IT systems.	Control: <ul style="list-style-type: none"> Upgrading of ITC security tools and protocols to shield ITC's assets from cyber-attacks. Investment in hardware and software solutions to support alternative working arrangements and decentralized operations during COVID-19 challenges. 	
R7	ITC Staff become exposed to deliberate harm (e.g. terrorism, armed conflict, crime and civil unrest, kidnapping...)	Control: <ul style="list-style-type: none"> Maintenance of existing internal controls: travel rules and regulations. full integration in UN Security System; mandatory safety trainings. Establishment of an ITC Crisis Management Committee. 	
R8	Insufficient/inadequate in-house knowledge and skills-sets for future client needs	Control: <ul style="list-style-type: none"> Maintenance of existing controls (trainings, secondments; consultant contracts and partnerships for highly specialized, project-specific or new topics; skills and competency based recruitment processes); development of staff skills database. 	
R9	Delayed identification of internal fraud or significant / systemic non-compliance with rules and procedures	Control: <ul style="list-style-type: none"> Enforcement of existing rules and regulations, with zero tolerance and action taken on any presumptive fraud case. Management leadership dialogues for sensitisation of staff to zero tolerance topics, familiarisation with processes and encouragement to speak up. Mandatory fraud prevention training 	

Risk ID #	Risk Event - an uncertain event or condition that may or may not happen in the future.	Risk responses and mitigating actions, with examples of initiatives planned in 2021	Risk rating and 2021 trend vs. 2020
1	2	3	4
R10	Sharp decline in W2 funding	Control: Proactive funder management and implementation of ITC's Resource Mobilization Strategy, including: <ul style="list-style-type: none"> • Regular interaction with W2 funders to capture early signals about changes in development cooperation priorities. • Identification of new potential funders for ITC, across all funder categories (OECD DAC, emerging funders, programming countries, private sector). • Reinforcement of the role of local offices in resource mobilization. 	
R11	ITC's business model is not flexible enough to adapt well to the processes of the repositioned UN development system	Control: <ul style="list-style-type: none"> • Proactive engagement with the new UNDS structures and processes (DCO, UNSDG, working groups, country and regional teams). • Development of an ITC strategy for engagement with the repositioned UN development system (ongoing). 	
R12	ITC personnel committing, being exposed to or wrongly accused of discrimination, abuse of authority, harassment, including sexual	Control: <ul style="list-style-type: none"> • Zero tolerance. • Enforcement of rules and implementation of preventative actions/controls such as mandatory training, awareness raising and sensitization of staff, IPs and contractors / consultants. 	
R13	Disparate ITC identities and messaging	Control: <ul style="list-style-type: none"> • Implementation of ITC Communication strategy and identity guidelines; staff training. 	
R14	Significant reduction or volatility in W1 funding	Control: Proactive funder management and implementation of RM Strategy: <ul style="list-style-type: none"> ▪ Bilateral annual institutional dialogues with W1 funders to consult on all relevant issues to delivery and funding and explore options for enhanced engagement. ▪ Focus on development results, offering value for money and earning trust. ▪ Identification and engagement with potential new W1 funders. 	
R15	ITC staff accidents; infections; assaults during missions	Control: <ul style="list-style-type: none"> • Maintenance of internal controls, rules and regulations; mandatory trainings related to safety and security. • Significantly reduced mission activity in the context of COVID-19, and increased learning on effective 'remote delivery'. 	

6. Strategic milestones for 2021: technical assistance

In its Strategic Plan 2018-2021, ITC commits to deliver on key initiatives in each of its six focus areas over the four year period. In each annual Operational Plan, ITC highlights milestones it will reach during the year, on its way to fulfilling its four-year commitments.

The textboxes below cite the key strategic plan initiatives for each focus area. In 2021, the fourth and final year of the current strategic plan, ITC plans to reach the milestones that follow each textbox:

Globally accessible trade and market intelligence

Access to trade and market intelligence is essential to making informed policy, strategy and business decisions...During 2018-2021, we will invest in providing greater granularity of information, building on new levels of data availability.

We will also invest to better connect ITC trade and market data with that of the WTO, UNCTAD and UN Secretariat. With data on four SDG indicators, we will contribute to the global monitoring of progress on the SDGs. We will work to achieve scale by partnering with others, and expanding our network of users.

Finally, we will invest in supporting countries to better assess, measure and improve the trade competitiveness of MSMEs by expanding the coverage of our MSME benchmarking, and publishing our analysis in ITC's annual SME Competitiveness Outlook.

Market Analysis Tools

- An updated Investment Map with new functionalities and a new indicator on investment attractiveness is launched.
- A new import taxes module under Market Access Map rolled-out.

Integrated Solutions and Competitive Intelligence

- A real-time customs data module is established for 10 countries as part of the African Trade Observatory (ATO).
- Two regional trade intelligence portals launched: the Eastern Partnership Trade Helpdesk, with regional trade and market information for Armenia, Azerbaijan, Belarus, Georgia, Moldova, Ukraine and the EU; and the Central Asia Trade Intelligence portal (CATI), with market information to facilitate trade within the Central Asian region (Kazakhstan, Kyrgyzstan, Tajikistan, Uzbekistan) and the EU.

Non-tariff measures

- New Trade Obstacles Alert Mechanisms online platform rolled out, including the services sector.
- NTM survey coverage extended to over 80 countries (from currently 73), including interviews with exporters and importers in services trade.

SME competitiveness research and analysis

- 2021 SME Competitiveness Outlook (SMECO) published, focusing on resilience and sustainability.
- 35 country profiles (MSME benchmarking) updated and disseminated (in addition to 25 existing profiles, totalling 60 disseminated profiles).

SME Trade Academy

- At least 140,000 enrolments in 250 virtual trainings and workshops reached.
- 15 new courses launched, including a suite of 8 e-learning modules on selected topics for the creative industries in the Caribbean region.

A conducive business environment

A supportive business environment is a precondition for a competitive economy that fosters innovation. ITC brings to policymakers and regulators the voice of business through public-private dialogue, particularly in the case of countries in accession to the WTO. ITC supports implementation of national policy and regulatory reforms, including those enshrined in multilateral, regional and bilateral agreements, for greater enterprise competitiveness. It helps national governments and regional bodies to formulate and implement trade and investment development strategies.

Trade and investment are increasingly interdependent. ITC will deepen its support to developing countries in their efforts towards trade and investment facilitation. The organization will support clients in addressing non-tariff barriers, including through implementing trade facilitation reforms, harmonizing sanitary and phytosanitary (SPS), and technical barriers to trade (TBT) measures, regulatory reforms for logistics service providers, e-commerce and informal cross border trade.

We will improve our tools and methodologies for value chain and trade and investment development strategies, with particular attention to regional strategies and services sector strategies. We will also support client countries in developing sustainable mechanisms to implement their strategies effectively.

Trade facilitation reforms

- 10 countries supported in implementing 15 trade facilitation reforms, including through support to National Trade Facilitation Committees.
- 1,000 businesses from 10 countries assisted in increasing their compliance with cross-border requirements.

Investment facilitation

- New sector investment profiles developed for five countries of ECOWAS and Lao PDR.
- Uzbekistan and Iraq supported in WTO accession and trade policy reviews.
- 20 countries supported through capacity building for WTO negotiations on e-commerce.

National quality strategy and regulatory frameworks

- Quality for Trade platform upgraded with two new modules: 1) Quality Success, which provides success stories of MSMEs supported in the field of Quality and Food Safety and 2) Quality Insights, which provides tools for MSMEs to facilitate implementation of quality improvement programmes, with 10 new product-market combinations mappings.
- 10 quality institutions in 5 African and Asian countries (Burundi, the Comoros, Lao PDR, Malaysia and Thailand) strengthened, towards attaining international accreditation.
- Non-tariff barriers related to technical regulations such as SPS or TBT addressed in 13 sectors in 10 countries.

Trade and investment development strategies

- The Green strategy methodology upgraded and piloted in SIDS, incorporating environmental sustainability and resilience considerations into national and sector strategies, allowing for broad stakeholder participation and consultation.
- Sri Lanka and Curaçao supported in managing the implementation of their export strategy.

Stronger trade and investment support institutions

Trade and investment support institutions (TISIs) are important service providers to MSMEs.... ITC supports TISIs to assess and improve performance, develop clearer strategies, adapt their service portfolio, establish results measurement systems, strengthen networks and optimize the use of resources at their disposal.

During the next period, ITC will adapt these tools and methodologies to a broader base of institutions, build their skills and services for the digital age and provide services to promote inclusive and sustainable growth. Particular attention will be paid to the ecosystem of support, bringing operational aspects of trade and investment and public and private services providers closer together. ITC will continue to develop networks of TISIs, in particular on a regional level, in order to promote regional economic integration and support countries' efforts to leverage their participation in trade and economic diplomacy.

- World Trade Promotion Organisation Conference and Awards held in Accra, Ghana.
- New Benchmarking platform for business support organizations launched.
- MSME business support ecosystems mapped and strengthened in 2 countries.
- Commercial diplomacy trainings provided in three countries, and e-publication on foreign trade representation launched.
- Impact standard embedded in Business Support Organizations' capacity building portfolio.

Connection to international value chains

... ITC takes a holistic approach to building MSME competitiveness combining focused enterprise advisory services, broader advice on sector development and building linkages to buyers and investors in value chains. We craft alliances among value chain actors to improve coordination and build a supportive eco-system for MSME growth. We bring expertise and global networks in priority sectors for partner countries including agriculture and agro-processing, textiles and clothing, light manufacturing, and services such as business process outsourcing and tourism. At the enterprise level, ITC focuses industry knowledge and expertise on helping MSMEs improve products and processes, attract financing, and improve core capabilities in such areas as quality and packaging. ITC has a special focus on preparing MSMEs to benefit from digital trade.

In 2018-2021, we intend to deepen the understanding of opportunities and competitiveness factors in new and rapidly changing value chains, help MSMEs adjust to new production and consumption patterns, and connect MSMEs to new markets including through online marketplaces.

Value Added to Trade

- 5 new or expanded partnerships with buyers established to source more sustainable products and services in African, Caribbean and Pacific (ACP) countries and South America
- Actors in 5 ACP sectors: cocoa, coffee, spices, coconuts and cotton, reduce reliance on sales of commodities by diversification and/or adding value, for instance through processing.

E-commerce and digital trade

- EcomConnect.org platform expanded to at least 4,000 members.
- One new partnership agreement with a major e-commerce retailer signed, in support of the platform.

Inclusive and green trade

ITC will deepen its work on inclusiveness to expand opportunities for women and young entrepreneurs to connect to international value chains, and to connect displaced and underserved communities to markets. Trade offers the opportunity to create incentives for protecting the environment, through generating income opportunities that deepen sustainable production. Green trade is about producing in a sustainable manner along the value chains. ITC will help farmers and producers to understand voluntary sustainability standards, codes of conduct and audit protocols. Via the newly launched Sustainability Map platform, ITC will offer users access to sustainability initiatives and standards, allowing them to identify and address the challenges related to implementing voluntary sustainability standards. ITC will continue to offer market-led approaches to promoting sustainable value chains, strengthening climate resilience and securing better livelihoods from biodiversity.

SheTrades

- 3 million women connected to market (cumulative number 2018-21).
- Three new SheTrades hubs, embedding SheTrades data collection and M&E methodology, receiving policy advice and getting access to B2B opportunities to local women entrepreneurs launched in Uruguay, South Africa and Rwanda.
- An additional 40,000 women registered on SheTrades.com, ITC's online platform providing information on women and trade and connecting women entrepreneurs to training, networks and business opportunities – reaching a sum of 100,000 users.

Youth and trade

- Market-relevant skills for 100,000 youth built (cumulative, 2018-21).
- 10 youth-supporting organizations strengthened in Ghana, Rwanda, Cameroon, Zambia, Pakistan, the Philippines, Botswana, Guinea, Kenya and Uganda, through setting up YE! Chapters in partnership with local incubators.

Poor communities in trade

- Social and environmental RBM tools related to ethical fashion developed into an offering for businesses that aim to operate socially responsible, decarbonized and circular supply chains in fashion.
- The EFI Business Accelerator and Venture Lab include 15 new businesses from EFI's project network.

Trade for sustainable development

- Sustainability Map expanded and version 10.0 of Standards Database fully operationalized, hosting 270+ standards, with 15 additional private standards.
- T4SD Forum 2021 global event and 10 year anniversary celebration of Standards Map delivered.
- T4SD Executive Programme rolled out to MSMEs.
- Integration of the Transparency and Traceability Tool with existing IT platforms of value chain partners enhanced.

Green to Compete

- Green approaches incorporated in four key ITC projects (Pakistan, Lao PDR, Iran and Iraq on agri-environmental themes).
- T4SD hub in the Caribbean launched, and lessons learned incorporated to improve sustainability and scale up activities in existing hubs.

Regional economic integration and South-South trade and investment

Regional integration and new South-South trade relationships are opening up additional trade and investment opportunities for MSMEs. They are the fastest growing component of international trade. Yet MSMEs find it particularly difficult to benefit from these opportunities, because of lack of adequate information, risk perceptions, and physical and institutional trade barriers.

ITC's integrated regional interventions address trade obstacles at policy, institution and enterprise levels. ITC also connects TISIs and businesses within and between regions, for trade, investment and technology transfer that creates mutual benefits for all South-South market partners. In addition, ITC boosts intra-regional trade and promotes regional integration in regional trade blocs and free trade areas. ITC will focus on sectors which have the potential to be catalysts for change and where productive capacities can be enhanced, such as agribusiness, light manufacturing and IT-enabled services.

In 2018-2021, ITC intends to expand its work on regional integration, in Africa and beyond, in partnership with Regional Economic Commissions. ITC will also support MSMEs to take advantage of new trade routes, help address policy and regulatory barriers and NTBs to foster regional and South-South trade, facilitate sustainable and socially-responsible South-South investments; and strengthen platforms for South-South and intra-regional business and TISI networks.

Catalysing regional trade and investment

- West Africa Competitiveness Observatory launched.
- ITC One Trade Africa programme launched.
- New ARISE Plus projects launched in Malaysia, Thailand and the Philippines contributing to economic integration in the ASEAN region.

Fostering South-South trade and investment

- \$70 million in South-South investment facilitated and trade flows between China, India and selected countries increased.

7. Partnering for sustainable development

ITC will continue to develop its partnerships for developing and delivering customized, specialised, holistic and effective development interventions. It will bring on board new private and public sector partners from developed and developing countries, maintaining and growing effective ongoing partnerships, including with other international organizations. Some of ITC's planned 2021 partnerships are outlined in this chapter.

ITC and its parent agencies, the UN and the WTO, will continue partnering through joint events and development projects. ITC's cooperation with other UN agencies will continue through the joint membership in the UN Sustainable Development Group (UNSDG), joint projects, engagement in an increased number of UN Country Teams and intensified collaboration at the regional level as well as with the resident coordinators in ITC beneficiary countries.

In Africa, ITC will continue working with the **African Union Commission and the AfCFTA Secretariat** to support the operationalization of the AfCFTA, enabling evidence-based policymaking, including through implementation of the African Trade Observatory, and by collecting, processing, and analysing timely trade-related qualitative and quantitative data. Furthermore, ITC will advance its working relationship with the Accra-based AfCFTA Secretariat with a view to play a leading role in the implementation of the continental free trade area. Through its Alliances for Action initiative, ITC will continue partnering with the **Africa Fairtrade Network**, and farmer cooperatives such as **Kuapa Kokoo** in Ghana to enable improvements in agribusiness value chains for micro-entrepreneurs. ITC will continue its collaboration with social enterprises like **GIE CABES** from Burkina Faso in order to connect artisans to new, lucrative fashion and lifestyle markets, and will strengthen collaboration with partners like **UEFA foundation for children, Young People Without Borders** or the **Gambia Angel Investors Network**, on empowering youth entrepreneurs. ITC's SheTrades initiative will work with partners like **UPS** and **Absa Bank Kenya** on the mobilization of financial resources and capacity building for women-owned businesses. Finally, ITC will work on strengthening its engagement with **REC Secretariats** and regional groupings, such as the **Southern African Development Community (SADC)**, **Economic Community of Central African States (ECCAS)**, **Central African Economic and Monetary Community (CEMAC)** and others, with a view to agree on and formalize frameworks for future cooperation.

In Eastern Europe and Central Asia, ITC and **UNCTAD** will continue their partnership in multiple countries on development of trade intelligence portals, and start a joint initiative on the development of e-commerce legislation in Kazakhstan. Working with the **Standards and Trade Development Facility (STDF)**, ITC will work on enabling market access for agricultural products through an improved food safety system. Throughout the region, ITC works closely with trade associations and trade promotion bodies to grow sustainable support mechanisms for SMEs. ITC will continue to work with the **Eurasian Economic Commission** and the **CEFTA Secretariat**.

In Asia and the Pacific, ITC will scale up significant partnerships in Pakistan, with the **Pakistan Poverty Alleviation Fund** and the **Food and Agriculture Organization** of the UN. In Afghanistan, ITC will work closely with local businesses to develop sustainable trade and create employment for returnees and displaced people, its partners being **Saleh Fine Silk Handicrafts Company, Tarsian & Blinky, Afghanistan Red Gold Saffron Co.** In China, ITC will work in partnership with the **China Council for the Promotion of International Trade (CCPIT)** and the **Industrial and Commercial Bank of China (ICBC)** to support the generation of business linkages and opportunities in the Chinese market for selected SMEs from least developed and developing countries.

In the Arab States, ITC will work with a range of policymakers to strengthen inclusive economic growth and job creation through agribusiness value chains. In Jordan, ITC will collaborate with local businesses such as **Garment Design & Training Services Center**, and in Morocco, with the **Association marocaine des industries du textile et de l'habillement** to improve the textiles and clothing sector. ITC will engage work with the **Arab Maghreb Union, League for Arab States, African Union** and other regional institutions, to operationalise free trade agreements such as GAFTA or AfCFTA to support business development within continental Africa and the Middle East. ITC's additional engagement with the Agadir Agreement countries, Union for the Mediterranean and others regional institutions, will be focused on developing sustainable business links with the EuroMed area.

In Latin America and the Caribbean, ITC's partnership with the **Caribbean Agricultural Research & Development Institute (CARDI)**, **Coconut Industry Board**, and **Instituto Dominicano de Investigaciones Agropecuarias y Forestales (IDIAF)** in the Dominican Republic, will help increase

smallholder farmer productivity, income diversification and integration into formal markets. **Export Saint Lucia** and ITC will also extend their collaboration to strengthen the institutional infrastructure for trade promotion. Existing partnerships with the Export and Investment Promotion of Argentina, Uruguay's Unión de Exportadores, and upcoming partnerships with ProColombia and ProChile will help enhance the participation of women entrepreneurs in international markets. ITC's partnership with the **Secretariat for Central American Economic Integration (SIECA)**, with national trade support institutions (PROESA, AGEXPORT, the Chambers of Commerce of Honduras and of Costa Rica, the Exporters Association of Nicaragua, and the Ministry of Trade and Industry in Panama); the **Guatemalan Vocational Training Institute (INTECAP)**, and the **Regional Center for the Promotion of MSMEs (CENPROMYPE)** will continue to enhance the capacities of MSMEs to enter new regional and international markets. Finally, ITC will engage in LAC support group, and in particular with the Caribbean Regional Analysis for the Multi Country Framework.

8. Managing for results

The 2030 Agenda for Sustainable Development requires a United Nations development system that is fit for purpose. The Secretary-General's reform agenda aims to bring the delivery of services closer to the clients served. ITC will continue improving its operational efficiency and effectiveness through a series of dedicated initiatives, as outlined in this chapter. The planned increase in ITC's financial delivery can only happen with a strong focus on streamlining workflows.

8.1 Strengthening corporate results management

ITC will strengthen its corporate results management by launching the following initiatives:

- Completion of the new Strategic Plan, to serve as the overarching guidance for the forthcoming four-year period;
- Refinement of ITC's results framework and programmatic intervention logic in preparation for the next strategic planning cycle;
- Maintenance of the regular International Aid Transparency Initiative (IATI) publishing data aimed at approximately 90% of total XB-budget twice a year;
- IATI data visualisation on a new ITC Open Data website.

8.2 Effective and efficient project design for maximum impact

In 2021, ITC's Project Design Taskforce team will continue to:

- Work with the Strategic Planning, Performance and Governance Section (SPPG) on the management response to the Annual Evaluation Synthesis Report (AESR), and engage with IEU on joint reviews of Project Closure Reports (PCRs);
- Analyse and integrate lessons learned from the COVID-19 experiences, particularly with regards to project structure, governance, and implementing modalities;
- Contribute to Innovation Lab initiatives, both related to project design methodologies and in relation to best practices/lessons learned from ITC field staff;
- Disseminate best practices and guidelines for ITC project quality criteria which reflect lessons learnt across all areas of the strategic plan.

8.3 Deepening utility of evaluation

ITC's Independent Evaluation Unit (IEU) will carry out an evaluation of the SheTrades Programme as well as the evaluation of the NTF IV projects, both selected with regard to opportunities for supporting learning, reducing risks and providing accountability. In 2021, the IEU will also introduce developmental evaluations (DE). These will commence with supporting projects during their inception period, in the planning and implementation of outcome monitoring systems for goals that emerge and evolve in complex and rapidly changing project environments, and in documenting decision-making processes and results to enhance learning.

In 2020, the IEU piloted a methodology to gain insights on the sustained impact of ITC projects three to five years after project completion. For 2021, the approach has been further refined. On this basis, the IEU will assess sustainability of projects results in the following two countries: the Senegal sustainability review will focus on the ITC/EIF mango project and the Tanzania sustainability review focus on the ITC components of the UN Trade Cluster intervention in Tanzania with a specific focus on the operation within the EIF's institutional coordination framework. In addition, IEU will continue with the Project Completion Reports (PCR) review to extract key messages and lessons learned from the PCRs submitted for projects.

To support evidence-based decision-making, the IEU also provides evaluation advisory services to project managers on (i) external, funder-led evaluations, (ii) project self-evaluations, or (iii) project completion reports. In addition, the IEU finalized in 2020 the preparation of an online course that provides staff with

interactive information about ITC evaluation processes. This course, which was prepared in collaboration with the ITC SME Trade Academy, will be rolled out in 2021.

The 2021 version of the Annual Evaluation Synthesis Report (AESR) will evaluate ITC's Strategic Plan 2018-2021, in view of guiding and enhancing ITC's performance, learning and accountability.

Through the IEU as ITC's focal point, ITC will also continue contributing to the UN-system-wide reviews of the UN's Joint Inspection Unit (JIU) and the work of the Inspection and Evaluation Division of the Office of Internal Oversight Services (OIOS). It shares the findings of these entities and follows up on their recommendations as they relate to ITC.

New assessments to be undertaken in 2021

Evaluation of the ITC SheTrades programme

Evaluation of the group of NTF IV projects

Annual Evaluation Synthesis Report 2021

Sustainability Reviews (Senegal and Tanzania)

Developmental Evaluations (Iraq, Eswatini and South Sudan)

8.4 Bolstering human resources management

The Human Resources section will ensure opportunities for personal and professional development of ITC's staff, by developing or updating a series of strategies and policies, as well as through using various staff development practices and platforms in support of learning.

Specific initiatives in 2021 include:

- Development of a new ITC's People Strategy;
- Strengthening of performance management through targeted training and advisory services to staff and managers;
- Implementation of a series of internal measures to improve HR policies, processes and creation of a career development framework;
- Improvement of corporate knowledge of HR processes and topics to enable informed decisions and increase understanding of HR areas of work.

8.5 Operational best practices and compliance, data

In a cross-divisional effort to upgrade ITC's working tools, the following deliverables are planned for 2021:

- Launch and inception of a new Corporate Data Management System project;
- Refinement and publishing of a catalogue of ITC products and services;
- Continuing transformation and automation of internal processes and workflows, with focus on financials, maximizing the capacities and flexibilities provided by Umoja;
- Implementation of the 2nd phase of the Memorandum of Understanding (MoU) Database project; with emphasis on enhancing the MoU e-tool.

8.6 Sparking innovation

Innovation happens across ITC in all areas of work and in all organisational units, whether with technical, country, or administrative expertise. The Innovation Lab, with its role of unleashing the creative capacity of ITC people, will continue to serve as a platform for exchanging on innovation-related topics, as well as a providing tools and support for ITC colleagues to implement new approaches in their work. In 2021, the Lab aims at scaling activities ensuring coherence with corporate priorities, while pushing the boundaries of possibilities to improve ITC's delivery. The initiatives include the continuation of the Innovation challenges, the facilitation of a corporate approach to enhance the organisational resilience as an organisation, and a greater effort in establishing formal collaborations with different teams to advance corporate priorities, such

as the work promoting a more inclusive working culture with the gender unit and the inclusion group. The main milestones for the Lab in 2021 will be:

- Facilitation of a corporate innovation strategy implementation;
- Development of a strategy for volunteer engagement in the Lab;
- Conceptualize and implement ITC's first Innovation Fair;
- Implement at least four pilots related to four core challenges, in close collaboration with the relevant teams at ITC:
 - Improving knowledge sharing in headquarters and between headquarters and country offices;
 - Greening ITC (in coordination with CSS);
 - Supporting ITC's inclusion group in piloting new initiatives/launching a pilot based on results from the 100 coffees for inclusion at ITC;
 - Rethinking our working environment (with participation in the building renovation-working group).

ITC's first inclusion group, formed in 2020, includes two Gender Focal Points and the Gender Unit staff, the LGBTQI+ focal point, the Disability and Accessibility Focal Point, a geographic and racial diversity focal point, along with a representative from the senior management team. The group is committed to an innovative approach to increasing employee awareness and capacities related to themes of diversity and inclusion. It seeks to enhance intersectional perspectives on strengthening organizational culture and to de-silo the work of individual focal points at ITC.

Key 2021 initiatives of the Inclusion group will include: expanding the group by appointing a focal point to address geographical diversity, racism and racial discrimination; launching an in-house campaign to increase visibility of group members and their mandate; effective messaging and awareness raising on themes relating to equity, diversity and inclusion through events, campaigns and all-staff communications.

8.7 Operationalizing risk management

ITC will promote its risk management culture through:

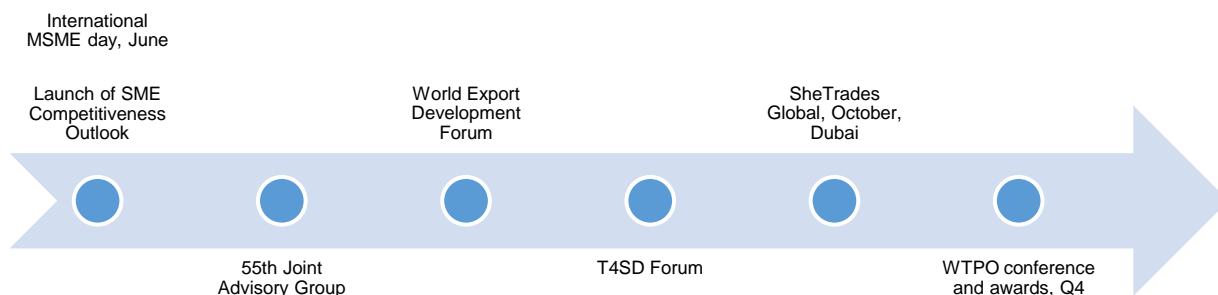
- Facilitation of annual corporate risk assessments with middle and senior management;
- Deep dive assessments for prioritized (red) corporate risks with focus groups, consisting of risk owners and action owners;
- Creation of a risk management course intended to inform newcomers about ITC's risk framework and related processes and tools;
- Delivery of at least two risk workshops and briefings for ITC project managers;
- Refinement of ITC's risk universe and risk categorizations at the project level;
- Increasing compliance with the mandatory risk monitoring at the project level.

8.8 Engaging in the global conversation

In 2021, ITC will engage on improving its brand and online presence. This will be done through the official publications programme, online engagement, events and media presence. ITC will also invest in giving more voice to the partners, in particular, in programming countries. ITC will develop its new communications strategy, harmonized with the new Strategic Plan. Furthermore, ITC will develop a new website that will allow better interaction of all digital communications channels and tools in a coherent digital ecosystem. The new website will play an instrumental role for expanding the reach of the organization.

Appendix I – Major events

ITC's key events in 2021



Important development events in 2021

- The 65th session of the Commission of the Status of Women, 15-26 March 2021, virtual meeting ([link](#))
- Aid-for-Trade Stocktaking Event, 23-25 March 2021, virtual meeting ([link](#))
- ECOSOC Youth Forum, 7-8 April 2021, New York, USA ([link](#))
- ECOSOC Forum on Financing for Development follow up, 12-15 April 2021, New York, USA ([link](#))
- The 6th annual UN Multi-stakeholder Forum on Science, Technology and Innovation for the SDGs, 4-5 May 2021, New York, USA ([link](#))
- 2021 High-level Meeting of the Development Cooperation Forum, 6-7 May 2021 ([link](#))
- United Nations Micro, Small and Medium Enterprise day, 27 June 2021, virtual event ([link](#))
- 2021 High-Level Political Forum on Sustainable Development, 6-15 July 2021, New York, USA ([link](#))
- WTO Public Forum, 28-30 September 2021, Geneva, Switzerland ([link](#))
- Fifteenth session of the United Nations Conference on Trade and Development, 3-8 October 2021, Bridgetown, Barbados ([link](#))
- WTO 12th Ministerial Conference, the week of 29 November 2021, Geneva, Switzerland ([link](#))

Appendix II – List of 2021 projects by country / region and focus area⁴

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus area 2	Focus area 3	Focus area 4	Focus area 5	Focus area 6	7 Corporate	Funders	Budget 2021 (\$'000)
Afghanistan	■	■	Afghanistan: Ethical Lifestyle Initiative for the Economic Reintegration of Returnees and Internally displaced people (B439)					■			European Union	3,972
			Afghanistan: Advancing trade (Phase II) (B946)		■	■	■	■				
Albania			CEFTA - Support to regional integration (B973)		■				■		Germany	35
Algeria			EuroMed: Providing trade and market intelligence for better informed decisions (TIFM 2) (A340)	■							European Union	68
Antigua and Barbuda		■	CARIFORUM: UK Trade Partnerships Programme (B900)	■			■				United Kingdom of Great Britain and Northern Ireland European Union ITF Window 1	176
			Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)				■					
			Trade for Sustainable Development (T4SD) - Hubs (B694)					■				
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■								
Argentina			SheTrades Latin America (B999)					■		ITF Window 1	75	
Armenia		■	Trade and market intelligence for the Eastern Partnership Countries (B802)	■							European Union ITF Window 1	172
			Eastern Partnership: Ready to Trade - an EU4Business initiative (B252)				■		■			
Azerbaijan		■	Trade and market intelligence for the Eastern Partnership Countries (B802)	■							European Union ITF Window 1	172
			Eastern Partnership: Ready to Trade - an EU4Business initiative (B252)				■		■			

⁴ ITC's Focus Areas with their respective full titles are listed in Table 1 of this document. For layout reasons, they are quoted only with their numbers in this Appendix
Legend:

■ Least developed countries (LDCs)

■ Priority countries (LDCs, LLDCs, SIDS, sub-Saharan Africa, conflict-affected and fragile states, and SVEs)

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus area 2	Focus area 3	Focus area 4	Focus area 5	Focus area 6	7 Corporate	Funders	Budget 2021 (\$'000)
Bahamas		■	Trade for Sustainable Development (T4SD) - Hubs (B694)					■			ITF Window 1	64
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■							United Kingdom of Great Britain and Northern Ireland	
Bangladesh	■	■	Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■			European Union	296
			SheTrades Commonwealth Programme (B578)					■			United Kingdom of Great Britain and Northern Ireland	
Barbados		■	Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)				■				United Kingdom of Great Britain and Northern Ireland	160
			Trade for Sustainable Development (T4SD) - Hubs (B694)					■			European Union	
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■							ITF Window 1	
Belarus			Trade and market intelligence for the Eastern Partnership Countries (B802)	■							European Union	172
			Eastern Partnership: Ready to Trade - an EU4Business initiative (B252)				■		■		ITF Window 1	
Belize		■	Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)				■				European Union	109
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■							United Kingdom of Great Britain and Northern Ireland	
Benin	■	■	ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)				■		■		European Union	234
			Fast Tracking Digital Entrepreneurship in Africa - Phase 1 (B898)				■				ITF Window 1	
			ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■			
Bhutan	■	■	Bhutan Trade Support (B382)		■		■			European Union	904	
Bosnia and Herzegovina			CEFTA - Support to regional integration (B973)		■				■		Germany	35
Burkina Faso	■	■	ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)				■		■		European Union	998
			Burkina Faso et Mali: Création d'emplois équitables et développement durable de microentreprises dans les chaînes de valeur liées au secteur du « lifestyle » (B276)				■	■			ITF Window 1	
			Trade Facilitation (B628)		■							

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus area 2	Focus area 3	Focus area 4	Focus area 5	Focus area 6	7 Corporate	Funders	Budget 2021 (\$'000)
			Non-tariff measures programme (W1) (B626)	■								
			ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■			
Burundi	■	■	EU-EAC Market Access Upgrade Programme - MARKUP (B383)		■		■		■		European Union	1,445
			Burundi: Market Access Upgrade Programme - MARKUP (B718)			■	■		■			
Cabo Verde		■	ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■		European Union	83
Cambodia	■	■	Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■			European Union Germany	47
			Cambodia, Lao PDR, Mongolia and Viet Nam: Conversion of ITC e-learning courses into national language versions (C024)				■		■			
Cameroon		■	ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)				■		■		European Union ITF Window 1 United Kingdom of Great Britain and Northern Ireland	481
			Cameroon: UK Trade Partnerships Programme (B899)	■			■					
			Programme Management: UK Trade Partnerships Programme (B908)	■			■					
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■								
Central African Republic	■	■	République Centrafricaine: Programme d'appui à la promotion de l'entrepreneuriat en milieu rural (PAPEUR) (B867)		■		■	■			European Union	3,798
Chile			SheTrades Latin America (B999)					■			ITF Window 1	75
China			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■			European Union	49
Colombia		■	SheTrades Latin America (B999)					■			European Union ITF Window 1	856
			Colombia PUEDE: Peace and unity through productive development and commercialization (B599)	■			■	■				
Comoros	■	■	Comoros: UK Trade Partnerships Programme (B901)	■			■				United Kingdom of Great Britain and Northern Ireland	371
			Programme Management: UK Trade Partnerships Programme (B908)	■			■					
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■								

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus area 2	Focus area 3	Focus area 4	Focus area 5	Focus area 6	7 Corporate	Funders	Budget 2021 (\$'000)
Costa Rica			Central America: Linking women business enterprises (WBEs) with the global gifts and home decoration market (A314)			■	■	■			European Union ITF Window 1	26
Côte d'Ivoire		■	Alliance for Product Quality in Africa (B928)				■	■			Germany Korea United Kingdom of Great Britain and Northern Ireland European Union ITF Window 1	1,410
			SheTrades West Africa (B610)					■				
			Côte D'Ivoire: UK Trade Partnerships Programme (B902)	■			■					
			Programme Management: UK Trade Partnerships Programme (B908)	■			■					
			Culture project: Identity Building and Sharing Business Initiative (B542)						■			
			Non-tariff measures programme (W1) (B626)	■								
			Fast Tracking Digital Entrepreneurship in Africa - Phase 1 (B898)						■			
Trade Intelligence: UK Trade Partnerships Programme (B906)	■											
ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■				■				
Curaçao		■	Curaçao: National Export Strategy and Implementation Management (B896)		■						Curaçao	190
Democratic Republic of the Congo (the)	■	■	COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)	■	■	■					COMESA European Union ITF Window 1	231
			ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)				■			■		
Dominica		■	CARIFORUM: UK Trade Partnerships Programme (B900)	■			■				United Kingdom of Great Britain and Northern Ireland European Union ITF Window 1	176
			Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)				■					
			Trade for Sustainable Development (T4SD) - Hubs (B694)						■			
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■								
Dominican Republic		■	ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)				■		■		European Union ITF Window 1 United Kingdom of Great Britain and Northern Ireland	353
			CARIFORUM: UK Trade Partnerships Programme (B900)	■			■					
			Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)				■					

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus area 2	Focus area 3	Focus area 4	Focus area 5	Focus area 6	7 Corporate	Funders	Budget 2021 (\$'000)
			Trade for Sustainable Development (T4SD) - Hubs (B694)					■				
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■								
Egypt			Egypt: Improving the international competitiveness of the textile and clothing sector (GTEX/MENATEX) (B673)				■				Switzerland Sweden International Islamic Trade Finance Corporation European Union	848
			Egypt: SheTrades (AfTIAS) (B821)			■	■	■				
			EuroMed: Providing trade and market intelligence for better informed decisions (TIFM 2) (A340)	■								
			MENATEX Regional: Regional component of the Textiles and Clothing Programme for the MENA region (B696)				■					
			Global: Networking and knowledge management for the textile and clothing sector (GTEX) (B451)				■					
El Salvador		■	Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■			European Union ITF Window 1	52
			Central America: Linking women business enterprises (WBEs) with the global gifts and home decoration market (A314)			■	■	■				
Eswatini, Kingdom of		■	Eswatini: Promoting growth through competitive alliances I (B978)	■			■	■			European Union	727
Ethiopia	■	■	Alliance for Product Quality in Africa (B928)				■	■			Germany COMESA United Kingdom of Great Britain and Northern Ireland European Union ITF Window 1	692
			COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)	■	■	■						
			Partnership for Investment and Growth in Africa (Main Phase) (B340)			■			■			
			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■				
			Fast Tracking Digital Entrepreneurship in Africa - Phase 1 (B898)					■				
			Supporting Indian trade and investment for Africa (SITA) (A854)							■		
Fiji		■	Programme Management: UK Trade Partnerships Programme (B908)	■			■				United Kingdom of Great Britain and Northern Ireland	401
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■								

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus area 2	Focus area 3	Focus area 4	Focus area 5	Focus area 6	7 Corporate	Funders	Budget 2021 (\$'000)
			Fiji: UK Trade Partnership Programme (B905)	■			■					
Gabon		■	ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)				■		■		European Union ITF Window 1	123
Georgia			Trade and market intelligence for the Eastern Partnership Countries (B802)	■							European Union ITF Window 1	172
			Eastern Partnership: Ready to Trade - an EU4Business initiative (B252)				■		■			
Ghana		■	Ghana: UK Trade Partnerships Programme (B903)	■			■				United Kingdom of Great Britain and Northern Ireland Germany ITF Window 1 European Union ITF Window 1 (BDF) Chocolats Halba/ Coop Genossenschaft	1,594
			Alliance for Product Quality in Africa (B928)				■	■				
			Trade Training Hub (TTH) (B736)			■						
			ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)				■		■			
			Ghana, Uganda: Youth Startup Academy in Africa (C026)				■	■				
			Ghana: Developing cocoa and associated crops through the Sankofa Project empowered by Alliances for Action (B766)			■	■	■				
			SheTrades Commonwealth Programme (B578)					■				
			Programme Management: UK Trade Partnerships Programme (B908)	■			■					
			Trade for Sustainable Development (T4SD) - Hubs (B694)					■				
			Non-tariff measures programme (W1) (B626)	■								
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■								
			ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■			
			Textile and Apparel Network for Africa (TANA) (C027)					■				
Grenada		■	CARIFORUM: UK Trade Partnerships Programme (B900)	■			■				United Kingdom of Great Britain and Northern Ireland European Union ITF Window 1	181
			Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)				■					
			Trade for Sustainable Development (T4SD) - Hubs (B694)					■				
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■								

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus area 2	Focus area 3	Focus area 4	Focus area 5	Focus area 6	7 Corporate	Funders	Budget 2021 (\$'000)
Guatemala		■	Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■			European Union ITF Window 1 United States	150
			Central America: Linking women business enterprises (WBEs) with the global gifts and home decoration market (A314)			■	■	■				
			Guatemala: Strengthening the business skills and employability of informal entrepreneurs at the Ciudad Pedro de Alvarado Border (B615)			■		■				
Guinea	■	■	Guinée: Programme d'appui à l'integration socio-economique des jeunes (INTEGRA) (B463)			■	■	■			European Union Netherlands (the) Korea UNIDO	4,115
			Mano River: Value Chain Development for Cocoa (NTF IV) (B586)			■	■	■				
			SheTrades West Africa (B610)					■				
			Guinea: Relance de la filière ananas (REFILA) (B803)				■		■			
			ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■			
			NTF IV Programme Management (B584)			■	■					
Guinea-Bissau	■	■	ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■		European Union	83
Guyana		■	Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)				■				European Union ITF Window 1 United Kingdom of Great Britain and Northern Ireland	177
			Trade for Sustainable Development (T4SD) - Hubs (B694)					■				
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■								
Haiti	■	■	Haiti: Feasibility study exports of mango, horticulture and cereals (B964)				■		■		Enhanced Integrated Framework	84
Honduras		■	Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■			European Union ITF Window 1	52
			Central America: Linking women business enterprises (WBEs) with the global gifts and home decoration market (A314)			■	■	■				
India			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■			European Union United Kingdom of Great Britain and Northern Ireland	414
			Supporting Indian trade and investment for Africa (SITA) (A854)						■			

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus area 2	Focus area 3	Focus area 4	Focus area 5	Focus area 6	7 Corporate	Funders	Budget 2021 (\$'000)
Indonesia			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■			European Union	34
Iran (Islamic Republic of)			Iran: Trade-Related Technical Assistance (B782)		■	■		■			European Union	2,673
			Culture project: Identity Building and Sharing Business Initiative (B542)					■			ITF Window 1	
Iraq		■	Iraq: Strengthening the Agriculture and Agri-Food Value Chain and Improving Trade Policy (B960)		■		■	■			European Union	3,991
Jamaica		■	ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)				■		■		European Union	431
			CARIFORUM: UK Trade Partnerships Programme (B900)	■			■				ITF Window 1	
			Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)				■				United Kingdom of Great Britain and Northern Ireland	
			Programme Management: UK Trade Partnerships Programme (B908)	■			■					
			Trade for Sustainable Development (T4SD) - Hubs (B694)					■				
Jordan		■	Jordan: Trade for Employment Project: "Improving Business Environment for SMEs Through Trade Facilitation" (B639)		■						Germany	996
			Jordan: Improving the international competitiveness of the textile and clothing sector (MENATEX) (B811)				■				Sweden	
			EuroMed: Providing trade and market intelligence for better informed decisions (TIFM 2) (A340)	■							European Union	
			MENATEX Regional: Regional component of the Textiles and Clothing Programme for the MENA region (B696)				■					
Kazakhstan		■	Central Asia: Ready4Trade (R4TCA) (B723)		■		■				European Union	622
Kenya		■	Trade Training Hub (TTH) (B736)			■					ITF Window 1	2,663
			EU-EAC Market Access Upgrade Programme - MARKUP (B383)		■		■		■		European Union	
			COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)	■	■	■					COMESA United Kingdom of Great Britain and Northern	

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus area 2	Focus area 3	Focus area 4	Focus area 5	Focus area 6	7 Corporate	Funders	Budget 2021 (\$'000)
			Partnership for Investment and Growth in Africa (Main Phase) (B340)			■			■		Ireland Norwegian Refugee Council Japan	
			ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)				■		■			
			RESI High Skills (B839)					■				
			SheTrades Commonwealth Programme (B578)					■				
			Trade for Sustainable Development (T4SD) - Hubs (B694)					■				
			Culture project: Identity Building and Sharing Business Initiative (B542)					■				
			Kenya: Supporting refugees to trade through digital agents model (B776)					■				
			Supporting Indian trade and investment for Africa (SITA) (A854)						■			
			Refugee Employment and Skills Initiative: Building Solutions for Somali Refugees in a Fragile Protracted Displacement Scenario (RESI Dadaab II) (B864)					■				
Kyrgyzstan		■	Central Asia: Ready4Trade (R4TCA) (B723)		■		■				European Union Switzerland	
			Global: Networking and knowledge management for the textile and clothing sector (GTEX) (B451)				■					911
			Kyrgyzstan: Improving the international competitiveness of the textile and clothing sector (GTEX) (B676)			■	■					
Lao People's Democratic Republic	■	■	Systematic Mechanism for Safer Trade (SYMST) (B695)	■		■	■	■			European Union Germany ITF Window 1	
			Lao PDR: ASEAN Regional Integration Support (Laos-ARISE Plus) (B505)		■		■		■			1,533
			Cambodia, Lao PDR, Mongolia and Viet Nam: Conversion of ITC e-learning courses into national language versions (C024)				■		■			
			Trade for Sustainable Development (T4SD) - Hubs (B694)					■				
Lebanon		■	Lebanon - E-Commerce for Women Entrepreneurs (B820)				■	■			World Bank European Union	263
			EuroMed: Providing trade and market intelligence for better informed decisions (TIFM 2) (A340)	■								
Liberia	■	■	Mano River: Value Chain Development for Cocoa (NTF IV) (B586)			■	■	■			Netherlands (the) Korea	929

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus area 2	Focus area 3	Focus area 4	Focus area 5	Focus area 6	7 Corporate	Funders	Budget 2021 (\$'000)
			SheTrades West Africa (B610)					■			European Union ITF Window 1 Enhanced Integrated Framework	
			ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)				■		■			
			Liberia: Developing the tourism sector with a focus on surfing and destinations (B555)				■					
			ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■			
			NTF IV Programme Management (B584)				■	■				
Libya		■	Libya: Increasing trade transparency through the EuroMed Trade Helpdesk (B951)	■							France	100
Madagascar	■	■	Madagascar: UK Trade Partnerships Programme (B904)	■			■				United Kingdom of Great Britain and Northern Ireland	380
			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	108	
Malaysia			Malaysia: Trade-Related Assistance (Arise + Malaysia) (B872)		■			■	■		European Union	723
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	1,185
			Trade Facilitation (B628)		■							
			Culture project: Identity Building and Sharing Business Initiative (B542)					■				
			Non-tariff measures programme (W1) (B626)	■								
			Fast Tracking Digital Entrepreneurship in Africa - Phase 1 (B898)					■				
			ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■			
Mauritania	■	■	ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■		European Union	83
Mauritius		■	Trade Intelligence: UK Trade Partnerships Programme (B906)	■							United Kingdom of Great Britain and Northern Ireland	54

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus area 2	Focus area 3	Focus area 4	Focus area 5	Focus area 6	7 Corporate	Funders	Budget 2021 (\$'000)
Mexico			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■			European Union	24
Mongolia		■	Cambodia, Lao PDR, Mongolia and Viet Nam: Conversion of ITC e-learning courses into national language versions (C024)				■		■		Germany	13
Montenegro			CEFTA - Support to regional integration (B973)		■				■		Germany	35
Morocco			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■			European Union International Islamic Trade Finance Corporation Sweden Switzerland Germany	712
			EuroMed: Providing trade and market intelligence for better informed decisions (TIFM 2) (A340)	■								
			SheTrades Morocco (B937)			■	■	■				
			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)					■				
Global: Networking and knowledge management for the textile and clothing sector (GTEX) (B451)						■						
Textile and Apparel Network for Africa (TANA) (C027)							■					
Mozambique	■	■	Partnership for Investment and Growth in Africa (Main Phase) (B340)			■			■		United Kingdom of Great Britain and Northern Ireland	27
Myanmar	■	■	Myanmar: Trade-Related Technical Assistance (ARISE+ Myanmar) (B567)						■		European Union Switzerland Netherlands (the) United Kingdom of Great Britain and Northern Ireland	1,581
			Myanmar: Upgrading horticulture supply and sustainable tourism to develop business linkages (B566)				■					
			Myanmar: Inclusive tourism development with focus on Kayah state (consolidation) & Tanintharyi (extension) (NTF IV) (B386)				■					
			Myanmar Trade and Investment Project (TIP) (B494)	■	■	■						
NTF IV Programme Management (B584)					■	■						
Nepal	■	■	Nepal Trade-Related Assistance (B731)		■	■	■				European Union ITF Window 1	1,391
			Trade for Sustainable Development (T4SD) - Hubs (B694)					■				

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus area 2	Focus area 3	Focus area 4	Focus area 5	Focus area 6	7 Corporate	Funders	Budget 2021 (\$'000)
Nicaragua			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■			European Union ITF Window 1	52
			Central America: Linking women business enterprises (WBEs) with the global gifts and home decoration market (A314)			■	■	■				
Niger	■	■	Trade Facilitation (B628)		■						European Union ITF Window 1	235
			Non-tariff measures programme (W1) (B626)	■								
			ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■			
Nigeria		■	Trade Training Hub (TTH) (B736)			■					European Union United Kingdom of Great Britain and Northern Ireland ITF Window 1	426
			SheTrades Commonwealth Programme (B578)					■				
			ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■			
North Macedonia		■	CEFTA - Support to regional integration (B973)		■				■		Germany	35
Pakistan		■	Pakistan: Growth for rural advancement and sustainable progress (GRASP) (B466)		■		■	■			European Union United Kingdom of Great Britain and Northern Ireland ITF Window 1	11,288
			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■				
			Pakistan: Revenue Mobilisation for Investment and Trade (ReMIT) (B938)		■							
Panama			Central America: Linking women business enterprises (WBEs) with the global gifts and home decoration market (A314)			■	■	■			European Union ITF Window 1	26
Papua New Guinea		■	ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)				■		■		European Union ITF Window 1 United Kingdom of Great Britain and Northern Ireland	486
			Programme Management: UK Trade Partnerships Programme (B908)	■			■					
			PNG: UK Trade Partnerships Programme (B967)	■	■	■	■	■				
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■								
Peru			Trade for Sustainable Development (T4SD) - Hubs (B694)					■			ITF Window 1	122
Philippines			Philippines: Trade-Related Assistance (Arise + Philippines) (C007)	■	■			■	■		European Union	830
Republic of Moldova (the)		■	Trade and market intelligence for the Eastern Partnership Countries (B802)	■							European Union ITF Window 1	199

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus area 2	Focus area 3	Focus area 4	Focus area 5	Focus area 6	7 Corporate	Funders	Budget 2021 (\$'000)
			Eastern Partnership: Ready to Trade - an EU4Business initiative (B252)				■		■			
Rwanda	■	■	Alliance for Product Quality in Africa (B928)				■	■			Germany European Union	1,643
			EU-EAC Market Access Upgrade Programme - MARKUP (B383)		■		■		■		ITF Window 1 United Kingdom of Great Britain and Northern Ireland	
			Fast Tracking Digital Entrepreneurship in Africa - Phase 1 (B898)				■				Ireland	
			Supporting Indian trade and investment for Africa (SITA) (A854)						■		Enhanced Integrated Framework	
			SheTrades Rwanda (B950)				■	■				
Saint Kitts and Nevis		■	Trade for Sustainable Development (T4SD) - Hubs (B694)					■			United Kingdom of Great Britain and Northern Ireland	64
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■							ITF Window 1	
Saint Lucia		■	CARIFORUM: UK Trade Partnerships Programme (B900)	■			■				United Kingdom of Great Britain and Northern Ireland	352
			Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)				■				European Union	
			St. Lucia: Strengthening the institutional infrastructure for export promotion (A332)	■	■	■	■				Saint Lucia Trade Export Promotion Agency (TEPA)	
			Trade for Sustainable Development (T4SD) - Hubs (B694)					■			ITF Window 1	
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■								
Saint Vincent and the Grenadines		■	CARIFORUM: UK Trade Partnerships Programme (B900)	■			■				United Kingdom of Great Britain and Northern Ireland	176
			Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)				■				Ireland	
			Trade for Sustainable Development (T4SD) - Hubs (B694)					■			European Union	
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■							ITF Window 1	
Saudi Arabia			Saudi Arabia: Development of dates sector in Medina region (AfTIAS) (B605)				■				International Islamic Trade Finance Corporation	43
Senegal	■	■	Sénégal: Programme d'appui à la Compétitivité de l'Afrique de l'Ouest (PACAO) (B461)			■	■	■			European Union	874
			Senegal: Export development of IT and IT-enabled services (NTF IV) (B390)				■	■			Netherlands (the) Germany	

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus area 2	Focus area 3	Focus area 4	Focus area 5	Focus area 6	7 Corporate	Funders	Budget 2021 (\$'000)
			ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■			
			NTF IV Programme Management (B584)				■	■				
			Textile and Apparel Network for Africa (TANA) (C027)					■				
Serbia			CEFTA - Support to regional integration (B973)		■				■		Germany	35
Seychelles		■	Trade Intelligence: UK Trade Partnerships Programme (B906)	■							United Kingdom of Great Britain and Northern Ireland	54
Sierra Leone	■	■	Mano River: Value Chain Development for Cocoa (NTF IV) (B586)			■	■	■			Netherlands (the)	1,221
			SheTrades West Africa (B610)					■			Korea	
			Sierra Leone: West Africa Competitiveness Programme (B457)		■	■	■		■		UNIDO	
			ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■		European Union	
			NTF IV Programme Management (B584)				■	■				
South Sudan	■	■	South Sudan: Jobs Creation and Trade Development (B910)	■	■		■	■			European Union	1,063
			South Sudan: National Export and Investment Strategy (AfCFTA) (C029)		■						African Export Import Bank	
Sri Lanka		■	Sri Lanka: Trade Facilitation for SMEs (B986)		■						European Union	579
			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■			Germany	
			Sri Lanka: Trade related assistance (A306)		■		■					
State of Palestine		■	State of Palestine: Reform and Development of Markets, Value Chains and Producers' Organizations (B580)	■			■	■			FAO	174
			EuroMed: Providing trade and market intelligence for better informed decisions (TIFM 2) (A340)	■							European Union	
Suriname		■	Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)				■				European Union	109
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■							United Kingdom of Great Britain and Northern Ireland	
Tajikistan		■	Tajikistan: Improving the international competitiveness of the textile and clothing sector (GTEX) (B675)		■	■	■	■			Switzerland	1,419
											Standards and Trade	

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus area 2	Focus area 3	Focus area 4	Focus area 5	Focus area 6	7 Corporate	Funders	Budget 2021 (\$'000)	
			Tajikistan: Enabling market access for agricultural products through improved food safety system (STDF) (B312)		■	■	■				Development Facility European Union ITF Window 1		
			Central Asia: Ready4Trade (R4TCA) (B723)		■		■						
			Culture project: Identity Building and Sharing Business Initiative (B542)					■					
			Global: Networking and knowledge management for the textile and clothing sector (GTEX) (B451)				■						
Thailand			Thailand: Trade-Related Assistance (Arise + Thailand) (B873)		■			■	■		European Union	795	
The Gambia	■	■	The Gambia: Strengthening community coping mechanisms to mitigate risks of conflicts and reduce climate-related tensions (B945)					■			MDTF European Union ITF Window 1 Enhanced Integrated Framework OPEC Fund for International Development	3,527	
			The Gambia: PBF, Strengthening Sustainable and Holistic Reintegration of Returnees (B786)				■	■					
			The Gambia: Jobs, Skills and Finance (JSF) for Women and Youth (B664)		■	■		■					
			The Gambia: Youth empowerment project (YEP) (B179)		■		■	■					
			The Gambia: COVID-19 recovery through digitalisation and market access for women horticulture producers (C022)					■					
			SheTrades Gambia (B751)					■					
			ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■			■			
Togo	■	■	ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)				■			■	European Union ITF Window 1	206	
			ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■			■			
Trinidad and Tobago		■	Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)				■				European Union United Kingdom of Great Britain and Northern Ireland	119	
			Trade for Sustainable Development (T4SD) - Hubs (B694)					■			Ireland		
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■							ITF Window 1		
Tunisia			Tunisia: E-Commerce for Women Entrepreneurs (B971)				■	■			World Bank European Union	903	
			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■			Switzerland		

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus area 2	Focus area 3	Focus area 4	Focus area 5	Focus area 6	7 Corporate	Funders	Budget 2021 (\$'000)
			Tunisia: Improving the international competitiveness of the textile and clothing sector (GTEX/MENATEX) (B672)				■				Sweden Germany	
			EuroMed: Providing trade and market intelligence for better informed decisions (TIFM 2) (A340)	■								
			MENATEX Regional: Regional component of the Textiles and Clothing Programme for the MENA region (B696)				■					
			Global: Networking and knowledge management for the textile and clothing sector (GTEX) (B451)				■					
			Textile and Apparel Network for Africa (TANA) (C027)					■				
Turkey			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■			European Union	24
Turkmenistan		■	Central Asia: Ready4Trade (R4TCA) (B723)		■		■				European Union	622
Uganda	■	■	Uganda: Export development of IT and IT-enabled services (NTF IV) (B387)				■	■			Netherlands (the) European Union	
			EU-EAC Market Access Upgrade Programme - MARKUP (B383)		■		■		■		ITF Window 1 (BDF) Enhanced Integrated Framework	
			Ghana, Uganda: Youth Startup Academy in Africa (C026)				■	■			ITF Window 1	
			Uganda: Handicraft and Souvenir Development Project (HSDP) (B764)			■	■	■			United Kingdom of Great Britain and Northern Ireland	1,896
			Culture project: Identity Building and Sharing Business Initiative (B542)					■				
			Supporting Indian trade and investment for Africa (SITA) (A854)						■			
			NTF IV Programme Management (B584)				■	■				
Ukraine			Ukraine: Linking SMEs in the fruit and vegetables industry to global and domestic value chains (A303)		■		■				Sweden European Union ITF Window 1	
			Trade and market intelligence for the Eastern Partnership Countries (B802)	■								222
			Eastern Partnership: Ready to Trade - an EU4Business initiative (B252)				■		■			
United Republic of Tanzania (the)	■	■	EU-EAC Market Access Upgrade Programme - MARKUP (B383)		■		■		■		European Union COMESA	1,484

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus area 2	Focus area 3	Focus area 4	Focus area 5	Focus area 6	7 Corporate	Funders	Budget 2021 (\$'000)
			COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)	■	■	■					MDTF ITF Window 1 United Kingdom of Great Britain and Northern Ireland	
			Tanzania: Kigoma Joint Programme under UNDAF II (B727)				■	■				
			Fast Tracking Digital Entrepreneurship in Africa - Phase 1 (B898)				■					
			Supporting Indian trade and investment for Africa (SITA) (A854)						■			
Uruguay			SheTrades Latin America (B999)					■			ITF Window 1	75
Uzbekistan		■	Uzbekistan: Facilitating the Process of Accession to the WTO (B915)		■						European Union ITF Window 1	1,477
			Central Asia: Ready4Trade (R4TCA) (B723)		■		■					
			Culture project: Identity Building and Sharing Business Initiative (B542)					■				
Vanuatu		■	ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)				■		■		European Union ITF Window 1	158
Viet Nam			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■			European Union Germany Switzerland ITF Window 1	1,109
			Systematic Mechanism for Safer Trade (SYMST) (B695)	■		■	■	■				
			Cambodia, Lao PDR, Mongolia and Viet Nam: Conversion of ITC e-learning courses into national language versions (C024)				■		■			
			Vietnam: Trade Policy and Promotion Project (B888)		■							
			Trade Facilitation (B628)		■							
			Trade for Sustainable Development (T4SD) - Hubs (B694)					■				
			Non-tariff measures programme (W1) (B626)	■								
Zambia	■	■	COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)	■	■	■					COMESA United Kingdom of Great Britain and Northern Ireland European Union ITF Window 1 Enhanced Integrated Framework	313
			Partnership for Investment and Growth in Africa (Main Phase) (B340)			■			■			
			ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)				■		■			
			SheTrades Zambia (B785)					■				

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			Fast Tracking Digital Entrepreneurship in Africa - Phase 1 (B898)				■					
Zimbabwe		■	COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)	■	■	■					COMESA United Kingdom of Great Britain and Northern Ireland	564
			Zimbabwe: UK Trade Partnerships Programme (B907)	■			■	■				
			Programme Management: UK Trade Partnerships Programme (B908)	■			■					
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■								
Africa			Trade Promotion between China and other Developing Countries along the Belt and Road Initiative (B568)	■					■		China European Union ITF Window 1 Germany	1,633
			Implementation of the African Trade Observatory within the AUC (B353)	■								
			ITC's contribution to the AfCFTA (B942)						■			
			Alliances for Action Service Centre (Core Network) (C032)				■					
			SheTrades: Empowering Women in the African Continental Free Trade Area (AfCFTA) (B832)					■				
Asia and the Pacific			Trade Promotion between China and other Developing Countries along the Belt and Road Initiative (B568)	■					■		China ITF Window 1	221
			Alliances for Action Service Centre (Core Network) (C032)				■					
Latin America and the Caribbean			Alliances for Action Service Centre (Core Network) (C032)				■				ITF Window 1	66
Global			Improving transparency in trade through market analysis tools as a global public good (B336)	■							European Union Revolving Fund MAR ITF Window 1	13,581
			New ITC website (B824)						■		ITF Window 1	
			CRM (B852)						■		ITF Window 1	
			Quality and SPS standards (B427)		■						ITF Window 1	
			Global Trade Helpdesk (Coordination and Staff) (C031)	■							ITF Window 1	
			MLS-SCM Revolving Fund (B189)				■				Revolving Fund MLS-SCM	
			E-Learning (B648)	■							ITF Window 1	

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			Benchmarking Platform Update (B891)			■	■				ITF Window 1	
			Trade for Sustainable Development (T4SD) (B036)					■			United States Sustainable Agriculture Initiative (SAI Platform) European Union Switzerland European Union Germany Finance in Motion	
			SheTrades (B641)					■			ITF Window 1	
			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■			European Union	
			Green2Compete (G2C) (C041)		■			■		■	ITF Window 1	
			Export strategy design and management (B630)		■						ITF Window 1	
			Information Technology Services & Support (B625)							■	ITF Window 1	
			Corporate Data Management System (C039)							■	ITF Window 1	
			DMD Partnership & Coordination (B620)							■	ITF Window 1	
			SheTrades Coordination (B642)					■			ITF Window 1	
			UN-SWAP 2.0 (B962)							■	ITF Window 1	
			Collecting data on women in extra-EU services trade in selected EU Member States (B922)	■				■			European Union	
			Improving transparency in trade through embedded market analysis tools (B352)	■							TradeMalta	
			RESI High Skills (B839)					■			ITF Window 1	
			Investment Facilitation for Development (B929)		■						China	

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			Export Potential Map (A341)	■							Netherlands (the) Revolving Fund MAR China Council for the Promotion of International Trade ILO Boston Consulting Group	
			SME Competitiveness Survey and Outlook (B631)	■							ITF Window 1	
			DMD/TMI Core Staff (B849)	■							ITF Window 1	
			Business Development Fund (BDF 2021) (C034)							■	ITF Window 1 (BDF)	
			Trade for Sustainable Development (T4SD) - Database (B645)					■			ITF Window 1	
			Support Trade Negotiations (B629)		■						ITF Window 1	
			SheTrades and Mary Kay (B957)					■			Mary Kay	
			NY Office (B624)							■	ITF Window 1	
			E-solutions (B636)				■				ITF Window 1	
			DCP Partnership and Coordination (B650)							■	ITF Window 1	
			SheTrades Connect (Japan) (B516)					■			Japan	
			OED Cabinet (B623)							■	ITF Window 1	
			Fibre, Clothing, Textiles - Developing a more resilient and fairer post COVID-19 value chain governance structure for T+C (C033)				■				ITF Window 1	
			Trade in services (B632)		■						ITF Window 1	
			Innovation Lab (B788)							■	ITF Window 1	
			I 4 IMPACT (AIM): Improving institutional performance for SME internationalization (B633)			■					ITF Window 1	
			DEI Coordination and Innovation Fund (B647)							■	ITF Window 1	
			Economic Partnership Agreements (EPAs) worldwide and rules of origin (B725)	■							National Graduate Institute for Policy Studies (GRIPS)	
			Youth & Trade: Entrepreneurship and Employability (B840)					■			ITF Window 1	

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			Trade in services (B026)		■						China	
			Fellowship: Mo Ibrahim Foundation (B203)							■	Mo Ibrahim Foundation	
			Global: Support for Innovative Methods and Tools (understanding NTMs and accessing e-Commerce) (B678)	■			■				United States	
			RBM (B622)							■	ITF Window 1	
			SheTrades and UPS (B956)					■			UPS Foundation	
			Associate Expert - Sustainable and Inclusive Value Chains (C009)					■			Finland	969
			Associate Expert - Sustainable and Inclusive Value Chains (B948)					■			Netherlands (the)	
			Associate expert - Sector and Enterprise Competitiveness (B947)				■				Netherlands (the)	
			Associate expert - E-solutions (B800)				■				Germany	
			Associate expert - Sector and Enterprise Competitiveness (C030)				■				Italy	
			Associate Expert: Trade facilitation and policy for business (B699)		■						Germany	
			Associate expert - SheTrades (B825)					■			Germany	
			Associate expert - Strengthening TISIs (B886)			■					China	
			Seconded South Korea(B985)				■				Korea	
			Associate expert External Relations (C006)							■	Germany	
			Associate Expert - Office for Latin America and the Caribbean (C053)				■	■		■	Japan	

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