

---

# REPORT TO THE CONSULTATIVE COMMITTEE OF THE ITC TRUST FUND

(1 JANUARY – 31 DECEMBER 2019)

---

**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.

May 2020

Original: English

© International Trade Centre 2020

REPORT TO THE  
CONSULTATIVE COMMITTEE  
OF THE ITC TRUST FUND

(1 January – 31 December 2019)

# TABLE OF CONTENTS

<b>Introduction</b> .....	<b>iv</b>
<b>1 Source of ITC funds</b> .....	<b>1</b>
1.1 Voluntary contributions to the ITC Trust Fund .....	2
1.2 Breakdown of contributions received in the period Jan – Dec 2019 .....	4
1.3 W1 contributions received for 2016 - 2020, by year of allocation .....	5
<b>2 Delivery of technical assistance in 2019</b> .....	<b>5</b>
2.1 Budget overview .....	5
2.1.1 Regular budget .....	6
2.1.2 Programme Support Costs.....	7
2.1.3 Extrabudgetary funds.....	7
2.1.4 ITC cash position .....	8
2.2 Extrabudgetary delivery by focus area and programme .....	9
2.3 Extrabudgetary delivery by region, country outreach and project design .....	11
<b>3 ITC’s Corporate Scorecard 2019 performance</b> .....	<b>13</b>
3.1 Tier 1: ITC’s contribution towards Sustainable Development Goals .....	13
3.2 Tier 2: Development results .....	19
3.3 Window I contributions to ITC’s 2019 corporate results .....	24
3.4 Tier 3: Efficiency and effectiveness.....	25
<b>4 Strategic milestones for 2019: technical assistance</b> .....	<b>26</b>
<b>5 Partnering for sustainable development</b> .....	<b>34</b>
<b>6 Managing for results</b> .....	<b>36</b>
6.1 Strengthening corporate results management.....	36
6.2 Deepening evaluation processes .....	37
6.3 Bolstering human resources management .....	37
6.4 Sparking innovation.....	38
6.5 Operationalizing risk management.....	38
6.6 Engaging in the global conversation .....	39
<b>7 Risk management in 2019</b> .....	<b>40</b>
<b>8 ITC’s Independent Evaluation Unit</b> .....	<b>42</b>
<b>Annex I – List of projects per Focus area, country and region</b> .....	<b>44</b>
<b>Annex II – List of SDG targets ITC contributes to through TRTA projects</b> .....	<b>64</b>

## List of Figures

Figure 1: Funder contributions to W1 and W2 of the ITC Trust Fund received from Jan-Dec 2019 .....	4
Figure 2: ITC delivery pattern from 2010 to 2019, by source of funds, (in \$ million).....	5
Figure 3: XB delivery by Focus area and Window, for the period Jan - Dec 2019, \$ million .....	9
Figure 4: XB, W1 and W2 region-specific delivery (excluding global projects), for Jan - Dec 2019 .....	12
Figure 5: XB delivery delivery by priority countries for the period Jan - Dec 2019.....	12
Figure 6: Frequency of ITC project linkages to SDG goals and targets in 2019 .....	13
Figure 7: ITC delivery distribution by SDG for Jan – Dec 2019, in percentages .....	13
Figure 8: IEU evaluations in 2019 at a glance .....	43

## List of Tables

Table 1: XB funding received from 1 Jan to 31 Dec 2018 and from 1 Jan to 31 Dec 2019, (in \$ thousand) .....	2
Table 2: W1 funding received for 2016 - 2020, by 31 Dec 2019, by year of allocation (in \$ thousands) .....	5
Table 3: ITC OP budget, RB and XB delivery for the period Jan - Dec 2019, (in \$ million) .....	5
Table 4: RB allocation and delivery by Focus area, for the period Jan – Dec 2019, (in \$ million) .....	6
Table 5: RB delivery by cost category for the period Jan – Dec 2019, (in \$ million) .....	6
Table 6: Biennial RB delivery overview, (in \$ million) .....	6
Table 7: PSC delivery by Focus area, for the period Jan - Dec 2019, (in \$ million).....	7
Table 8: PSC delivery by cost category, for the period Jan - Dec 2019, (in \$ million) .....	7
Table 9: XB budget and delivery for the period Jan - Dec 2019, (in \$ million) .....	8
Table 10: XB delivery by cost category for the period Jan - Dec 2019, (in \$ million).....	8
Table 11: ITC cash position for the period Jan - Dec 2019, (in \$ thousand).....	9
Table 12: XB funded technical assistance delivery in Jan-Dec 2019 by programme, (in \$ million) .....	10
Table 13: Operational plan and delivery by funding source and region, for Jan - Dec 2019, (in \$ million) .....	11
Table 14: Corporate outcome indicators and progress for the period Jan - Dec 2019 .....	21
Table 15: Corporate output indicators and progress for the period Jan - Dec 2019 .....	23
Table 16: Efficiency and effectiveness key performance indicators and progress for the period Jan - Dec 2019 .....	25
Table 17: Status of strategic milestones for the period Jan - Dec 2019: technical assistance .....	26

## Introduction

ITC is pleased to submit to the Consultative Committee of the ITC Trust Fund (CCITF) the 2019 report on its budgets, delivery and performance, covering the period from 1 January to 31 December 2019.

This report provides information principally in the form of self-explanatory tables that give an overview of the organization's activities. It focuses on the analysis of ITC's extrabudgetary resources, providing a detailed description of the source of funds, their status and use. It also presents an update on programme support and regular budget resources and gives an account of ITC's 2019 performance against the targets set in the Operational Plan 2019.

ITC received an 'unqualified audit opinion' on the financial statements for 2018, confirming that ITC fully complies with IPSAS accounting and reporting requirements.<sup>1</sup>

All financial amounts presented are in US dollars (\$), unless specified otherwise.

---

<sup>1</sup> The ITC 'Financial report and audited financial statements for the year ended 31 December 2018' and 'Report of the Board of Auditors' are available on line: <http://www.intracen.org/itc/about/working-with-itc/corporate-documents/financial-reports/>

## 1 Source of ITC funds

Two sources of funding enable ITC's work: the regular budget (RB) and extrabudgetary funding (XB), which includes programme support costs (PSC). The RB for 2019 was approved as part of the biennial budget approval 2018-19 by the United Nations General Assembly and the World Trade Organization (WTO) General Council.

Extrabudgetary funds are voluntary contributions to the ITC Trust Fund (ITF). This includes two categories of funds known as windows. Window I (W1) consists of unearmarked and soft-earmarked contributions from funders, while Window II (W2) is composed of contributions that are earmarked for specific projects and programmes, for Junior Professional Officers (JPOs) and secondees, as well as of a small amount of revenue from the sale of products and services. PSC is earned via a percentage charge on all extrabudgetary expenditures.

## 1.1 Voluntary contributions to the ITC Trust Fund

The figures in Table 1 reflect the funds transferred to the ITC Trust Fund in 2019, in comparison with funding received in 2018. The amounts shown may include funding designated for years beyond 2019, as per individual grant agreement.

**Table 1: XB funding received from 1 Jan to 31 Dec 2018 and from 1 Jan to 31 Dec 2019, in \$ thousand**

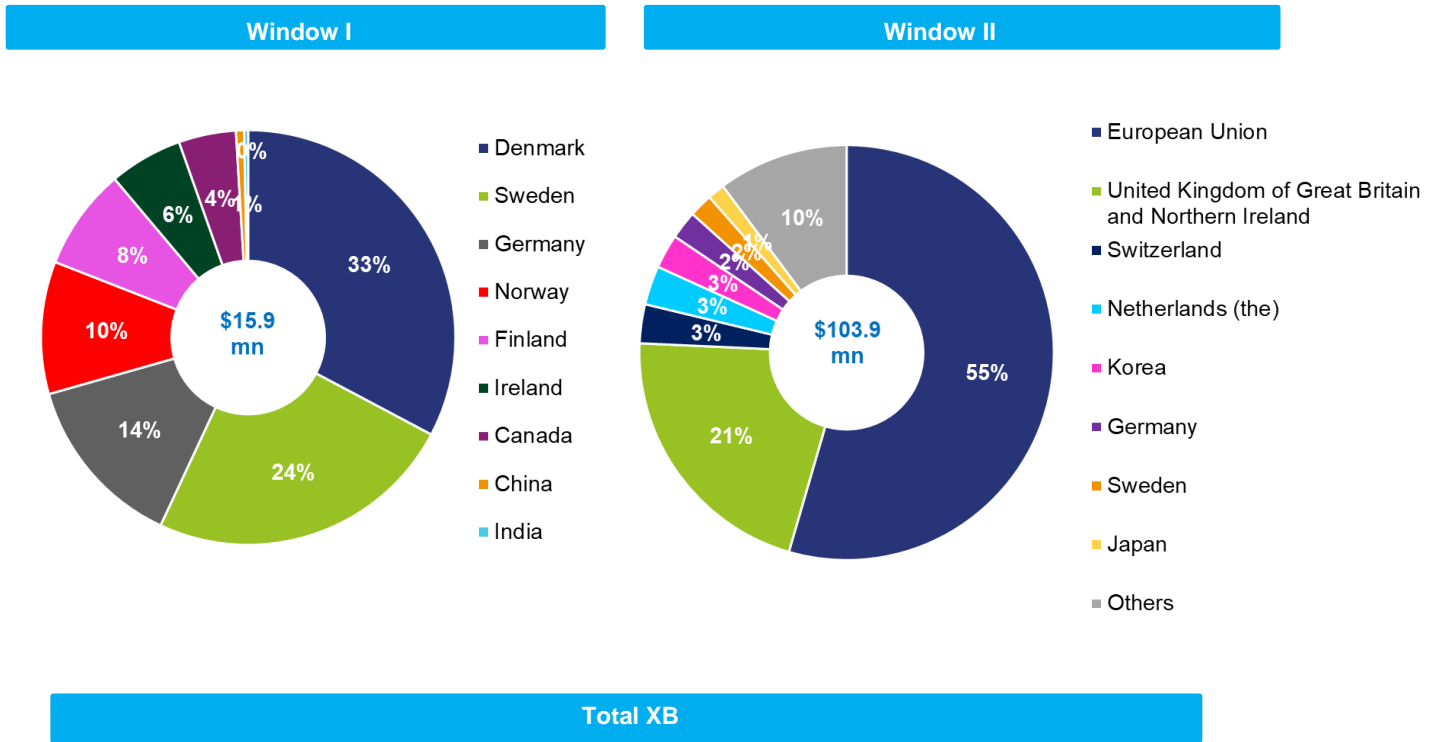
Fundors	Jan - Dec 2018 (\$ '000)			Jan - Dec 2019 (\$ '000)		
	Window I	Window II	Total	Window I	Window II	Total
<b>Governments and national development agencies</b>	<b>18,151</b>	<b>29,828</b>	<b>47,979</b>	<b>15,890</b>	<b>39,310</b>	<b>55,199</b>
Belgium	2,275	-	2,275	-	-	-
Canada	741	-	741	711	-	711
China	100	1,478	1,578	100	1,054	1,154
Curaçao	-	-	-	-	155	155
Denmark	4,713	-	4,713	5,204	-	5,204
Ethiopia	-	-	-	-	22	22
Finland	1,535	69	1,604	1,260	-	1,260
France	-	1,905	1,905	-	633	633
Germany	2,396	2,989	5,386	2,169	2,279	4,448
Iceland	200	-	200	-	-	-
India	50	-	50	50	-	50
Ireland	943	-	943	910	-	910
Japan	-	1,050	1,050	-	1,396	1,396
Korea	-	-	-	-	2,774	2,774
Netherlands (the)	-	2,832	2,832	-	3,155	3,155
Norway	1,079	-	1,079	1,641	-	1,641
Qatar Development Bank	-	1,000	1,000	-	-	-
Saint Vincent and the Grenadines	-	68	68	-	-	-
Sweden	4,118	2,271	6,389	3,845	1,904	5,749
Switzerland	-	4,520	4,520	-	3,160	3,160
United Kingdom of Great Britain and Northern Ireland	-	9,526	9,526	-	22,063	22,063
United States	-	2,119	2,119	-	716	716
<b>International organizations including financial institutions, partnerships and funds, regional organisations, UN system and related</b>	<b>-</b>	<b>40,535</b>	<b>40,535</b>	<b>-</b>	<b>62,076</b>	<b>62,076</b>
African Export Import Bank	-	-	-	-	31	31
African Guarantee Fund (AGF)	-	150	150	-	-	-
Caribbean Export Development Agency	-	14	14	-	-	-
COMESA	-	766	766	-	-	-
Enhanced Integrated Framework	-	220	220	-	1,008	1,008
European Union	-	36,965	36,965	-	56,671	56,671
FAO	-	216	216	-	253	253
ILO	-	13	13	-	45	45
International Islamic Trade Finance Corporation	-	-	-	-	350	350
IOM	-	266	266	-	241	241
MDTF	-	625	625	-	885	885
Standards and Trade Development Facility	-	445	445	-	445	445
UEMOA	-	640	640	-	69	69
UNCTAD	-	188	188	-	-	-
UNDP	-	27	27	-	204	204
UNIDO	-	-	-	-	662	662



Funders	Jan - Dec 2018 (\$ '000)			Jan - Dec 2019 (\$ '000)		
	Window I	Window II	Total	Window I	Window II	Total
United Nations Capital Development Fund (UNCDF)	-	-	-	-	990	990
World Bank	-	-	-	-	197	197
World Trade Organization (WTO)	-	-	-	-	25	25
<b>Academia, training and research institutions, nonprofit organizations and businesses</b>	-	<b>1,297</b>	<b>1,297</b>	-	<b>972</b>	<b>972</b>
Chocolats Halba/ Coop Genossenschaft	-	83	83	-	362	362
Citibank	-	47	47	-	-	-
DHL	-	73	73	-	35	35
DMI Associates	-	31	31	-	-	-
Huawei Technologies	-	90	90	-	-	-
IBF International consulting	-	-	-	-	21	21
Max Havelaar Foundation	-	52	52	-	-	-
Mo Ibrahim Foundation	-	114	114	-	76	76
National Graduate Institute for Policy Studies (GRIPS)	-	165	165	-	160	160
Norwegian Refugee Council	-	307	307	-	-	-
Physikalisch-Technische Bundesanstalt (PTB)	-	22	22	-	-	-
Swisscontact	-	22	22	-	18	18
UPS foundation	-	276	276	-	300	300
World Wildlife Fund	-	15	15	-	-	-
<b>Business support organizations</b>	-	<b>325</b>	<b>325</b>	-	<b>1,150</b>	<b>1,150</b>
Andorra Desenvolupament i Inversio	-	-	-	-	25	25
Enterprise Greece	-	-	-	-	28	28
Europe-Africa-Caribbean-Pacific Liaison Committee (COLEACP)	-	36	36	-	-	-
FEFAC	-	6	6	-	6	6
Fundación Internacional y para Iberoamérica de Administración y Políticas Públicas	-	18	18	-	-	-
Investchile	-	-	-	-	25	25
ITHRAA - Oman	-	37	37	-	-	-
Labor Fund Bahrain (Tamkeen)	-	-	-	-	700	700
Marketing and National Import Board of Grenada	-	-	-	-	156	156
Procomer	-	25	25	-	-	-
Saint Lucia Trade Export Promotion Agency (TEPA)	-	166	166	-	115	115
Sustainable Agriculture Initiative (SAI Platform)	-	24	24	-	62	62
Switzerland Global Enterprises - Ge	-	-	-	-	5	5
TradeMalta	-	12	12	-	29	29
<b>Revolving funds</b>	-	<b>432</b>	<b>432</b>	-	<b>479</b>	<b>479</b>
<b>Total XB funding received</b>	<b>18,151</b>	<b>72,417</b>	<b>90,568</b>	<b>15,890</b>	<b>103,987</b>	<b>119,877</b>

## 1.2 Breakdown of contributions received in the period Jan – Dec 2019

Figure 1: Funder contributions to Window I and Window II of the ITC Trust Fund received from Jan-Dec 2019



### 1.3 W1 contributions received for 2016 - 2020, by year of allocation

Table 2: Window I funding received for 2016 - 2020, by 31 December 2019, by year of allocation (in \$ thousands)<sup>2</sup>

W1 Funders	2016	2017	2018	2019	2020
Belgium	-	-	-	1,138	1,138
Canada	730	723	741	711	-
China	100	100	100	100	-
Denmark	-	-	4,713	5,204	-
Finland	1,685	1,685	1,138	1,156	501
Germany	2,169	2,049	2,396	2,169	-
Iceland	-	-	100	100	-
India	50	50	50	50	-
Ireland	877	910	943	910	-
Norway	-	1,093	1,079	991	650
Sweden	3,479	3,859	4,118	3,845	-
<b>Total</b>	<b>9,091</b>	<b>10,470</b>	<b>15,379</b>	<b>16,374</b>	<b>2,288</b>

## 2 Delivery of technical assistance in 2019

### 2.1 Budget overview

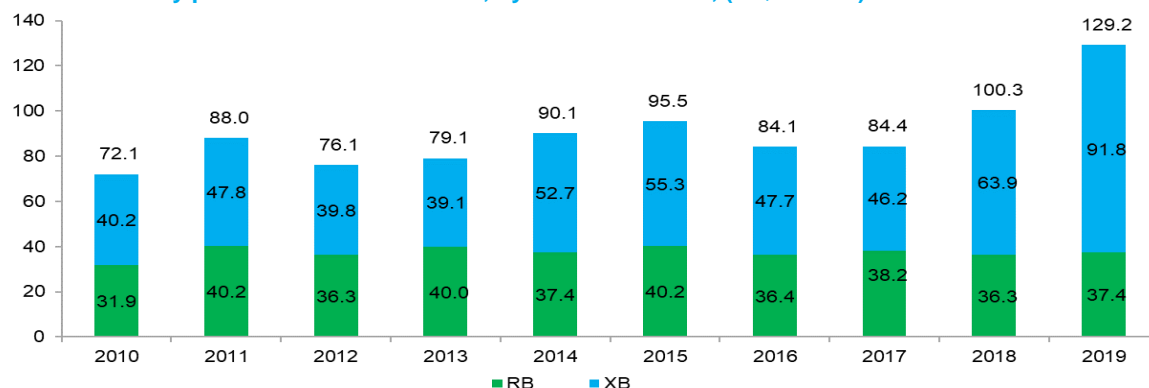
ITC's overall budget for 2019 as per ITC's Operational Plan 2019 (OP budget) amounted to \$112 million. The planned Regular budget (RB) delivery was \$37 million, consisting of contributions in equal parts from the United Nations and the World Trade Organization. For gross extrabudgetary funds (XB) delivery, which includes PSC charges, the planned delivery was \$75 million. At the end of December 2019, actual delivery of RB stood at 101% and XB at 122% of the planned 2019 budget. In the course of 2019, ITC was in the position to sign additional XB grant agreements and start with the implementation of these funds.

Table 3: ITC OP budget, RB and XB delivery for the period Jan - Dec 2019, (in \$ million)

Budget	OP Budget	Delivery	% spent
Extrabudgetary funds	75.0	91.8	122%
Regular Budget	37.0	37.4	101%
<b>Total</b>	<b>112.0</b>	<b>129.2</b>	<b>115%</b>

\*RB spending in a year represents approximately half of the amount planned and approved for the biennium 2018-2019.

Figure 2: ITC delivery pattern from 2010 to 2019, by source of funds, (in \$ million)



<sup>2</sup> Note that this is different from table 1, which shows when funds were transferred to ITC. Some funders transfer funds in advance for multi-year agreements.

## 2.1.1 Regular budget

ITC's regular budget is ITC's core funding. Core resources are central to ensuring the United Nations development system's independence, neutrality and role as a trusted partner in a rapidly changing development cooperation landscape.<sup>3</sup> The regular budget enables ITC to engage with member states, 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, around ITC's goals and mandate, and to provide related advocacy and advisory work, and global public goods. Core funding is critical for ITC to deliver on its mandate.

Table 4 below shows the use of ITC's regular budget (RB) for the six focus areas, and for the organization's alignment with country needs. For each area, the OP budget and delivery show the RB used for posts in the respective technical sections, and a proportionate part of ITC's overhead cost (Senior Management, building and running cost, etc.) 'Alignment with country needs' comprises RB posts in the Division of Country Programmes.

Given that the ITC follows the UN financial rules and regulations, it is noteworthy that amounts not spent during the first year of the biennium will be carried forward to the second year. At year-end of 2019, ITC had spent 98% of the RB resources for the 2018-2019 biennium.

**Table 4: RB allocation and delivery by Focus area, for the period Jan – Dec 2019, (in \$ million)**

Focus area	OP budget	Delivery
1 Providing Trade and Market Intelligence	5.9	6.0
2 Building a Conducive Business Environment	5.2	5.3
3 Strengthening Trade and Investment Support Institutions	3.5	3.5
4 Connecting to International Value Chains	7.2	7.3
5 Promoting and Mainstreaming Inclusive and Green Trade	6.8	6.9
6 Supporting Regional Economic Integration and South-South Links	2.3	2.3
Alignment with country needs	6.1	6.2
<b>Total</b>	<b>37.0</b>	<b>37.4</b>

**Table 5: RB delivery by cost category for the period Jan – Dec 2019, (in \$ million)**

Categories	Spent
Staff and Other Personnel Costs	30.1
Operating and Other Direct Costs	4.7
Contractual Services	0.9
Equipment Vehicles and Furniture	1.1
Travel	0.5
Supplies, Commodities and Materials	0.1
<b>Total</b>	<b>37.4</b>

**Table 6: Biennial RB delivery overview, (in \$ million)**

Item	2010-11	2012-13	2014-15	2016-17	2018-19
Appropriations for a biennium*	73.0	79.9	78.2	73.6	75.1
Delivery	72.1	76.3	77.5	74.6	73.8
<b>% spent</b>	<b>99%</b>	<b>95%</b>	<b>99%</b>	<b>101%</b>	<b>98%</b>

\*ITC's budget is approved in Swiss francs. The amounts have been converted to US dollars to make the data easier to compare and to provide a comprehensive view of ITC's financial situation for accounting and reporting purposes.

<sup>3</sup> See the QCPR Technical note on funding, section on Core and Non-Core Resources: [https://www.un.org/en/ecosoc/qcpr/pdf/technical\\_note\\_on\\_funding.pdf](https://www.un.org/en/ecosoc/qcpr/pdf/technical_note_on_funding.pdf)

## 2.1.2 Programme Support Costs

The charge collected on trust funds or extrabudgetary expenditures is called Programme Support Cost (PSC) and is expressed as a percentage of direct costs (expenditure). PSC are charged to recover incremental indirect costs. These consist of costs incurred when supporting activities financed from extrabudgetary contributions, e.g. the central administration of human, financial, physical and ICT resources, staffing, facilities, equipment, activities and legal liabilities related and implementation of UN wide/corporate initiatives such as Umoja, IPSAS, Global Service Delivery Model (GSDM). The recovery and use of PSC resources are of central importance to the financing and organization of efficient and effective programme support services.

**Table 7: PSC delivery by Focus area, for the period Jan - Dec 2019, (in \$ million)**

Focus area	Delivery	%
1 Providing Trade and Market Intelligence	0.4	11%
2 Building a Conducive Business Environment	0.5	15%
3 Strengthening Trade and Investment Support Institutions	0.3	8%
4 Connecting to International Value Chains	0.8	24%
5 Promoting and Mainstreaming Inclusive and Green Trade	0.9	26%
6 Supporting Regional Economic Integration and South-South Links	0.4	10%
Alignment with country needs	0.2	6%
<b>Total</b>	<b>3.6</b>	<b>100%</b>

**Table 8: PSC delivery by cost category, for the period Jan - Dec 2019, (in \$ million)**

Categories	Spent	%
Staff and Other Personnel Costs	3.4	94%
Operating and Other Direct Costs	0.2	6%
Contractual Services*	0.0	0%
<b>Total</b>	<b>3.6</b>	<b>100%</b>

\*Contractual services expenditure amounts to \$9 thousands.

## 2.1.3 Extrabudgetary funds

Extrabudgetary funds (XB) are mobilized through the ITC Trust Fund (ITF). ITC works with XB in accordance with United Nations Regulations, and internal rules and procedures. The volume of XB funds depends on agreements reached with funders on an ongoing basis, with project budgets usually covering several years, and based on demand from developing country members. As explained in Section 2 of this report, the ITF consists of two categories of funds: Window I (W1) comprises un-earmarked and soft-earmarked contributions while Window II (W2) consists of earmarked contributions.

**Window I** allocations are made by ITC's Senior Management Committee (SMC) during the preparation of the annual Operational Plan and throughout the year. When deciding on W1 allocations, SMC takes into account the overall purpose of W1 funds: to support expenditures that contribute to 'preparing the future' of ITC and that are crucial for ITC's corporate performance in pursuit of 'good trade'. SMC also considers the following criteria:

1. Client needs / priorities;
2. Prioritization of initiatives according to the ITC Strategic Plan;
3. Synergies and balance with Window II components of the work programme;
4. Performance in the execution of the work programme;

5. Funder preferences;
6. Actual and expected funder contributions.

**Window II** allocations follow the budget earmarking that is specified in the grant agreements signed with funders for specific projects. The projects must fall within the scope of ITC's Strategic Framework.

Some examples of earmarked funding sources are: bilateral or tripartite agreements with ODA funders and government partners for a specific technical assistance project, funding for projects under the Enhanced Integrated Framework (EIF) for least developed countries; funding from other UN agencies. Window II also covers contributions for JPOs and secondees, as well as a small amount of income channelled through 'Revolving Funds'. Governed by specific terms of reference, Revolving Funds enable the delivery of activities which are of a recurring nature and generate financial income on a cost-recovery basis, e.g. by provision of specific services (trainings, webinars).

The analyses presented in the following sections compare total 2019 delivery, as well as W1 and W2 delivery with the budget allocations reflected in the ITC Operational Plan 2019.

In the Operational Plan 2019, the planned XB budget was set at \$75 million. The year-end XB delivery reached 122% against plan, with Window I delivery at 106% and Window II delivery at 126% of the target. In both cases, additional resources were received during the year, which allowed an expansion of ITC's activities.

**Table 9: XB budget and delivery for the period Jan - Dec 2019, (in \$ million)**

Window	OP budget	Delivery	% spent
Window I	14.2	15.1	106%
Window II	60.8	76.7	126%
<b>Total XB</b>	<b>75.0</b>	<b>91.8</b>	<b>122%</b>

Table 10 shows the 2019 XB budget by cost categories.

**Table 10: XB delivery by cost category for the period Jan - Dec 2019, (in \$ million)**

Categories	XB	% spent
Technical Experts and Other Personnel	56.1	61%
Travel	12.4	13%
Operating and Other Direct Costs	11.6	13%
Transfers and Grants Issued to Implementing Partners	5.7	6%
Contractual Services	4.2	5%
Equipment Vehicles and Furniture	1.1	1%
Supplies Commodities and Materials	0.7	1%
<b>Total</b>	<b>91.8</b>	<b>100%</b>

#### 2.1.4 ITC cash position

Table 11 shows the resulting ITC's cash position at the end of 2019. The contributions received in 2019 also include funding for multi-year projects.

**Table 11: ITC cash position for the period Jan - Dec 2019, (in \$ thousand)**

	W1	W2	Total XB
Balance as at 1 January 2019 <sup>(1)</sup>	8,306	49,323	57,628
Add: Contributions received	15,890	98,998	114,888
Funds from international organizations <sup>(2)</sup>	-	4,510	4,510
Contributions from services rendered <sup>(3)</sup>	-	479	479
Sub-total Contributions <sup>(4)</sup>	15,890	103,987	119,877
Less: Expenditures	13,359	70,179	83,538
Programme Support Costs	1,726	6,537	8,263
Sub-total Expenditure	15,085	76,715	91,801
Refund to funders	-	(148)	(148)
Transfers to/(from) other funds	145	(145)	-
Transfers closed projects to operating	-	(131)	(131)
Balance available	9,255	76,170	85,426
Add: Operating reserves			9,337
<b>Total available balance as of 31 December 2019</b>			<b>94,762</b>

1) The opening balance stated here is lower than the closing balance shown in the CCITF report 2018 (57,628 vs 57,917 at Dec 2018 CCITF report). This is due to refunds to funders.

2) EIF, One UN and other international organizations

3) Contributions from sales of publications and statistical tools and licenses.

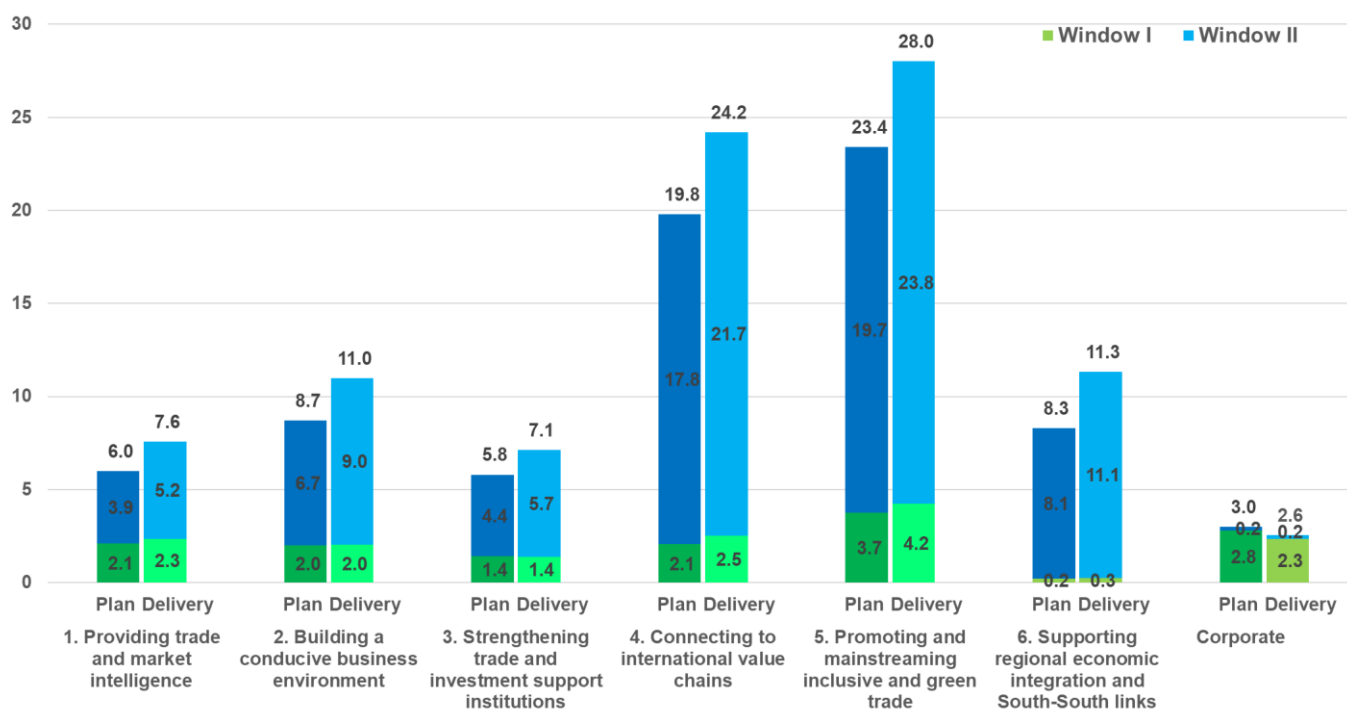
4) Excludes interest and transfers to operating reserves

## 2.2 Extrabudgetary delivery by focus area and programme

All six focus areas received additional funding during the year. The focus areas 4 – Connecting to international value chains, and 5 – Promoting and mainstreaming inclusive and green trade, remained the largest (\$24 and \$28 million, respectively), while focus area 6 – Supporting regional economic integration and South-South links, has had the largest growth rate (36%).

In the area ‘Corporate’, the plan figure always includes the initial budget allocation for the ITC Business Development Fund (BDF). The BDF is used throughout the year to undertake needs assessments, analyses and engagement with partners and beneficiaries for the development of project proposals that are aligned with ITC’s Strategic Plan. Once BDF funds are assigned to the development of specific projects, their delivery is reported under the projects’ respective focus areas.

**Figure 3: XB delivery by Focus area and Window, for the period Jan - Dec 2019, \$ million**



**Table 12: XB funded technical assistance delivery in Jan-Dec 2019 by programme, (in \$ million)**

Focus area and programme	OP budget 2019	Jan-Dec 2019	% delivered
<b>1. Providing trade and market intelligence</b>	<b>6.0</b>	<b>7.6</b>	<b>127%</b>
1.1 Transparency in Trade	3.7	4.5	119%
1.2 Non-Tariff Measures in Goods and Services	1.5	1.9	125%
1.3 Competitive Intelligence	0.7	1.2	172%
<b>2. Building a conducive business environment</b>	<b>8.7</b>	<b>11.0</b>	<b>126%</b>
2.1 Trade Development Strategies	3.2	3.1	97%
2.2 Trade Facilitation	3.6	4.6	127%
2.3 Supporting Trade Negotiations and Policy Reform	1.9	3.3	175%
<b>3. Strengthening trade and investment support institutions</b>	<b>5.8</b>	<b>7.1</b>	<b>122%</b>
3.1 Strengthening Trade and Investment Support Institutions	5.8	7.1	122%
<b>4. Connecting to international value chains</b>	<b>19.8</b>	<b>24.2</b>	<b>122%</b>
4.1 Value Added to Trade	18.1	21.8	120%
4.2 E-Solutions: Linking Businesses to Markets	1.7	2.4	139%
<b>5. Promoting and mainstreaming inclusive and green trade</b>	<b>23.4</b>	<b>28.1</b>	<b>120%</b>
5.1 Empowering Women to Trade	6.8	9.9	145%
5.2 Empowering Poor Communities to Trade	7.7	8.2	106%
5.3 Youth and Trade	5.7	5.9	103%
5.4 Trade for Sustainable Development	3.2	4.0	128%
<b>6. Supporting regional economic integration and South-South links</b>	<b>8.3</b>	<b>11.3</b>	<b>136%</b>
6.1 Boosting Regional Trade	2.1	2.8	133%
6.2 South-South Trade and Investment	6.2	8.5	137%
<b>Corporate</b>	<b>3.0</b>	<b>2.6</b>	<b>86%</b>
7.1 Corporate	3.0	2.6	86%
<b>Total</b>	<b>75.0</b>	<b>91.8</b>	<b>122%</b>



## 2.3 Extrabudgetary delivery by region, country outreach and project design

ITC delivers its projects in five geographic regions, and implements 'Global projects', which include initiatives to deliver Global public goods and corporate projects. Projects with a Global public goods nature, such as 'Trade for Sustainable Development database', 'Improving transparency in trade through market analysis tools', 'AIM for Results: Improving TISI performance and measurement', 'SheTrades Connect' initiative or 'Value added to trade's Alliances for Action– among others – serve clients in multiple regions and often conduct outreach to all ITC programme countries and territories.

The ratio of global versus regional and country-specific XB 2019 delivery was 19% to 81%. ITC retained its strong focus on sub-Saharan Africa and the Asia-Pacific region. The two regions accounted for approximately 81% of region-specific delivery, driven by large country projects.

Within the group of global projects, the most prominent initiatives are related to ITC's Global Public Goods. Corporate projects, such as: efficiency and effectiveness initiatives, results-based management, visibility and partnerships, and most JPOs or fellowships, are considered global in nature, as they support and enhance the delivery of trade-related technical assistance projects across all regions. The corporate projects accounted for approximately 3% of the total 2019 XB delivery.

The following table shows the delivery status by region, against the planned 2019 budget.

**Table 13: Operational plan and delivery by funding source and region, for Jan - Dec 2019, (in \$ million)**

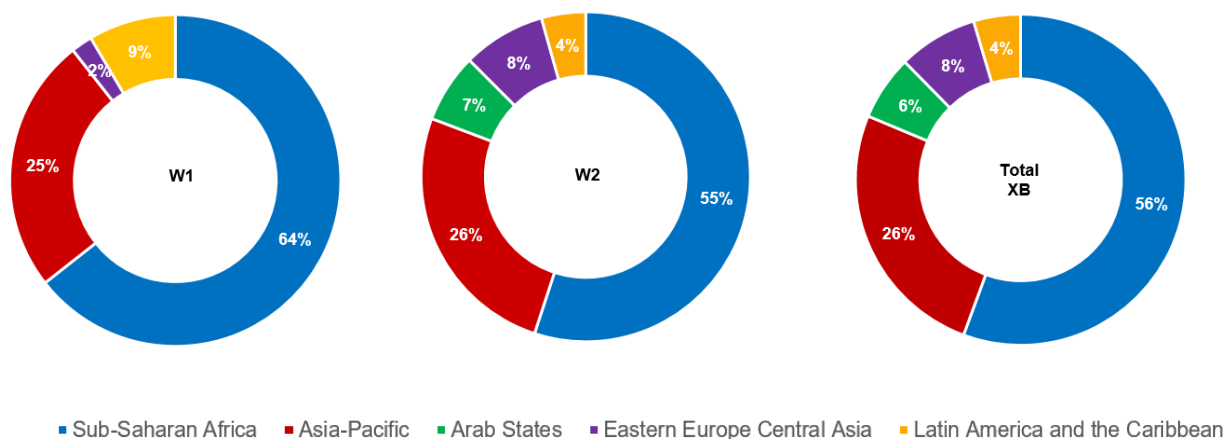
Region	OP W1	Delivery W1	% W1	OP W2	Delivery W2	% W2	Total OP budget	Total Delivery	% Total
Sub-Saharan Africa	1.9	3.0	155%	29.3	38.5	131%	31.3	41.5	133%
Asia-Pacific	1.1	1.2	109%	12.8	18.0	140%	13.9	19.1	138%
Arab States	-	-	-	4.8	4.7	99%	4.8	4.7	99%
Eastern Europe Central Asia	0.0	0.1	339%	5.1	5.7	113%	5.1	5.8	114%
Latin America and the Caribbean	0.4	0.4	110%	3.1	3.0	98%	3.4	3.4	99%
Global	10.8	10.4	96%	5.8	6.8	118%	16.6	17.3	104%
<b>Total</b>	<b>14.2</b>	<b>15.1</b>	<b>106%</b>	<b>60.8</b>	<b>76.7</b>	<b>126%</b>	<b>75.0</b>	<b>91.8</b>	<b>122%</b>

Differentiating by fund, in line with the purposes for which W1 funding is used, Global projects' share of W1 funding is the highest, and larger than their share of W2 funding. It accounted for 69% of Window I delivery, with country or region-specific projects accounting for the remaining 31%. Country or region-specific W1 projects comprise BDF allocations, pilots to test new tools and methodologies, trainings and advisory services for the use of GPGs, ITC responses to specific requests, including W1 soft-earmarking on a geographic basis. A relatively higher regional W1 delivery and a slightly lower global delivery are due to two factors: First, the global projects deliver region or country-specific components; and second, the initial allocation for the Business Development Fund (BDF) is always listed under the "Global" heading, while its actuals are counted under the respective countries and regions where delivery took place.

Inversely, for Window II, Global projects accounted for 9% of delivery, and region-specific projects for 91%. The distribution of the region-specific W2 delivery shows 55% of delivery focused on sub-Saharan Africa, followed by the Asia-Pacific (26%), Arab States (7%), Eastern Europe and Central Asia (8%) and Latin America and the Caribbean (4%) regions.

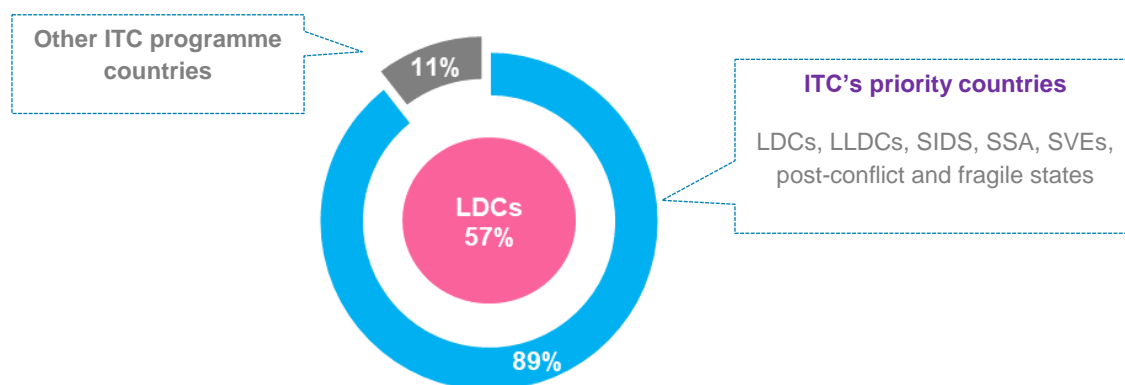
Figure 4 provides an overview of the region specific XB delivery in Jan - Dec 2019 by funding source and for the total XB delivery. Details on ITC's project portfolio by region are available in [Annex II](#).

**Figure 4: XB, W1 and W2 region-specific delivery (excluding global projects), for Jan - Dec 2019**



For 2019, ITC had targeted at least 80% of country-specific assistance to be delivered in priority countries, and 55% in the sub-group of least developed countries (LDCs). ITC overachieved on both targets. 89% of country-specific technical assistance was provided to ITC's priority countries, which are: least developed countries (LDCs), landlocked developing countries (LLDCs), small island developing states (SIDS), sub-Saharan African countries (SSA), small, vulnerable economies (SVEs) and post-conflict and fragile states. The share of LDCs in region-specific delivery was 57%.

**Figure 5: XB delivery delivery by priority countries for the period Jan - Dec 2019**



### 3 ITC's Corporate Scorecard 2019 performance

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. In its Strategic Plan 2018-2021, ITC has set targets in the form of 'key deliverables', reflecting how the organization intends to meet its goal. In each annual Operational Plan, these targets are broken down further, both in the form of targets for the ITC Corporate Scorecard, and in the form of specifying annual operational qualitative milestones for the key deliverables.

The Corporate Scorecard translates ITC's strategic objectives into a coherent set of performance measures, considering development impact (Tier 1), ITC's corporate outcomes and outputs (Tier 2), and key performance indicators for ITC's operations (Tier 3). The following sections present the results achieved in 2019.

#### 3.1 Tier 1: ITC's contribution towards Sustainable Development Goals

Tier 1: Development context - ITC's results framework aims to track the organization's contribution to the Sustainable Development Goals (SDGs). The 2030 Agenda explicitly identifies international trade as 'an engine for inclusive economic growth, job creation and poverty reduction'. Through its TRTA projects, ITC contributed directly to 10 Global Goals. Each ITC project links to specific SDG targets. Figure 6 shows the proportion of targets and goals to which the projects contributed.

Figure 6: Frequency of ITC project linkages to SDG goals and targets in 2019



Regarding the financial delivery linked to the SDGs in 2019, approximately 53% of ITC's delivery focused on Goals 8, 17 and 10. Goals 1, 2, 5, and 9 accumulated to 33%. This reflects ITC's TRTA delivery targeting work with individuals at the base of the pyramid, in the agricultural sector, with women and work on value chain access and development. The remaining 14% were distributed among Goals 4, 12 and 16. Figure 8 below shows ITC's delivery by SDG for 2019.

Figure 7: ITC delivery distribution by SDG for Jan – Dec 2019, in percentages



In its TRTA delivery, ITC mainstreams SDG target 5.5, aiming at women's full and effective participation in economic life, 8.6, addressing youth employment and 12.2, targeting sustainable management. The nature of ITC's approach is to build capacity of and provide knowledge for all its beneficiaries, for better

economic opportunities, which directly links SDG 4.4, to increase exports of developing countries, linking to SDG 17, and to build effective MSME support institutions (SDG 16).

## Highlights of ITC's SDG contributions in 2019 by Focus area

ITC's interventions cover multiple SDGs simultaneously and illustrate how trade and MSME competitiveness contribute to most SDGs. **'Development', as expressed in the SDGs, is a manifestation of an interdependent network of results.** ITC's core work is attributed to SDG 8, SDG 1 and SDG 17, whose goals are present in most ITC's projects. Impact is **about long-term and scalable effects**, so the examples below are usually the result of multi-year ITC initiatives. The SDG targets, to which the sample results contribute directly, are shown in brackets. (See the complete list of targets in Annex I).



### Globally accessible trade and market intelligence

ITC's Global Public Goods (GPGs) offer unique, free trade-related intelligence, analytics, innovative tools and training at a global scale. With this, ITC raises awareness and provides knowledge in the domains of SME competitiveness, trade, entrepreneurship, market access, sustainability and inclusiveness. The GPGs are geared to influence decision-making in MSMEs, large companies, business support institutions and governments towards 'good trade', and are easily understandable and customizable to different user needs.

ITC brings identified non-tariff measures, rules-of-origin and other market-access requirements to the attention of 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).

To *'implement the principle of special and differential treatment for developing countries'*, ITC provides data and information on trade and tariffs, which makes trade information transparent and provides the conditions for addressing tariff lines (10.a).

**ITC's SME Trade Academy**, in support of improving employment opportunities and MSME personnel's capacities to do business, has increased knowledge of 10,971 of its users. (SDG 4, target 4.4: Substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship). The total number of trained users in 2019 was 25,564 of which 10,971 were certified and 11,707 were women.

**Also in support to SDG 4**, target 4.4, 20 ITC partners **in the MLS-SCM learning programme** trained 1,248 participants in various Supply Chain Management topics such as logistics, procurement, negotiations and contract management, among others. Out of this number, 402 participants, of which 186 women, attained at least one level of certification (Certificate, Advanced or Diploma in Supply Chain Management).

**Over \$367 million in trade transactions** were facilitated through the use of ITC's Market Analysis Tools. Data **from ITC's Market Analysis Tools** informed the business decisions of its users, which in return led to the conclusion of new international trade deals (contributing to SDG targets 2.3, 8.2, 9.3 and 17.11).



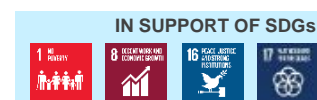
### A conducive business environment

ITC's facilitation of public-private dialogues, around analysis, formulation and implementation of trade policies, trade facilitation measures and trade strategies, contributes to sound policy frameworks and a more business-supportive environment that promotes innovation, trade and competitiveness. 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. Every strategy or policy has the potential to impact positively on disadvantaged groups, youth, women and the environment.

**ITC's continuous work with policymakers, as in Afghanistan**, contributed to SDG target 17.10 – promoting a more equitable multilateral trade system under the WTO), and SDG 17.11 – increasing exports of developing countries. ITC's support to develop Afghanistan's national strategy and a national trade policy has been publicly credited as contributing to the country's significant increase in exports. Afghanistan endorsed its trade policy in 2019 and adopted multiple measures to eliminate trade barriers and enhance trade relations with partner countries – for example, with Uzbekistan, through a public-private dialogue facilitated by ITC. Thus, ITC contributed to SDG target 9.b, a conducive policy environment for industrial diversification and value addition.

In support of SDG targets 4.4 and 8.5, contributing to The Gambia's efforts in achieving full and productive employment and decent work for all women and men, **the Youth Empowerment Project** aims to create sustainable jobs for youth in The Gambia through development and implementation of trade policies that support youth employment. From 2017 to 2019, the initiative created 815 jobs and sustained 1,054 jobs for youth in The Gambia. In support of SDG target 9.b, to ensure a conducive policy environment for industrial diversification and value addition, ITC assisted the Gambian policymakers in the development of functional and sectoral strategies, and will continue supporting their implementation. In 2019, the Gambian government validated and launched the Strategic Youth and Trade Development Roadmap, Sector roadmaps for ICT, Tourism and Agribusiness, as well as the Strategic roadmap for TVET.

### Stronger trade and investment institutions



ITC works to improve the managerial and operational performance of organizations that advocate for, and support business growth and international trade, including for MSMEs owned by youth entrepreneurs and women. ITC provides a customized set of services and methodologies to assess and improve their strategy and service delivery and to strengthen their networks and connections with other parts of the business ecosystem. Through a customized roadmap that is implemented within a one to three year's period, through raising institutional awareness about the importance of measuring and reporting results and impact, and through facilitating effective networking among business support organizations, ITC contributes to the sustainability of its institutional partners, and enables them to continue with improvements to their business services beyond their participation in ITC's projects.

In 2019, ITC's contribution to SDG 8, targets 8.2 and 8.5 - achieving higher levels of economic productivity and, full and productive employment and decent work for all was reflected in the work of the **'Strengthening Trade and Investment Support Institutions' programme**, working with business support organizations as critical multipliers of ITC's work. Various institutions were supported to improve their management and service delivery performance in multiple dimensions. ITC's I 4 Impact initiative, improved the maturity level of beneficiary institutions with 128 interventions through an iterative process of awareness, learning, commitment and action, aimed at providing targeted solutions to their SME clients. More broadly, econometric analysis has re-confirmed that investing in trade promotion generates growth in GDP. By improving efficiency of trade promotion institutions, ITC increased its contribution to MSME engagement in global value chains, their capacity to attract investors and to export successfully.

In another initiative, contributing to the SDG 17, target 17.19: Develop measurements of progress on sustainable development that support statistical capacity-building in developing countries, ITC has supported Bahrain to establish a new institution, Export Bahrain, whose mission is to support Bahraini exporters to identify and capture global market opportunities. The institution is now established, and capable of providing impactful services to its clients. Export Bahrain disposes of customized versions of ITC's trade intelligence tools, Trade map and Export Potential Map. The institution has received intensive capacity building and training, which enabled it to use and interpret trade data, and to identify trade obstacles and possible remedies.

### Connection to international value chains

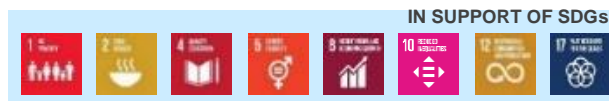


ITC takes a holistic approach to build MSME competitiveness, enhancing the ability of MSMEs to meet market requirements and integrate into local, regional and global value chains. ITC works to make them more competitive by upgrading sector and enterprise-level capabilities, improving the ecosystem in which MSMEs operate at each step of the value chain, building public-private dialogue platforms for wide-scale transformational change, and taking advantages of major new business opportunities in the digital economy.

In multiple settings, ITC works towards the achievement of SDG 17 - target 17.11 – increasing exports from developing countries, especially from LDCs, SDG 9- target 9.3 – increase access of small-scale enterprises to international markets and value chains. One such example is the **GTEX project, in the Kyrgyz textile and clothing sector**, where ITC engaged with selected MSMEs to improve their capacities in quality management, design and marketing, thus strengthening their ability to compete in international markets. Companies were matched with buyers in international markets and 18 MSMEs, of which 15 women-led, signed contracts worth almost \$1 million.

**ITC's Alliances for Action work in Ghana's** cocoa sector nicely illustrates a contribution to SDG 2 - target 2.4 - sustainable production and resilient agricultural practices, and SDG 8 - target 8.2 - increasing productivity through diversification and technological upgrading, while also supporting SDG target 2.3 -doubling the productivity and income of smallholder food producers. ITC first capacitated smallholder farmers – cooperative members - to implement dynamic agroforestry practices and to diversify their agricultural production, thus adding to environmental sustainability, and also increasing smallholders' productivity and resilience to climate change. Furthermore, the smallholders were linked to exporting MSMEs through the cooperative, and over 5,000 micro-producers have transacted additional business, with positive effects on their individual incomes.

## Inclusive and green trade



Across all its TRTA delivery, ITC promotes inclusiveness and environmental sustainability in trade. Through the Focus area 'Inclusive and green trade', ITC specifically targets poor communities, migrants, displaced persons and refugees, women and youth as direct project partners and direct beneficiaries. ITC supports them to overcome existing constraints and opens up new opportunities and income sources. Interventions facilitate market access and investment, and help entrepreneurs and micro-scale producers, add value to goods and services in supply chains. In addition to making trade inclusive, ITC works on promoting green trade. To contribute to sustainable production and an efficient use of natural resources, ITC supports sustainable sourcing, enhances climate-smart production and promotes compliance with voluntary social and environmental sustainability standards.

In Central America's gifts and decoration sector, ITC contributed to SDG targets 17.11 – increasing exports from developing countries, especially from LDCs, and 9.3 – increase access of small-scale enterprises to international markets and value chains, as well as to SDG target 5.b – enhancing use of technology to promote empowerment of women. In an initiative focused **on enabling e-commerce for women-owned businesses**, ITC supported the creation of a new [Central America Hub](#) on eBay, and other on-line platforms, which represents a new selling channel where over 40 beneficiary Women-owned Business Enterprises (WBEs) have listed over 400 products and are now selling them internationally, which they could not do before.

Also in support of SDG targets 17.11 and 9.3, **ITC's Ethical fashion initiative's** Afghanistan -based partner, Tarsian and Binkely, received the order to produce the new Zazi Winter Collection 2020. This work order provided better income for 25 employees at Tarsian and Binkely's production facility, 20 of which are women, and for its 100 home-based female embroiderers, 50 of which are returnees.

## Regional economic integration and South-South links



The fastest growing components of international trade and investment are related to regional integration and new South-South trade relationships. They can increase the accessibility of international value chains, and support higher economic productivity through transfer of adequate technologies, innovation, additional finance and knowledge sharing. Regional economic integration, in particular, contributes to the reduction of inequality within and among countries. ITC catalyzes South-South and regional trade and investment through rationalizing risk perceptions, influencing proactive policies, enhancing connections among TISIs and between businesses, and facilitating new linkages between MSMEs and market partners.

In support of SDG 8, target 8.2, and SDG 17, targets 17.3, 17.6, 17.11 and 17.13, ITC's **Partnership for Growth and Investment** (PIGA) initiative worked on attracting FDI in the agro-processing and light manufacturing sectors in Ethiopia, Kenya, Mozambique and Zambia. By end 2019, two investment projects in the textile and garment industry were realized in 2019 and begun operations: a socks and hosiery production factory in Ethiopia, worth \$10 million, that started with 250 employees and a textile curtain production factory in Kenya, employing 40 people in the first phase of an overall \$2 million investment project. In support of SDG 17, target 17.11, *to increase exports from developing countries and LDCs*, beneficiary companies of ITC's **Supporting Indian Trade and Investment for Africa** (SITA) initiative have reported trade deals totalling \$14 million.

Additionally, a Kenyan, woman-owned business in the spices sector, has signed a five-year agreement worth \$5.4 million, for exports to India. Furthermore, in support of SDG 8, targets 8.2 and 8.5, *to increase productivity and enable MSMEs to grow*, the initiative achieved good results in labour-intensive handloom sector. SITA and partners have strengthened the Ethiopian handloom sector from multiple angles: Ethiopian weavers and master weavers were trained in new techniques, while the project has submitted recommendations on improving business environment for handloom weavers. Finally, SITA has assisted in establishing two handloom social enterprises at national and regional levels in Ethiopia. These social enterprises have already started production of fabric.

## ITC as a custodian agency for the SDGs

In addition to ITC's efforts to contribute to the achievement of the Global Goals through its TRTA, ITC also contributes to the monitoring of SDGs 10 and 17. Together with WTO and UNCTAD, ITC is the custodian agency for the indicators 10.a.1, 17.10.1, 17.11.1 and 17.12.1.

	<p><b>Goal 10. Reduce inequality within and among countries</b></p> <p>Target 10.a: Implement the principle of special and differential treatment for developing countries, in particular least developed countries, in accordance with World Trade Organization agreements</p> <ul style="list-style-type: none"> <li>• <a href="#">Indicator 10.a.1: Proportion of tariff lines applied to imports from least developed countries and developing countries with zero-tariff</a></li> </ul>
	<p><b>Goal 17. Strengthen the means of implementation and revitalize the global partnership for sustainable development</b></p> <p>Target 17.10: Promote a universal, rules-based, open, non-discriminatory and equitable multilateral trading system under the World Trade Organization, including through the conclusion of negotiations under its Doha Development Agenda</p> <ul style="list-style-type: none"> <li>• <a href="#">Indicator 17.10.1: Worldwide weighted tariff-average</a></li> </ul> <p>Target 17.11: Significantly increase the exports of developing countries, in particular with a view to doubling the least developed countries' share of global exports by 2020</p> <ul style="list-style-type: none"> <li>• <a href="#">Indicator 17.11.1: Developing countries' and least developed countries' share of global exports</a></li> </ul> <p>Target 17.12: Realize timely implementation of duty-free and quota-free market access on a lasting basis for all least developed countries, consistent with World Trade Organization decisions, 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</p> <ul style="list-style-type: none"> <li>• <a href="#">Indicator 17.12.1: Average tariffs faced by developing countries, least developed countries and small island developing States</a></li> </ul>



## 3.2 Tier 2: Development results

Tier 2 results are the 'development results' or outcomes and outputs that ITC delivers through its work, and that are aggregated from all ITC projects in form of corporate indicators and biennium targets. In the UN Strategic Framework for the biennium 2018-2019, Programme 10, Subprogramme 6, the outcomes are referred to as 'expected accomplishments'.

ITC's 2018-2019 development results targets were established during the 2017 UN planning process and split evenly across the two years of the biennium. They were based on certain budgetary assumptions and on projections of the future composition of the project portfolio, with the understanding that these factors may change over the course of the biennium. In the Operational Plan 2019, targets were adjusted upwards in view of the 2019 budget expectations and 2018 results delivery.

### *Corporate Outcomes*

In line with the 2030 Agenda and as established through long-term research, ITC's results framework (corporate theory of change) builds on international trade as a lever for inclusive and sustainable development. Firms connected to international markets, on the basis of their competitiveness, are more productive and create more employment, drive up wages and – because MSMEs account for the bulk of job creation – make growth more inclusive.

MSME international competitiveness is contingent on the decisions and actions of four types of actors: MSMEs, policymakers and regulators, trade and investment support institutions (TISIs), as well as international market partners such as buyers and investors. ITC seeks to influence these actors, so that they take decisions that increase the international competitiveness of MSMEs. To this end, ITC carries out interventions that expand awareness on factors that are conducive or obstructive to MSME competitiveness; ITC builds the actors' skills and knowledge to rectify problems and to take advantage of opportunities; enables them to formulate and gain consensus on action plans; and supports them in following through on these plans.

ITC's corporate outcome indicators aim to track changes at the level of improved international competitiveness of MSMEs (Outcome indicator C3 and C4), and at the level of changes in the actions of the key actors (Outcome indicators C1 and C2; B1 and A2). Given that an increased awareness of factors surrounding international trade competitiveness is important for a change in actions of all actors who are involved in, or influence international trade, one of the corporate indicators also tracks ITC's results at this level (A1).

Each ITC project establishes a logical framework (logframe) with results indicators that are customized to the requirements of the specific project partners. At the same time, each ITC project also follows the logic of the corporate theory of change and links to one or more of the corporate results indicators. These indicators are tracked quarterly and reported bi-annually.

## Highlights of 2019 outcome and output results

<p>Awareness</p>	<p>&gt;330,000</p>	<p>Active users of trade intelligence, over 40% of registered users of Global Public Goods are female</p>
<p>Knowledge, skills and capacity building</p>	<p>&gt;1,000 &gt;29,000 &gt;1,900 &gt;25,000</p>	<p>Trainings and workshops Participants in trainings and workshops, 43% women Advisory services provided SME Trade academy participants, of which 43% certified and 46% women; many pursue more than one course</p>
<p>Consensus, plans to act</p>	<p>&gt;130</p>	<p>Cases of trade-related policies, strategies or regulations introduced or changed in favor of MSME competitiveness, with business sector input</p>
<p>Actions</p>	<p>&gt;17,600 &gt;8,900 &gt;460</p>	<p>MSMEs improved competitiveness MSMEs transacted international business Improvements in institutional performance</p>

>89% Country-specific interventions in priority countries

44% Share of women-owned or operated MSMEs that improved competitiveness

>57% Interventions in LDCs

38% Share of women-owned or operated MSMEs that transacted business

Table 14 shows annual targets and end-year actuals for each of the outcome indicators and Table 15 below shows ITC's performance against the output targets. In both categories, actual delivery exceeded the plan for most indicators, which was facilitated by the availability of higher than planned XB resources in 2019, and increased monitoring efforts.

**Table 14: Corporate outcome indicators and progress for the period Jan - Dec 2019**

Tier 2: Development results		2019 target	2019 actuals	% achieved	
OUTCOMES		(a)	(b)	(c)	
Strengthened integration of the business sector into the global economy	(A1) Number of male and female beneficiaries reporting greater awareness of international trade as a result of ITC support	300,000	338,188	113%	↑
	(A2) Number of cases in which trade-related policies and/or strategies and/or regulations have been introduced or changed in favor of the international competitiveness of small and medium-sized enterprises, with business sector input, as a result of ITC support	80	137	171%	↑
Improved performance of institutions for the benefit of enterprises	(B1) Number of institutions reporting improved operational and managerial performance as a result of ITC support	400	463	116%	↑
Improved international competitiveness of enterprises*	(C1) Number of enterprises having made changes to their business operations for increased international competitiveness as a result of ITC support	15,000	17,636	118%	↑
	(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	7,500 50%	7,715 44%	Met in absolute terms, not met in %	↔
	(C3) Number of enterprises having transacted international business as a result of ITC support	5,000	8,926	179%	↑
	(C4) Percentile share of enterprises that are owned, operated, and controlled by women having transacted international business as a result of ITC support	2,500 50%	3,375 38%	Met in absolute terms, not met in %	↔

Source: ITC's New Project Portal, 2019 results updated as of April, 2020

\* The C2 and C4 indicators understate the degree of ITC's work to empower women. ITC works with women in sectors and countries where very few women own, operate or control an enterprise (e.g. the coffee sector in Eastern Africa or the cocoa sector in Western Africa). In such contexts, ITC uses a 'family approach' focussed on empowering women as a means towards greater influence and economic opportunity.

For indicator A1, the largest part of the measured result comes from the frequent users of ITC's Global Public Goods. Almost 42% of registered users of the GPGs in 2019 were women. Large contributions came from the SheTrades programme and Trade for Sustainable Development programmes, followed by the SME Competitiveness survey and outlook.

Among the policy, strategy and regulatory changes reported under the A2 indicator, in 2019, notable results were recorded for example in Sri Lanka, where ITC has supported the Government in implementing its five-year National Export Strategy that has identified six sectors and three trade functions for increased exports. Significant contributions also came from implementing Ukraine's export strategy, policy work in Afghanistan and in the CEFTA region.

For indicator B1, the number of institutions reporting improved operational and managerial performance, the largest contribution came from the globally present 'AIM for results' project, followed by an initiative focused on strengthening the operational management of 20 TISIs from the sub-Saharan Africa region. ITC's interventions enabled institutions to better manage operations and become more sustainable. Examples are improved customer relationship management (CRM) and strategic planning in Guinea, or the adoption of best practices in trade promotion in Kazakhstan.

At the level of improving competitiveness of MSMEs that made changes to their business operations, ITC's largest results were also recorded in the sub-Saharan Africa region. As an example, over 3,000 MSMEs, including youth entrepreneurs (over 740 women), in The Gambia and Guinea strengthened their skills through ITC's mentoring, coaching and business capacity building, and now have better prospects to compete in the market and/or support their companies trade internationally. The project beneficiaries, among which are a large majority of youth, migrants and returnees, have received a range of trainings that perfected their knowledge on subjects such as quality management systems, food safety, processing, logistics and warehousing.

In Latin America and the Caribbean, in particular in Colombia and Peru, ITC's beneficiary MSMEs made changes to their business operations through the assistance of ITC's Trade for Sustainable Development initiative, in order to achieve compliance to LBCS (Basic Guidelines for Sustainable Cocoa) criteria. In a similar initiative, beneficiary MSMEs became compliant to LBQS (Basic Guidelines for Sustainable Quinoa). ITC's Alliances for Action (A4A) initiative engaged with partners in the Caribbean, to build more inclusive value chains and improve market linkages of its beneficiaries in the coconut sector. Many public and private sector partners have joined the initiative to build a resilient and commercially driven coconut industry in the region. Among them are a range of regional and international traders and buyers operating in the coconut sector, such as: GraceKennedy Limited and Jamaica Producers Group in Jamaica, Precision Group and Demerara Distillers (Pepsi and El Dorado Rum) in Guyana, Grupo Rica-CCD, Fundación Tropicalia, Banelino, SoloCoco in Dominican Republic, Blue Waters Products in Trinidad, Fair Trade, Max Havelaar, Innocent Drinks, Coop Switzerland/Sunray, Sainsbury's, Waitrose, Winfresh.

Finally, concerning the indicator of MSMEs that reported having transacted international business, ITC again had the largest footprint in the sub-Saharan Africa. The Alliances for Action work in Ghana, connected beneficiaries in the coffee, cocoa, and associated crops' value chains to international markets, reaching a high number of beneficiaries through working with cooperatives as partners and recipients of capacity building efforts. Similarly, ITC's engagement through the SheTrades initiative in Commonwealth countries yielded significant results in business transactions. Approximately \$61 million in sales leads and deals with regional and international customers were facilitated through a combination of direct liaisons, as well as catalysed through ITC's digital platforms. ITC's initiative through the GTEX project helped, for example, an increase in competitiveness of Tajik SMEs in the textile sector: the beneficiary companies that employ over 2,000 workers (over 70% of which are female), reported an overall total export performance of \$ 6.7 million during 2019. Twelve companies signed 33 new export contracts, equal to \$ 4.4 million, attributed directly to the support provided by the project.

ITC's Annual Report 2019 provides a qualitative overview of achievements. Its case stories gives a more comprehensive picture of some of the results achieved, for different types of companies, in different contexts and regions. The quantitative corporate indicators are useful to add up results numbers across ITC. Still, a quantitative perspective offers only a limited possibility to describe the changes that were triggered through ITC's interventions.

### *Corporate outputs*

ITC's output categories and indicators follow the standardized UN output categories. An overview of 2019 output targets and results is provided in Table 15.

**Table 15: Corporate output indicators and progress for the period Jan - Dec 2019**

Tier 2: Development results OUTPUTS	Corporate outputs and indicators	2019 target	2019 actuals*	% achieved	
Servicing of intergovernmental and expert bodies	Substantive servicing of meetings: <sup>4</sup>				
	• Joint Advisory Group (annual)	2	2	100%	↔
	• Consultative Committee of the ITC Trust Fund (every six months)	2	2	100%	↔
	Parliamentary documentation:				
	• Annual report on the activities of ITC and annexes	1	1	100%	↔
	• Reports of the Joint Advisory Group	1	1	100%	
	• Reports of the Consultative Committee of the ITC Trust Fund	2	2	100%	
Other substantive activities	Publications produced or substantially updated:				
	• Magazine issues	4	4	100%	
	• Books	7	6	86%	↓
	• Technical Papers	26	23	88%	
	Newsletters produced	10	10	100%	↔
Technical materials, including web-based tools, produced or substantially updated	10	10	100%	↔	
Special events held :	3	3	100%		
	• World Export Development Forum				
	• SheTrades Global				
	• Forum on Trade for Sustainable Development				
Technical cooperation	Advisory services provided	1,500	1,968	131%	↑
	Training courses conducted	800	1,027	128%	↑
	Participants trained	25,000	29,442	118%	↑
	Workshop hours	2,900	3,183	110%	↑
	of which, female training participants	11,250 45%	12,640 43%	Met in total terms, not met in %	↔

\* Figures for 2019 results as collected by April, 2020.

ITC fully met the targets for the output groups: Substantive servicing of meetings, Parliamentary documentation, Special events held, Databases, Web-based tools and Newsletters category.

ITC overachieved in the areas of all the Technical cooperation outputs: number of training courses, number of workshop hours, and participants trained. ITC fell short of the target for the books and papers segments within the Publications category. Two sector value chain guidebooks were postponed, and one of these was replaced with a women-themed publication: Women Shaping Global Economic Governance. In the 'Technical papers' category, in addition to the 23 new publications, ITC produced 17 translations of its publications, in Spanish, Chinese, French and Portuguese.

<sup>4</sup> This indicator counts sessions of three hours as one meeting, as per UN planning requirements.

### 3.3 Window I contributions to ITC's 2019 corporate results

Window I funding is another form of “core” funding, as it supports the mandate of ITC as an organization. It is by nature fully aligned with ITC's programme of work and ITC's strategic framework. The funders either define their contribution at the level of ITC's mandate or soft-earmark to programmatic areas of work. This enables ITC to respond in the most flexible manner to changing beneficiary needs.

One of the advantages of Window I funding is its ability to produce multiplier effects, as its immediate outputs find their application across multiple ITC interventions. Furthermore, the Window I business development fund mobilizes and leverages additional XB funding (Window II). From 2013 to date, one dollar invested in W1 Business development fund leveraged on average \$47 of additional W2 ITC project funding (up from \$32 in 2018). New large projects leveraged and materialized in 2019 include ARISE Plus Myanmar, Sierra Leone: West Africa competitiveness programme, ARISE Plus Lao PDR, Pakistan: Growth for rural advancement and sustainable progress (GRASP), Central Asia: Support to intra-regional trade and Nepal: Trade related assistance.

Window I funding enables ITC to provide solutions for universal obstacles to international trade, across all six focus areas. The products and services that are developed, maintained or upgraded, contribute to outcome level results, be it through their application and customization in country and regional projects or as ‘global public goods’. Some of the most prominent results funded through Window I in 2019 are highlighted below.

- ITC achieves much of its intermediary outcome-level result for beneficiaries that increased awareness on international trade in 2019 (A1 indicator) through W1 core funding, complemented with earmarked resources: ITC's suite of Global Public Goods, the Non-Tariff Measures programme, the SME Competitiveness Survey and Outlook, the Sustainability Map, Trade for Sustainable Development Hubs, and the Supporting Trade Negotiations and Trade Facilitation projects. ITC's user base of Global Public Goods (GPGs) is continuously growing, boasting almost one million registered users. Over 40% of them are women.
- ITC launched its fifth flagship SME Competitiveness Outlook (SMECO), ‘Big Money for Small Business’, in June 2019. The report found that increasing annual investments in small and medium-sized enterprises would yield positive dividends in terms of progress towards the Sustainable Development Goals. Investments in MSMEs also have the potential to deliver healthy returns for investors. To boost such investments, this report found that stronger investment facilitators (actors which connect firms to investors) are key. The report emphasizes that bundling investments for small firms into large packages helps scale up financing; that disseminating information on small business credit performance improves risk assessments; and helping MSMEs to be investor-ready improves their commercial viability.
- ITC's beneficiaries have opportunities to access new knowledge and obtain new skills through a large suite of trainings. ITC's SME Trade Academy has grown exponentially, having registered almost 80,000 course enrollments in 2019 alone.
- The SheTrades initiative advanced its multi-year “Call for action”, having leveraged commitments by companies and institutions in more than 40 countries to connect a total of 1.6 million women to markets, aiming to connect 3 million women to markets by 2021.

ITC remains committed to providing maximum visibility to Window I funders in ITC's reports and events that are available to the public.

### 3.4 Tier 3: Efficiency and effectiveness

Tier 3 of the corporate scorecard measures organizational performance in areas that are important for effectiveness and efficiency. ITC achieved or outperformed most of the KPIs, with the notable exception of the % target of 16-day advance travel arrangements. While some of the reasons are out of ITC's control (e.g. late confirmation of meetings by partners), ITC has put in place measures that aim at improving this KPI in 2020.

**Table 16: Efficiency and effectiveness key performance indicators and progress for the period Jan - Dec 2019**

Tier 3: Efficiency and effectiveness			
General management		2019 Target	2019 Actuals
Budget	Regular budget (RB)	\$37 mn	\$37 mn
	Extrabudgetary budget (XB)	\$75 mn	\$92 mn
Oversight and compliance	Unqualified financial statements	Target: achieved	achieved
	Percentage of open audit recommendations closed by the Board of Auditors in 2019 ( <i>target: 7 out of 17</i> )	40%	not yet available*
Carbon footprint	Achieve a climate-neutral ITC	Target: achieved	achieved
Operational management	Advanced travel arrangements (16-day rule) compliance rate, in %	50%	39%
Results-based management and risk management			
Client satisfaction	Percentage of clients that rate ITC services positively	≥ 85%	93%
Focus on priority countries	Percentage of country-specific extrabudgetary expenditures dedicated to LDCs, LLDCs, SIDS, sub-Saharan Africa, SVEs, and post conflict states	≥ 80%	89%
Gender mainstreaming	Percentage of UN-SWAP 2.0 indicators met or exceeded <sup>5</sup>	≥ 71%	81%
Risk management	ITC annual report on risk management completed	1	1
Human resources management			
Staff engagement	Average overall rating provided in the annual staff satisfaction survey (out of 5)	≥ 3.3	3.3
Diversity	Percentage of women in professional and senior level positions	48%	47%
	More than 50% of staff members to have used their established minimum 5 days per year for professional development	50%	72%
Talent management	Average time to recruit fixed-term staff (in days)	110	92
	Average vacancy rate as percentage of all posts	5%	5%
Resource mobilization			
Fundraising	XB funds secured for the following year and beyond	\$150 mn	\$302 mn
	Total value of projects under development and in discussion with funders	\$150 mn	\$143 mn
Innovation			
Innovation	Number of innovation actions	15	15
Communications			
Outreach	Growth in ITC audience through participation in corporate events, info products, web sites, social media outreach (compared to baseline year =2017)	28%	25%
	# of registered accounts to ITC Market Analysis Tools	925,000	924,069

\*Number of closed audit recommendations to be confirmed by BoA. 47% expected.  
Source: ITC sections – KPI owners

<sup>5</sup> The UN-SWAP Reporting Framework was revised (now UN-SWAP 2.0). The number of indicators was increased from 15 to 17, and the requirements that need to be fulfilled, so that an indicator is rated as 'met', were increased.

## 4 Strategic milestones for 2019: technical assistance

Table 17: Status of strategic milestones for the period Jan - Dec 2019: technical assistance

Focus Area	Status as at 31.12.2019	Description of progress
<b>Providing trade and market intelligence</b>		
<b>Market Analysis Tools</b>		
Release of <b>The Global Trade Helpdesk</b> (GTH) portal.	In progress	<ul style="list-style-type: none"> <li>- The Beta version of the tool is available in three languages.</li> <li>- Additional information and features are being integrated in view of the Version 2.0 launch in 2020.</li> </ul>
Launch of <b>The African Trade Observatory</b> (TO) initiative that supports the monitoring of progress towards trade integration in Africa in the context of the African Continental Free Trade Area.	In progress	<ul style="list-style-type: none"> <li>- The development of the ATO Dashboard commenced. A first module will be available in July 2020. Further to an agreement with UNCTAD to utilize their ASYCUDA system, a data transfer mechanism to receive data from African customs authorities was initiated and will be completed in 2020. Data sharing agreements were made with the first of a number of pilot countries. An online Tariff Negotiation Tool was created with two releases made available. Further enhancements will be made in 2020.</li> </ul>
<b>Non-tariff measures</b>		
Provision of <b>country-level recommendations to reduce NTM-related trade cost</b> in at least three countries.	Completed	<ul style="list-style-type: none"> <li>- Recommendations provided and validated by stakeholders, for Viet Nam and Pakistan.</li> <li>- Recommendation provided for Niger.</li> </ul>
Piloting of a <b>new NTM capacity building offer</b> in at least 5 countries.	In progress	<ul style="list-style-type: none"> <li>- The new capacity building offer is available and tested in four out of five countries.</li> <li>- Workshops held in Rwanda, Ghana, Viet Nam and Niger.</li> <li>- In addition, two trainings of trainers have been completed which have resulted in a multiplier effect (over 200 people trained by certified trainers in 2019).</li> </ul>
<b>SME competitiveness</b>		
Launch the <b>SME Competitiveness Outlook 2019</b> focusing on supporting the SDG goals through leveraging finance and development for SMEs.	Completed	<ul style="list-style-type: none"> <li>- Launched on MSME day in June 2019</li> </ul>
Launch of sectoral Supplier Capacity Profiles to help connecting investors with SMEs.	Completed	<ul style="list-style-type: none"> <li>- "Invest in Ukraine" profile was launched in cooperation with the Ministry of Trade and UkraineInvest in October 2019 and advertised at WAIPA, in Poland.</li> <li>- "Invest in Kenya" was approved by KenInvest in September 2019 and is awaiting Ministerial approval.</li> </ul>



Focus Area	Status as at 31.12.2019	Description of progress
<b>SME Trade Academy</b>		
Creation of <b>three new Virtual learning spaces (VLS)</b> in the SME Trade academy with focus on: entrepreneurship and small business development (in Arabic language), SheTrades and T4SD.	Completed	- The three new Virtual learning spaces (VLS) are operational and new courses are added regularly.
Delivery of <b>over 200 public online course</b> sessions with growing the Academy's <b>user base by 20%</b> .	Completed	- A total of 236 public online course sessions delivered during 2019, with a stunning annual growth rate of 221% of the Academy course registrations.
<b>Conducive business environment</b>		
<b>Trade facilitation reforms</b>		
Support to <b>National trade facilitation committees in six countries</b> , to coordinate trade facilitation reforms and build collaboration platforms.	Completed	<ul style="list-style-type: none"> <li>- Burkina Faso: to develop project proposals to request technical assistance for the implementation of category C measures</li> <li>- Mali, Niger and Burkina Faso: to notify to the WTO their definitive implementation dates for category B measures and technical assistance requirements for category C</li> <li>- Tajikistan: to draft and submit over 20 decrees to the Government, define 2020 work program in collaboration with the private sector, to setup a monitoring and evaluation tools</li> <li>- Afghanistan: to build consensus on the governance structure of the trade facilitation portal</li> <li>- Jordan: to review and endorse a National Trade Facilitation Roadmap and review draft advance rulings</li> </ul>
Implementation of specific <b>trade facilitation reforms</b> in at least <b>eight countries</b> , in compliance with the WTO Trade Facilitation Agreement obligations and in alignment with the needs of the private sector.	Completed	<ul style="list-style-type: none"> <li>- Continued support to the implementation of 11 transparency reforms compliant with TFA requirements (i.e. portals, trade repositories) in Mali, Burkina Faso, Niger, Viet Nam, Afghanistan, Tajikistan, Kenya, Rwanda, Tanzania, Sri Lanka and Jordan</li> <li>- Support to the implementation of an advance ruling mechanism (Art. 3 of TFA) in Jordan: drafting new provisions of Jordan's Customs code</li> <li>- Support to the simplification of formalities in Sri Lanka consistent with Art. 10.1</li> <li>- Support to build consensus on the implementation of a simplified trade regime between Zambia and the Democratic Republic of the Congo</li> </ul>

Investment facilitation		
Identification and analysis of root causes for key barriers for foreign investors in <b>four African countries</b> and development <b>of action plans</b> for policy implementation to improve the investment climate with inputs from the private sector.	Completed	- Identification of obstacles faced by foreign investors related to investment facilitation, in Kenya, Mozambique and Zambia; analysis of root causes and recommendations on possible solutions and reforms. In Ethiopia, the fourth planned country, similar work was undertaken by the World Bank.
Development of investment facilitation guides and profiles in at least <b>three countries</b> .	Completed	- Sector-specific investment profiles (including investment facilitation steps) developed in Kenya and Zambia, and tax compliance guides for foreign investors in Ethiopia, Kenya, Mozambique and Zambia.
National quality strategy and regulatory frameworks		
Strengthening of testing and certification services of national standards and conformity assessment bodies in <b>five countries in Africa and Asia</b> , towards attaining international accreditation.	Completed	<ul style="list-style-type: none"> <li>- Draft National Quality Policy drafted and technically validated. 11 lots of equipment ordered for 6 testing laboratories of 4 institutions. 5 lots already delivered to three institutions</li> <li>- Burundi: training and documentation for system and product certification services completed</li> <li>- Afghanistan: four testing labs assessed and Food Safety control strategy and roadmap developed</li> <li>- Comoros: preliminary assessment of Quality and SPS infrastructure</li> <li>- Pakistan: assessment of Quality and SPS infrastructure for 2 provinces of Pakistan (Baluchistan and Sindh) completed.</li> <li>- CEFTA: 9 testing laboratories assessed for 6 CEFTA parties with recommendations for increase in accreditation scope and synergy</li> <li>- Iran: assessment of National Quality and SPS infrastructure conducted.</li> </ul>
Trade and investment development strategies		
Development of <b>24 national/sector</b> trade investment strategies/roadmaps.	Completed	<p>In addition to the 18 strategies reported at the end of June, the following were delivered:</p> <ul style="list-style-type: none"> <li>- Ukraine (1 National Strategic Framework)</li> <li>- Pakistan (7 Value Chain Roadmaps)</li> <li>- The Gambia (1 Function Roadmap + 1 Sector Strategy)</li> </ul> <p>Total for 2019: 27 strategy documents.</p>
Development of <b>a creative industry sector strategy</b> , leveraging the linkages between creative industries and other sectors in developing countries, such as tourism and ICTs.	Completed	<ul style="list-style-type: none"> <li>- Methodology for Creative Industries strategies drafted and ready to be piloted in Bhutan. In addition,</li> <li>- the e-strategies Methodology was updated;</li> <li>- a Methodology for Trade and Investment Roadmap was elaborated and piloted in Mongolia;</li> <li>- the Strategy Implementation Management tool was upgraded and rolled out in Myanmar;</li> <li>- the TradeStrategyMap database was updated and an analytical paper produced.</li> </ul>

Strengthening trade and investment support institutions		
Development and testing of a suite of 'plug and play' solutions for business and trade support institutions to support the rapid establishment of governance and organisational structure, strategic documents, performance frameworks, service design and customer management.	Completed	- ITCs contribution to the development of new Trade and Investment Promotion agencies in Bahrain and Panama, a new Business Council and new business support networks in Africa, provided opportunities for the acquired knowledge to be tested and informally deployed. More work is programmed in 2020 to advance ITC's portfolio of plug and play solutions.
Development and testing of a <b>new methodology</b> for mapping and building ecosystems in at least <b>two countries</b> .	Completed	- The ecosystem mapping in Bhutan took place in October. 41 institutions were mapped and 20 entrepreneurs shared their experiences in a focus group discussion. All institutions in the ecosystem validated the report and it was also shared with all relevant stakeholders (including government and other international organizations). Discussions and planning for mapping exercises in Zambia and Garissa County (Kenya) took place during December.
Launch of an updated <b>guide for Foreign Trade Representatives</b> and of an <b>online training</b> tool.	Completed	- New FTR guide fully updated in 2019 and available in 3 languages together with on-line e-learning module which will be upgraded in 2020.
Connecting to international value chains		
Value added to trade		
Development of a <b>pilot packaging services centre</b> in partnership with the private sector.	On hold	- The partner has withdrawn from the project and ITC is currently reviewing possibilities for collaboration with a new partner for this activity.
Launch of the <b>Quality for Trade online platform</b> , offering guidance on specific quality requirements related to 5 products – market combinations.	Completed	- All 5 products and the content research have been uploaded to the pilot version of the Quality Compass. The tool can be viewed here: <a href="http://un-consulting.ch/eac/compass">http://un-consulting.ch/eac/compass</a>
Alliances for Action		
Implementation of <b>Alliances for action</b> , bringing new <b>partnerships</b> and private sector investments in five countries.	Completed	- Inclusion of new ACP countries (Jamaica, Guyana, Dominican Republic, Barbados, Dominica, Saint Vincent and the Grenadines, Cameroon, Togo, the Democratic Republic of the Congo, Ethiopia, Ghana, Liberia, Sierra Leone, Zambia, Eswatini), as well as regional partnerships with CARDI (Caribbean), SPC (Pacific) and Accra (Africa). - Collaboration with SAFIN network to develop an investment prospectus for Jamaica, Dominican Republic, Uganda. Private sector investments happening in Ghana, Ethiopia, Jamaica, Dominican Republic, Guyana.

E-commerce		
Improving the capacities of MSMEs to prepare for and access international e-commerce opportunities by:	Completed	<ul style="list-style-type: none"> <li>- In Myanmar, a scoping mission was carried out in 2019, following which a number of activities are being organized in 2020, including a gap analysis of customs legislation related to E-Commerce, and capacity building on the role of intellectual property rights and consumer protection in E-Commerce.</li> <li>- In Sri Lanka, in 2019, ITC contributed to draft legislation on Consumer Protection, Data Protection &amp; Privacy, and Cybersecurity, and also provided advice on how to form a national position in international trade negotiations on E-Commerce. In 2020, ITC is due to provide targeted training and guidance materials on E-Commerce regulatory frameworks.</li> </ul>
<ul style="list-style-type: none"> <li>- conducting a survey of B2B e-commerce marketplaces around the world and their related access conditions and coverage</li> </ul>	Completed	<ul style="list-style-type: none"> <li>- The research in Africa resulted in a set of case studies how B2B e-commerce is used across the continent: these are being published individually on ecomConnect.org, our ecommerce networking portal, together with related interviews to be completed in Q2 2020.</li> </ul>
<ul style="list-style-type: none"> <li>- developing <b>two new online solutions</b> that will help MSMEs list their products online and price them correctly.</li> </ul>	Completed	<ul style="list-style-type: none"> <li>- Development of an online costing and pricing tool in its first edition.</li> <li>- It is available here for use: <a href="https://tools.ecomconnect.org/calculator/#/">https://tools.ecomconnect.org/calculator/#/</a></li> <li>- The promotion of the tool will be further worked on in 2020.</li> </ul>
Promoting and mainstreaming inclusive and green trade		
<b>Methodology</b> to mainstream combined gender, youth and environment perspectives in ITC's project design and implementation.	Completed	<ul style="list-style-type: none"> <li>- ITC Guide for project managers on "Mainstreaming sustainable and inclusive trade" developed and rolled out.</li> </ul>
SheTrades		
Operationalization of <b>new SheTrades chapters</b> in at least five countries.	In progress	<ul style="list-style-type: none"> <li>- Fund from the EIF is confirmed (level 2) for the launch and implementation of the SheTrades Rwanda chapter. The project document is still with the Government for validation and the Letter of Agreement is pending signature.</li> <li>- In Zambia, the host institution will be selected in Q3 2020. SheTrades is currently running a project in the country. The launch of the chapter was postponed to 2021 and is part of the project's exit strategy. In Senegal and Uganda SheTrades activities were carried out in selected sectors working together with NTF IV project beneficiaries.</li> </ul>
Development of an innovative <b>online tool, SheTrades Outlook</b> , to help stakeholders assess, monitor, and improve the institutional ecosystem's support to women's participation in international trade.	Completed	<ul style="list-style-type: none"> <li>- Data collection finalised in 25 countries and 60 best practices from across the Commonwealth countries were collected and included in Outlook. The beta version of the tool is ready. Hard launch planned for 2020.</li> </ul>

<p>Registration of an <b>additional 50,000 women owned businesses</b> on the SheTrades platform.</p>	<p>In progress</p>	<ul style="list-style-type: none"> <li>- The digital marketing strategy/campaign will be rolled out in 2020. All communications materials are ready.</li> <li>- A HQ based IT staff was hired to improve the platform. The registration process (which used to be lengthy and drive newcomers away from the tool) was simplified in February 2020.</li> <li>- The Spanish version of the platform was launched with delay (in April 2020), which will boost the number of registration/users in Latin American countries.</li> <li>- A new version of the mobile app will be ready in July 2020. Total number of users is 19,000.</li> </ul>
<p><b>Youth and trade</b></p>		
<p>Strengthening of <b>over 30 incubators</b> and technical and vocational education and training providers (TVET), individually or as part of innovation ecosystems.</p>	<p>Completed</p>	<ul style="list-style-type: none"> <li>- In The Gambia: Skye fund 1 (Skills for employment fund) allowed to work with 8 TVET and 1 entrepreneurship ecosystem mapping has been undertaken among 15 incubators.</li> <li>- In Afghanistan, 1 start-up association strengthened</li> <li>- 16 Impact Hubs managers across 16 countries participated in co-designing a virtual learning space for 350+ young social entrepreneurs.</li> <li>- A 2-day workshop on service portfolio management and improvement for 10 incubators was held in November 2019.</li> </ul> <p>In total, for 2019, 50 incubators, accelerators, tech hubs, TVETs were strengthened</p>
<p><b>Poor communities in trade</b></p>		
<p>Expansion of programme activities in <b>8 African and Asian countries</b> reaching over 1,400 microenterprises, to be connected to international markets.</p>	<p>Completed</p>	<ul style="list-style-type: none"> <li>- The programme continues to expand its activities to include Afghanistan, Burkina Faso, the Democratic Republic of the Congo, Eritrea, Iran, Côte d'Ivoire, Kenya, Mali, Tajikistan, Uzbekistan, and Uganda.</li> <li>- In 2019, over 1,800 microenterprises were connected to international markets and have transacted business. Besides, the programme has taken the stewardship of the United Nations Alliance for Sustainable Fashion an important body to consolidate sustainable efforts and to strengthen the value proposition of EFI supported social enterprises in the international markets.</li> </ul>
<p>Carrying out <b>living wage assessments in 8 project countries</b> to help production partners provide appropriate salaries to workers.</p>	<p>In progress</p>	<ul style="list-style-type: none"> <li>- The programme field officers continue to collect data from community groups to facilitate living wage for all micro-producers and artisans in the supply chains engaged by the Ethical Fashion Initiative. As wages are proportionate to productivity, the programme is also investing in training, technical assistance and equipment aimed at increasing productivity, reduce labour costs per unit and enables each worker/artisan/farmer to increase their prospects towards living wage.</li> </ul>

**Trade for sustainable development**

<p>Implementation of a <b>transparency tool</b> in the textile/apparel sector to reduce multiple audits and improve social and labour performance of over 1,000 manufacturing facilities worldwide.</p>	<p>Completed</p>	<ul style="list-style-type: none"> <li>- "Transparency and Traceability Tool" developed and officially launched on 15 May, 2019. T4SD supported kick-off events in India and in Turkey, as well as online events for facilities in El Salvador, Honduras, and Guatemala, to disseminate the Tool with project partner SLCP (Social and Labour Convergence Program). 833 garment facilities registered and utilizing the tool as of 31 December 2019.</li> </ul>
<p>Full <b>operationalization of T4SD Hubs in 6 countries.</b></p>	<p>Completed</p>	<ul style="list-style-type: none"> <li>- All 6 T4SD Hubs planned for 2019 are fully operational: Kenya, Ghana, Viet Nam, Peru, Lao PDR and Nepal. Training of Trainers and coaching programmes for SMEs delivered as planned for 2019.</li> <li>- Workplans established for project continuity in 2020 (finalization of business strategies, sustainability plans, second phase of SME coaching, new thematic areas to be introduced).</li> </ul>
<p>Application of a <b>resource efficiency</b> and <b>circular production methodology</b> to reduce environmental impacts and strengthen climate change mitigation, with SMEs from textiles &amp; clothing, tea and coffee sectors in nine countries.</p>	<p>In progress</p>	<ul style="list-style-type: none"> <li>- Coaching programme on resource efficiency and circular production (RECP) applied in Ghana (T4SD Hub project, e.g. agro-food sector) to be fully finalized in early 2020. GIZ-funded RECP project in Ethiopia in the textiles sector successfully finalized. The RECP methodology also kicked off under GTEX/MENATEX projects (knit wear, denim, technical wear etc.).</li> </ul>

**Supporting regional economic integration and South-South links**

<p>Facilitation of <b>over \$30 million in South-South investment and trade</b> flows between China, India and East African countries.</p>	<p>Completed</p>	<ul style="list-style-type: none"> <li>- Under PIGA, 2 investment deals realized in 2019 and begun operations (starting with 40 and 250 workers – those numbers should increase over time) and worth \$300k (first part of a \$2million investment) and approx. \$10 million, with 1 investment deal in the process of being realized in Zambia (agriculture project) which will employ 500 seasonal workers. In trade deals, twelve companies from Ethiopia, Kenya, Mozambique and Zambia, predominantly focused on agricultural products, have initiated more than 450 potential business deals worth \$55 million in trade value and already concluded 36 deals.</li> <li>- Under SITA, beneficiaries reported \$11 million in confirmed trade deals between East Africa and India as well as East Africa and third markets, and were negotiating \$4.75 million worth of new production-focused technology with suppliers from India and third-countries. An estimated total of 53 million USD in new pipeline deals are under negotiation.</li> </ul>
--	------------------	--

<p><b>Reduction of obstacles</b> to foster regional trade in:</p> <ul style="list-style-type: none"> <li>- EAC (focus on Non-Tariff measures)</li> </ul>	<p>In progress</p>	<ul style="list-style-type: none"> <li>- By the end of 2019, implementation of the NTM in Tanzania has been completed. Over 600 Tanzanian companies have been interviewed on NTM related hurdles they face. As this is the second time a NTM survey has been implemented in Tanzania – it is possible to compare how company perceptions have changed over time and whether or not they have managed to overcome old hurdles. In addition, the NTM business survey also interviewed 35 Business Associations in Tanzania to get their insights.</li> <li>- A summary report highlighting key results has been drafted and shared with stakeholders. ITC is currently in consultation with the Tanzanian authorities on the report findings.</li> </ul>
<ul style="list-style-type: none"> <li>·Reduction of obstacles to foster regional trade in: Eastern Partnership countries (Azerbaijan, Armenia, Belarus, Georgia, Moldavia, Ukraine) - focus on value chains and regulatory and procedural trade impediments)</li> </ul>	<p>In progress</p>	<ul style="list-style-type: none"> <li>- In 2019, the Eastern Partnerships project further contributed to enhanced competitiveness and trade of SMEs from the six Eastern Partnership countries by providing support to target sector SMEs, as well as relevant BSOs.</li> <li>- ITC also initiated the design of a methodology to conduct surveys of obstacles to the trade of goods and services in the Eastern Partnership countries.</li> </ul>
<ul style="list-style-type: none"> <li>· Reduction of obstacles to foster regional trade in: <ul style="list-style-type: none"> <li>- ECOWAS (focus on regional Trade obstacles alert mechanism – TOAM)</li> </ul> </li> </ul>	<p>In progress</p>	<ul style="list-style-type: none"> <li>- In 2019, 10 new obstacles were reported and 7 obstacles were resolved. The TOAM has been set up in the 8 WAEMU countries and initiated in 7 additional West African Countries (all ECOWAS). The implementation of the TOAM in the remaining ECOWAS countries is pending validation of ECOWAS Secretariat.</li> </ul>
<ul style="list-style-type: none"> <li>· Reduction of obstacles to foster regional trade in: <ul style="list-style-type: none"> <li>- COMESA (focus on cross-border trade)</li> </ul> </li> </ul>	<p>In progress</p>	<ul style="list-style-type: none"> <li>- Implementation of core activities leading to the reduction of obstacles to trade experienced by small-scale traders. Training curriculum aimed at inducing awareness for small-scale traders, border officials and relevant stakeholders has been completed.</li> </ul>

## 5 Partnering for sustainable development

Partnerships were at the heart of ITC's 2019 interventions. This reflected the increasing awareness of the need to collaborate with other development actors to achieve sustainable results in complex and dynamic development settings. It was also reflected in the findings of the 2019 Annual Evaluation Synthesis Report, with one of the recommendations that "ITC management of project planning and implementation should consider the achievement of synergies as a mandatory feature for its interventions, at design, implementation and reporting stages. This implies putting emphasis on strong partnerships and supportive networks coordinating their activities and leveraging their capabilities in a policy coherent fashion"<sup>6</sup>. ITC is acting within an ecosystem as an actor that not only provides trade-related technical assistance, but also influences its partners and their environment by developing effective synergies with them.

In this light, ITC continued to strengthen its relations with member states and other partners, while putting special emphasis on increasing its country presence, including through strengthening its network of reliable implementing partners.

ITC expanded its innovative global trade intelligence portal, [The Global Trade Helpdesk](#), implemented in partnership with UNCTAD, WTO and other global institutions. The portal is unique as it integrates trade and business information on a "one-stop-shop" principle, building on existing ITC, UNCTAD and WTO services as well as partner organizations, including FAO, IADB, AFDB, WCO, and WB, among others.

In 2019, ITC engaged with AfCFTA countries to implement the African Trade Observatory. The ATO will be the source of real-time African trade and market information – spanning countries, products and markets – all in one place. During the year, the project and its activities were presented to the more than 100 policymakers, high-level officials and relevant stakeholders in national workshops, while 13 pilot countries have participated in a technical workshop.

As part of ITC's Alliances for Action initiative, ITC initiated or strengthened partnerships with the Pacific Community (SPC) in particular Fiji, Vanuatu and Papua New Guinea, the countries participating in the ACP project. ITC partnered with CARDI, CARIBEXPORT and the Coconut Industry Board in the Caribbean Region, targeting in particular the coconut sector of Jamaica, the Dominican Republic and Barbados. In the coffee sector, ITC partnered with Fairtrade Africa in Ethiopia and Ghana, and with the Caribbean Network of Fair Trade Producers (CLAC) for the Latin America and the Caribbean region. Furthermore, ITC partnered with Agence des Cafés Robusta d'Afrique et de Madagascar (ACRAM), in particular for Liberia, the Democratic Republic of the Congo, Togo, Ghana and Cameroon. With the Smallholder and Agri-SME Finance and Investment Network (SAFIN), ITC partnered for the development of the Investment prospectus for the Dominican Republic, Jamaica and Uganda.

ITC's SheTrades initiative continued working with its core partners, including those from the private sector, such as eBay, Maersk, UPS, Barclays Bank and GroFin, on strengthening capacities of women-owned businesses and working towards connecting 3 million women to market, and towards the seven commitments from the SheTrades call for action.

ITC's Trade for Sustainable Development initiative has partnered with the Social & Labor Convergence Program (SLCP) to advance the adoption of the Converged Assessment Framework to reduce audit duplications in selected sectors. The initiative could unlock resources worth over \$1 million spent on duplicative audits in 2019 alone, rising to \$200 million by 2023, for re-deployment to improve working conditions in garment manufacturing facilities worldwide.

---

<sup>6</sup> See ITC's 2019 Annual Evaluation Synthesis Report, page 6:

[http://www.intracen.org/uploadedFiles/intracenorg/Content/About\\_ITC/Working\\_with\\_ITC/JAG/Redesign/2019%20AESR%20Final.pdf](http://www.intracen.org/uploadedFiles/intracenorg/Content/About_ITC/Working_with_ITC/JAG/Redesign/2019%20AESR%20Final.pdf)



ITC's partnership with the Norwegian Refugee Council and the Upwork and Freelancer job platforms enabled refugees from the Kakuma camp and people from local host communities to learn new skills and access new markets for jobs that can be performed remotely. Learning to perform services such as data entry, transcription, web research and advertisement design enabled the beneficiaries to access job opportunities far beyond Kakuma.

## 6 Managing for results

### 6.1 Strengthening corporate results management

Corporate efficiency/effectiveness area	Status as at 31.12.2019	Description of progress
<ul style="list-style-type: none"> <li>· Create a <b>new model</b> to facilitate impact-level reporting by linking ITC's project and programme indicators to SDG targets.</li> </ul>	Completed	Mapping of ITC's entire project portfolio to the SDGs targets reassessed and internal guidelines published, and training provided to harmonize approaches at the project level. The result was the increase in the number of SDG targets in ITC projects to 35, and the addition of SDG 13: Climate action, to ITC's SDG contribution model.
<ul style="list-style-type: none"> <li>· Expand the number of its projects covered by the International Aid Transparency Initiative (<b>IATI</b>), aiming at publishing data for all projects with annual budget above \$500,000 (approx. 80% of total XB-budget) by the end of the year.</li> </ul>	Completed	Mid-year 2019 IATI information for over 80% of XB budget published.
<ul style="list-style-type: none"> <li>· Participate in UN Secretariat's introduction of <b>Umoja 2</b> and engage in training and development of new modules on strategy, planning and budgeting, costing, implementing partner management, and resource mobilization.</li> </ul>	Completed	ITC representatives from finance and strategy sections have participated in the Secretariat's workshops for the new Strategy module and performance dashboard within Umoja Extension 2. The new features are expected to go live in 2020.
<ul style="list-style-type: none"> <li>· Strengthen <b>results delivery monitoring</b> with particular focus on large projects.</li> </ul>	Completed	Improvements to its project reporting system made, adding a single development results narrative to substantiate quantitative reporting. In addition, several large projects have received training on the DCED standard and have started piloting the monitoring practices as per the DCED requirements.
<ul style="list-style-type: none"> <li>· Streamlining <b>internal administrative procedures</b>.</li> </ul>	Completed	A number of actions implemented under the "One ITC" initiative that strengthened internal administrative procedures. Staff trainings provided for all staff to apply the procedures correctly and efficiently in areas such as procurement, finance, result-based management, project design, recruitment and others.

## 6.2 Deepening evaluation processes

Corporate efficiency/effectiveness area	Status 31.12.2019	Description of progress
Evaluation: ITC's participation and performance in the UN Delivery as One System	Completed	Report and management response completed.
Evaluation: Trade Facilitation Programme	Completed	Report and management response completed.
Review of the Performance Monitoring Systems in New Large Projects	Completed	Report completed.
Evaluation: TISI Institutional Strengthening	Completed	Report and management response completed.
Evaluation: Youth Empowerment Project (YEP) in The Gambia (midterm)	Completed	Report completed.
2019 Annual Evaluation Synthesis Report	Completed	Report completed and presentation at JAG completed.

## 6.3 Bolstering human resources management

Corporate efficiency/effectiveness area	Status 31.12.2019	Description of progress
· Launch the new <b>mandatory training</b> on harassment, sexual harassment and abuse of authority in order to reinforce ITC's zero tolerance policy.	Completed	Completed in H1.
· Attain gender targets, as part of ITC's Gender Parity Strategy 2020, with a target of 48.5% for 2019.	In progress	In progress, gender target at end of 2019 stood at 47%.
· Develop a <b>People Strategy</b> to provide a vision on ITC's inclusive approach to its workforce and support the organisation in successfully implementing its corporate goals.	In progress	In progress.
· Continue roll out of the <b>initiatives under the Talent Development Framework</b> (developed in 2018), providing staff with opportunities in career development and overall personal and professional effectiveness.	In progress	The "Career Counselling Conversations" programme is an initiative of ITC's Talent Development Framework that aims to support employees in their career development. It includes a series of 3-6 one-on-one workshops in which the employees explore issues through discussions and specific exercises, which will help increase their understanding and develop greater self-awareness, and help them take stock of their intrinsic skills, aptitudes and capabilities vis-à-vis their desired career direction. In 2019, 33 such sessions were attended by ITC employees.
· Complete <b>ITC skills database</b> , mapping ITC expertise, identifying skills gaps and facilitating workforce planning.	Completed	Completed in H1.

## 6.4 Sparking innovation

Corporate efficiency/effectiveness area	Status 31.12.2019	Description of progress
<ul style="list-style-type: none"> <li>Develop a set of <b>methodologies</b> on design thinking and facilitation techniques and make it available to ITC staff to apply in their projects.</li> </ul>	In progress	The methodologies have been developed in the format of a guidebook. In 2020, the guide will undergo final revisions and aligned with training content on innovation before being made available to staff.
<ul style="list-style-type: none"> <li>Launch a <b>series of inspirational talks</b>, where ITC will host selected experts to lead discussions on innovation topics with ITC staff.</li> </ul>	Completed	The podcast, titled Trade Forward, has been successfully launched in December. From the role of trade in climate change action to the implementation of new technologies in farming, Trade Forward explores innovation at the intersection of trade and development. Featuring entrepreneurs, researchers, practitioners and other experts, this podcast focuses on the untold stories of trade driving transformations across the world. The podcast is available on ITC's website and on any podcast app for Android, Apple, Spotify and Google. The Podcast pilot consist of 12 episodes that will run through 2020.
<ul style="list-style-type: none"> <li>Develop and collect <b>innovation-related knowledge</b> and share the innovation intelligence through a dedicated segment '<b>Innovation 101</b>', as an integral part of the Innovation Lab's newsletter.</li> </ul>	Completed	The quarterly innovation Newsflash provides innovation-related information on the local innovation ecosystem. The Innovation 101 segment has been launched in the Q3 Newsflash under the title INNOVATION DIGEST. In Q3 and Q4, it provided insights on the innovation methodology of Human Centred Design.

## 6.5 Operationalizing risk management

Corporate efficiency/effectiveness area	Status 31.12.2019	Description of progress
<ul style="list-style-type: none"> <li>Run an <b>annual risk assessment session</b> and at least two risk workshops and briefings for ITC staff and project managers in particular;</li> </ul>	Completed	Corporate risk assessments undertaken October - December 2019, with three rounds of discussions at the senior management level. Workshops on risk management implemented for project staff, and for all ITC staff.
<ul style="list-style-type: none"> <li>Publish risk policies on security, safety and fraud risks, detailing procedures, tools and techniques to be used to manage those risks at ITC;</li> </ul>	Completed	Updated risk framework published at the end of 2019.
<ul style="list-style-type: none"> <li>Perform <b>risk briefings</b> on implementing partners, fraud and safety for ITC staff;</li> </ul>	Completed	Risk briefings done, in particular for TISI representatives on risk appetite, for ITC staff during RBM and bundle training sessions, and for ITC country teams.
<ul style="list-style-type: none"> <li>Prepare the <b>2019 risk report</b>.</li> </ul>	Completed	Prepared and to be presented in the Annual report 2019 and the CCITF report.

## 6.6 Engaging in the global conversation

Corporate efficiency/effectiveness area	Status 31.12.2019	Description of progress
· Implement the events programme and launches of key ITC's publications	Completed	The CE section organized 25 events, and launched 23 Publications at 15 events.
· Contribute to events organized by ITC's parent organizations and members	Completed	4 Parent organization events: UNCTAD E-commerce Week, Aid for Trade Global Review, World Cotton Day, Public Forum and 10 member states events
· Produce advocacy materials and info materials for broad audience	Completed	In 2019, videos were viewed 370,997 times across ITC social media -- Facebook, LinkedIn, Twitter, YouTube and Instagram -- surpassing the set target (279,385 views) by 33%. Videos varied in purpose, including bringing visibility to beneficiaries, strengthening funder relations, explaining report findings, promoting our publications and recapping events.
· Grow social media platforms followership to contribute to awareness-raising on international trade and development	Completed	Followers of ITC corporate accounts on three social media platforms (Facebook, LinkedIn and Twitter) increased by an average of 23.9%, in 2019 (excludes "unofficial" accounts). Followers on ITC Instagram Business profile more than doubled (from 2,546 to 5,462). Across all platforms, the average engagement rate was between 1-2 percentage points above the benchmark rate.

## 7 Risk management in 2019

At ITC, risks are identified, assessed, mitigated, monitored and communicated within a Risk management framework (RMF). This framework consists of the structures, processes and governance arrangements that enable ITC's effective risk management and strengthening its accountability.

In 2019, ITC advanced its risk practices through staff capacity building and development of IT infrastructure to support uniform risk management practices at the project and section levels, and embedding it into its planning, monitoring and reporting processes. At the end of 2019, ITC issued an updated RMF: Risk management policy, Risk appetite statement, and Guidance on risk impact rating and risk register, through an Executive Director's bulletin. ITC's work on implementation and continuous improvement of the RMF was done in three main areas: knowledge sharing and communication, risk assessments and mitigating actions.

### Knowledge sharing and communication

Throughout the year, ITC deployed specific risk management trainings, including training on project risk management for project staff, risk briefings for country teams and a general risk training for HQ staff.

ITC actively shared risk information about implementation of the risk framework and about its risk profile with staff, partners and funders. It was particularly important to share ITC's risk appetite with stakeholders, to raise awareness about the types of risk that ITC is willing to take, as well as those for which there is zero appetite, such as fraud risk and all types of harassment. The risk appetite approach was also shared and discussed with ITC's Trade and Investment Support Institutions (TISI) Advisory board; and a risk presentation was organized for the members of the CCITF.

### Risk assessments and examples of mitigating actions

ITC has aligned its risk practices with the "Three lines of defense" model. ITC's Senior Management Committee conducted a top-down risk assessment at the end of 2018, focusing on efficiency and effectiveness of ITC's operations. The review resulted in a set of corrective and preventive actions to be taken, documented as an ITC action plan. During 2019, ITC's management implemented actions to strengthen both the first and second line of risk defense. The actions addressed the areas identified as critical for ITC's operational efficiency and have been intended to strengthen internal controls and eliminate many of the potential risk causes.

As an example, one of the action points - need to strengthen the efficiency and effectiveness of internal procedures – was addressed through updating and formalizing working instructions and providing corporate trainings for all staff involved in core processes – finance, procurement, project management, among others.

In another initiative, ITC streamlined its project design process in order to increase the speed of response to the requests for technical assistance from the field and to ensure optimal quality and strategic fit of its interventions.

ITC performed an analysis of all documented ITC project risks and grouped them into categories related to the corporate risk themes, such as fraud, implementing partner engagement, beneficiary capacity, IT risks, safety and security risks. The major risks emerging from the 2019 project risk assessments were related to implementing partners' capacity and engagement, the political environment and safety and security.

At the corporate level, the highest risks were identified as related to operational efficiency in changing project environments, mirroring risks mentioned at the project level, followed by the risks related to substantiating impact-level results and IT security risks.

In response, during 2019, ITC started collecting data on various aspects of beneficiary and partner engagements, such as financial, in-kind contributions and cost-sharing, that substantiate the commitment and active involvement of partners and beneficiaries.

ITC faced an increasing demand for substantiation of impact-level results, and the risk originating from a lack of consensus on criteria necessary for this analysis or the level of resources to be used. ITC is focused on ensuring sustainability of its results in the post-project period. In 2019, ITC's Independent Evaluation Unit developed a methodology to review project impacts some three years after project completion, which will be piloted in 2020. On the basis of the lessons learnt, the methodology will be refined. Finally, ITC is paying special attention to reinforcing its IT infrastructure, investing in continuous maintenance and upgrading of its IT systems, for the benefit of increased security and data protection, especially in view of increasingly frequent cyber threats, malware attacks and possible incidents. The solid infrastructure has also helped with adjusting quickly to the needs arising from the COVID-19 closedown.

In Q4 2019, as in Q4 2018, ITC's projects and programmes presented their risk status and mitigation actions and plans to the Deputy Executive Director in dedicated risk discussion meetings. These meetings provided valuable inputs for the corporate risk discussions, where middle management and the Senior Management Committee reassessed ITC's corporate risks in three sessions.

The further advancement and streamlining of risk management practices was also included. Throughout 2019, risk was a recurrent topic at Senior Management Committee meetings in relation to all types of decisions. To facilitate the ongoing risk monitoring for the entire project portfolio, monthly financial and project monitoring reports were introduced, and the scope of the quarterly reviews was expanded to include elements of risk management.

## 8 ITC's Independent Evaluation Unit

Evaluations are a key instrument for accountability and to support organizational learning and knowledge development. They inform ITC's decision-making in policy, programme and project management with the purpose of improving performance and enhancing ITC's contributions towards achieving the United Nations Sustainable Development Goals (SDGs).

The Independent Evaluation Unit (IEU) is the custodian of ITC's evaluation function. As part of its 2019 work programme, the IEU completed the following independent evaluations:

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

All final reports of these evaluations are publicly available in the evaluation section on ITC's website. The table provides brief summaries.

The IEU furthermore provided review and advisory services to senior management and project managers, primarily on self-evaluations, funder-led evaluations and Project Completion Reports. As part of the ITC-wide bundle training, the IEU prepared and conducted training sessions on evaluation for ITC staff.

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

As every year, the IEU also distilled critical findings, learning points from evaluations and Project Completion Reports (PCRs) into an Annual Evaluation Synthesis Report (AESR), which in 2019 focused on the theme of complexity. The synthesis report found that, since the complexity of ITC interventions is increasing, awareness and management of complexity becomes a priority to ensure long-term results and sustainability. The higher the complexity, the greater the degree of flexibility or innovative adaptability that may be needed. Building synergies rooted in effective partnerships and coordination can reduce the challenges related to complex interventions. The AESR 2019, with recommendations to senior management, was presented at ITC's annual Joint Advisory Group (JAG) meeting, and is also available in the evaluation section on the ITC website.



Figure 8: IEU evaluations in 2019 at a glance

#### Evaluation of the ITC Participation and Performance in the UN Delivering as One System

In 2006, the report of the United Nations Secretary General's (UNSG's) *High-level Panel on System-wide Coherence* included recommendations aimed at strengthening the work of the UN-system in partnership with host governments. The panel recommended that the UN-system should "Deliver as One" (DaO) at the country level, with one leader, one programme, one budget and, where appropriate, one office.

The evaluation examined ITC's efforts to engage in DaO and its participation in the United Nations Development Assistance Framework (UNDAF) in selected countries. Main findings included that ITC's engagement in DaO was not systematic and that its limited participation partly undermined its visibility in countries. The report contained a number of recommendations to enhance ITC's engagement at the system-wide level.

#### Evaluation of the ITC Programme 'Strengthening Trade and Investment Support Institutions'

Institutions that support businesses to grow, innovate and improve their competitiveness are important multipliers for ITC's interventions, expanding their reach and scale, and developing strong local partners for long-term results. The ITC Programme 'Strengthening Trade and Investment Support Institutions' aims to improve the managerial and operational performance of these institutions so they can better assist MSMEs internationalize.

The evaluation found that the programme is achieving strong overall results in institutional strengthening and confirmed that these have positive effects that benefit ITC activities at large. The programme has gathered a wealth of insights into institutional practices and has developed a large toolbox of different trainings and services. This highly specialized expertise in institutional strengthening gives ITC a distinctive positioning. However, there are differences in effectiveness depending on a number of factors such as the commitment and absorption capacity of institutions. The evaluation made a number of recommendations, some of a strategic nature aimed to strengthen programme results through adjustments in its service offering, and others of a managerial nature.

#### Evaluation of the ITC Trade Facilitation Programme

The ITC Trade Facilitation Programme was created following the 2013 WTO Agreement on Trade Facilitation (TFA), which created obligations for members, such as improving the efficiency of cross-border procedures and strengthening regulatory coordination. The programme has provided technical assistance to help countries ratify and apply the TFA. Its main activities and focus have evolved over time: from broad-based awareness raising about the WTO Agreement to in-depth country support relating to specific needs.

The evaluation found that the programme is delivering good, timely and relevant work, driven by a committed and resourceful team, whose work and close client relationship is much appreciated by partners, funders and beneficiaries. By doing so, the programme has successfully established ITC as one of the key organizations offering support to implement the WTO Agreement. But with the programme's success and evolution also came growth that needs to be well-steered, managed and coordinated within ITC. The recommendations of the evaluation were geared towards these needs.

#### Midterm Evaluation of the Youth Empowerment Project in The Gambia

The Youth Empowerment Project (YEP) was designed to tackle the root causes of irregular migration through increased job opportunities and income prospects for youth. YEP focuses on vocational training and support for micro and small-sized enterprises, and creates jobs in selected sectors through value addition and market linkages.

The mid-term evaluation found the project to be performing well and that its stakeholders are satisfied with the support received. The sector roadmap-based value chain approach also proved to be promising. The project has been relevant for The Gambia in addressing one of the country's significant development challenges. However, the support for youth empowerment in The Gambia would need to continue beyond 2021 under the government's leadership so that the efforts piloted under the YEP approach can be mainstreamed. The evaluation made a number of recommendations addressed to the government of The Gambia, YEP, ITC and the EU Delegation.

## **Annex I – List of projects per Focus area<sup>7</sup>, country and region**

---

<sup>7</sup> ITC's Focus areas with their respective full titles are listed in Table 8 of this document. For simplicity reasons they are quoted only with their numbers in this Annex.  
Note: Projects with no initial OP budget are not listed in the OP 2019 Appendix I (W1 BDF resources allocated, new signed agreements, etc.)

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 2019 (\$'000)	Delivery 2019 (\$'000)	% Delivered 2019	
Afghanistan	■	■	Afghanistan: Ethical Lifestyle Initiative for the Economic Reintegration of Returnees and Internally displaced people (B439)					■			European Union ITF Window 1 China	3,046	3,389	111%	
			Afghanistan: Trade-related assistance (A764)		■	■		■							
			Trade Promotion between China and other Developing Countries along the Belt and Road Initiative (B568)	■						■					
Albania			Support to Facilitation of Trade between CEFTA Parties (B444)		■				■		European Union	51	39	77%	
Antigua and Barbuda		■	Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)				■				European Union ITF Window 1 (BDF) United Kingdom of Great Britain and Northern Ireland	-	47	0%	
			CARIFORUM: UK Trade Partnerships Programme (B900)	■			■								
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■											
Argentina			China-Latin America e-Business Partnership (B848)			■	■		■		ITF Window 1 (BDF)	-	9	0%	
Armenia		■	Eastern Partnership: Ready to Trade - an EU4Business initiative (B252)				■		■		European Union	340	409	120%	
Azerbaijan		■	Eastern Partnership: Ready to Trade - an EU4Business initiative (B252)				■		■		European Union	340	409	120%	
Bahamas		■	Trade Intelligence: UK Trade Partnerships Programme (B906)	■							United Kingdom of Great Britain and Northern Ireland	-	3	0%	
Bahrain		■	Building "Export Bahrain" (B815)			■					Labor Fund Bahrain (Tamkeen)	-	420	0%	
Bangladesh	■	■	Non-tariff measures programme (W1) (B626)	■							ITF Window 1 United Kingdom of Great Britain and Northern Ireland China	1,088	1,461	134%	
			SheTrades Commonwealth Programme (B578)					■							
			Trade Promotion between China and other Developing Countries along the Belt and Road Initiative (B568)	■						■					
Barbados		■	Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)				■				European Union ITF Window 1 (BDF) United Kingdom of Great Britain and Northern Ireland	-	33	0%	
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■											
Belarus			Eastern Partnership: Ready to Trade - an EU4Business initiative (B252)				■		■		European Union	340	409	120%	
Belize		■	Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)				■				European Union ITF Window 1 (BDF) United Kingdom of Great Britain and Northern Ireland	-	33	0%	
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■											
Benin	■	■	ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■		European Union ITF Window 1 France	95	138	146%	
			Fashion Show World Cotton Day (B894)				■								

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 2019 (\$'000)	Delivery 2019 (\$'000)	% Delivered 2019
			Fast Tracking Digital Entrepreneurship in Africa - Phase 1 (B898)				■							
			Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés (B587)			■								
Bhutan	■	■	Bhutan Trade Support (B382)		■		■				European Union China	1,105	1,960	177%
			Trade Promotion between China and other Developing Countries along the Belt and Road Initiative (B568)	■					■					
Bosnia and Herzegovina		■	Support to Facilitation of Trade between CEFTA Parties (B444)		■				■		European Union	51	39	77%
Brazil			China-Latin America e-Business Partnership (B848)			■	■		■		ITF Window 1 (BDF)	-	9	0%
Burkina Faso	■	■	Burkina Faso et Mali: Création d'emplois équitables et développement durable de microentreprises dans les chaînes de valeur liées au secteur du « lifestyle » (B276)					■			European Union ITF Window 1 Japan France	1,884	2,023	107%
			ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■					
			Fashion Show World Cotton Day (B894)				■							
			Non-tariff measures programme (W1) (B626)	■										
			Poor Communities and Trade Programme (A874)					■						
			Poor Communities and Trade Programme (B649)					■						
			Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés (B587)			■								
			Trade Facilitation (B628)		■									
Burundi	■	■	Burundi: Market Access Upgrade Programme - MARKUP (B718)			■	■		■		European Union	1,343	1,962	146%
			EU-EAC Market Access Upgrade Programme - MARKUP (B383)		■		■		■					
Cabo Verde		■	ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■		European Union	61	57	93%
Cambodia	■	■	Poor Communities and Trade Programme (A874)					■			Japan China	6	24	430%
			Trade Promotion between China and other Developing Countries along the Belt and Road Initiative (B568)	■					■					
Cameroon		■	Cameroon: UK Trade Partnerships Programme (B899)	■			■				United Kingdom of Great Britain and Northern Ireland France	34	178	526%
			Programme Management: UK Trade Partnerships Programme (B908)	■			■							
			Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés (B587)			■								
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■										

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 2019 (\$'000)	Delivery 2019 (\$'000)	% Delivered 2019
Central African Republic	■	■	Central African Republic: Projet de relèvement socio-économique (B867)		■		■	■			ITF Window 1 (BDF)	-	25	0%
Chad	■	■	Fashion Show World Cotton Day (B894)				■				ITF Window 1 France	34	58	170%
			Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés (B587)			■								
Chile			China-Latin America e-Business Partnership (B848)			■	■		■		ITF Window 1 (BDF)	-	9	0%
China			China-Latin America e-Business Partnership (B848)			■	■		■		ITF Window 1 (BDF) European Union	-	178	0%
			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■						
Colombia		■	Colombia PUEDE: Peace and unity through productive development and commercialization (B599)	■			■	■			European Union ITF Window 1 (BDF) ITF Window 1	988	1,045	106%
			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	-	182	0%
			Programme Management: UK Trade Partnerships Programme (B908)	■			■							
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■										
Costa Rica			Central America: Linking women business enterprises (WBEs) with the global gifts and home decoration market (A314)			■	■	■			European Union	114	133	117%
Côte d'Ivoire		■	Côte D'Ivoire: UK Trade Partnerships Programme (B902)	■			■				United Kingdom of Great Britain and Northern Ireland European Union ITF Window 1	520	663	127%
			Culture project: Identity Building and Sharing Business Initiative (B542)					■						
			ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■		France Korea ITF Window 1 (BDF)			
			Fast Tracking Digital Entrepreneurship in Africa - Phase 1 (B898)				■							
			Non-tariff measures programme (W1) (B626)	■										
			Poor Communities and Trade Programme (B649)					■						
			Programme Management: UK Trade Partnerships Programme (B908)	■			■							
			Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés (B587)			■								
			SheTrades West Africa (B610)					■						
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■										
Cuba		■	Cuba: Fortaleciendo capacidades de inserción internacional (B830)	■		■	■	■			ITF Window 1 (BDF)	-	28	0%

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 2019 (\$'000)	Delivery 2019 (\$'000)	% Delivered 2019
Curacao		■	Curaçao: National Export Strategy and Implementation Management (B896)		■						Curaçao	-	50	0%
Democratic Republic of the Congo (the)	■	■	COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)	■	■	■					COMESA ITF Window 1	107	98	92%
			Poor Communities and Trade Programme (B649)					■						
Djibouti	■	■	Djibouti: Projet de développement et de promotion du tourisme (A993)			■	■				Enhanced integrated Framework	36	14	40%
Dominica	■	■	Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)				■				European Union ITF Window 1 (BDF) United Kingdom of Great Britain and Northern Ireland	-	47	0%
			CARIFORUM: UK Trade Partnerships Programme (B900)	■			■							
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■										
Dominican Republic	■	■	Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)				■				European Union ITF Window 1 (BDF) United Kingdom of Great Britain and Northern Ireland	-	69	0%
			CARIFORUM: UK Trade Partnerships Programme (B900)	■			■							
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■										
Egypt			Egypt: Establishing a specialized export promotion department within Export Development Bank of Egypt (AfTIAS) (B606)			■					International Islamic Trade Finance Corporation Switzerland Sweden	928	442	48%
			Egypt: Improving the international competitiveness of the textile and clothing sector (GTEX/MENATEX) (B673)				■							
			Egypt: SheTrades (AfTIAS) (B821)			■	■	■						
			Global: Networking and knowledge management for the textile and clothing sector (GTEX) (B451)				■							
			MENATEX Regional: Regional component of the Textiles and Clothing Programme for the MENA region (B696)				■							
El Salvador		■	Central America: Linking women business enterprises (WBEs) with the global gifts and home decoration market (A314)			■	■	■			European Union	114	133	117%
Ethiopia	■	■	COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)	■	■	■					COMESA ITF Window 1 (BDF) ITF Window 1 United Kingdom of Great Britain and Northern Ireland Japan	1,368	1,806	132%
			Ethiopia: Consultation and Needs Assessment (B909)	■	■	■	■	■						
			Fast Tracking Digital Entrepreneurship in Africa - Phase 1 (B898)				■							
			Partnership for Investment and Growth in Africa (Main Phase) (B340)			■				■				
			Poor Communities and Trade Programme (A874)							■				

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 2019 (\$'000)	Delivery 2019 (\$'000)	% Delivered 2019
			Poor Communities and Trade Programme (B649)					■						
			SheTrades Coffee (B637)					■						
			Supporting Indian trade and investment for Africa (SITA) (A854)						■					
Fiji		■	Pacific: UK Trade Partnerships Programme (B905)	■			■				United Kingdom of Great Britain and Northern Ireland	-	191	0%
			Programme Management: UK Trade Partnerships Programme (B908)	■			■							
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■										
Gabon		■	Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés (B587)			■					France	34	37	110%
Georgia			Eastern Partnership: Ready to Trade - an EU4Business initiative (B252)				■		■		European Union	340	409	120%
Ghana		■	ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■		European Union Max Havelaar Foundation Chocolats Halba/ Coop Genossenschaft United Kingdom of Great Britain and Northern Ireland ITF Window 1 France ITF Window 1 (BDF)	1,828	2,661	146%
			Ghana: Developing cocoa and associated crops through the Sankofa Project empowered by Alliances for Action (B766)			■	■	■						
			Ghana: UK Trade Partnerships Programme (B903)	■			■							
			Innovative MSME and Value Chain development through Alliances in cocoa, coffee and associated crops sectors in Ghana and Ethiopia (B794)			■	■	■						
			Non-tariff measures programme (W1) (B626)	■										
			Programme Management: UK Trade Partnerships Programme (B908)	■			■							
			Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés (B587)			■								
			SheTrades Commonwealth Programme (B578)					■						
			Trade for Sustainable Development (T4SD) - Hubs (B694)					■						
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■										
			Trade Training Hub (TTH) (B736)			■								
Grenada		■	Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)				■				European Union ITF Window 1 (BDF) United Kingdom of Great Britain and Northern Ireland Marketing and National Import Board of Grenada	83	73	88%
			CARIFORUM: UK Trade Partnerships Programme (B900)	■			■							
			Grenada: supporting the fresh fruit and vegetables food safety management systems (B710)		■	■	■							
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■										
Guatemala		■	Central America: Linking women business enterprises (WBEs) with the global gifts and home decoration market (A314)			■	■	■			European Union United States	736	739	100%

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 2019 (\$'000)	Delivery 2019 (\$'000)	% Delivered 2019
			Guatemala: Strengthening the business skills and employability of informal entrepreneurs at the Ciudad Pedro de Alvarado Border (B615)			■		■						
Guinea	■	■	ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■		European Union Netherlands (the)	3,912	3,727	95%
			Guinée: Programme d'appui à l'integration socio-economique des jeunes (INTEGRA) (B463)			■	■	■			France Korea ITF Window 1 (BDF)			
			Mano River: Value Chain Development for Cocoa (NTF IV) (B586)			■	■	■						
			NTF IV Programme Management (B584)				■	■						
			Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés (B587)			■								
			SheTrades West Africa (B610)					■						
Guinea-Bissau	■	■	ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■		European Union	61	57	93%
Guyana		■	Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)				■				European Union ITF Window 1 (BDF)	-	37	0%
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■							United Kingdom of Great Britain and Northern Ireland			
Haiti	■	■	Poor Communities and Trade Programme (A874)					■			Japan	6	-	0%
Honduras			Central America: Linking women business enterprises (WBEs) with the global gifts and home decoration market (A314)			■	■	■			European Union	114	133	117%
India			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■			European Union United Kingdom of Great Britain and Northern Ireland	296	573	194%
			Supporting Indian trade and investment for Africa (SITA) (A854)						■					
Indonesia			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■			European Union	-	28	0%
Iran (Islamic Republic of)			Culture project: Identity Building and Sharing Business Initiative (B542)					■			European Union ITF Window 1	1,814	1,246	69%
			Iran: Trade-Related Technical Assistance (B782)		■	■		■						
			Poor Communities and Trade Programme (B649)					■						
Jamaica		■	Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)				■				European Union ITF Window 1 (BDF)	-	130	0%
			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			
			CARIFORUM: UK Trade Partnerships Programme (B900)	■			■							



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 2019 (\$'000)	Delivery 2019 (\$'000)	% Delivered 2019
			Programme Management: UK Trade Partnerships Programme (B908)	■			■							
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■										
Jordan		■	Jordan: Improving the international competitiveness of the textile and clothing sector (MENATEX) (B811)				■				Sweden Germany	817	596	73%
			Jordan: Trade for Employment Project: "Improving Business Environment for SMEs Through Trade Facilitation" (B639)	■	■	■								
			MENATEX Regional: Regional component of the Textiles and Clothing Programme for the MENA region (B696)				■							
Kazakhstan		■	Central Asian Trade Intelligence Portal (CATI) (B784)	■			■				UNDP	-	44	0%
Kenya		■	COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)	■	■	■					COMESA European Union ITF Window 1 United Kingdom of Great Britain and Northern Ireland Norwegian Refugee Council	3,745	5,167	138%
			Culture project: Identity Building and Sharing Business Initiative (B542)					■						
			EU-EAC Market Access Upgrade Programme - MARKUP (B383)		■		■		■					
			Partnership for Investment and Growth in Africa (Main Phase) (B340)			■			■		Japan France			
			Poor Communities and Trade Programme (A874)					■						
			Poor Communities and Trade Programme (B649)					■						
			Refugee Employment and Skills Initiative (RESI): Linking Refugees in Kenya to Market Opportunities (Components 1 & 2) (B571)					■						
			Refugee Employment and Skills Initiative: Building Solutions for Somali Refugees in a Fragile Protracted Displacement Scenario (RESI Dadaab II) (B864)					■						
			Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés (B587)			■								
			RESI High Skills (B839)					■						
			SheTrades Commonwealth Programme (B578)					■						
			Supporting Indian trade and investment for Africa (SITA) (A854)						■					
			Trade for Sustainable Development (T4SD) - Hubs (B694)					■						
Kyrgyzstan		■	Central Asian Trade Intelligence Portal (CATI) (B784)	■			■				UNDP Switzerland China	416	557	134%
			Global: Networking and knowledge management for the textile and clothing sector (GTEX) (B451)				■							
			Kyrgyzstan: Improving the international competitiveness of the textile and clothing sector (GTEX) (B676)			■	■							

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 2019 (\$'000)	Delivery 2019 (\$'000)	% Delivered 2019
			Trade Promotion between China and other Developing Countries along the Belt and Road Initiative (B568)	■					■					
Lao People's Democratic Republic	■	■	Lao PDR: ASEAN Regional Integration Support (Laos-ARISE Plus) (B505)		■		■		■		European Union ITF Window 1 China	573	701	122%
			Systematic Mechanism for Safer Trade (SYMST) (B695)	■		■		■	■					
			Trade for Sustainable Development (T4SD) - Hubs (B694)					■						
			Trade Promotion between China and other Developing Countries along the Belt and Road Initiative (B568)	■					■					
Lebanon		■	Lebanon: Creating Sustainable Jobs and Stable Income (B870)				■	■			Japan International Islamic Trade Finance Corporation	-	130	0%
			Lebanon: Export Competitiveness of SMEs in the IT and Nuts sectors (AftIAS) (B607)			■	■							
Lesotho	■	■	Lesotho: National Trade Policy Implementation Programme and formulation of National Export Strategy Roadmap (B808)		■	■	■				Enhanced integrated Framework	-	122	0%
Liberia	■	■	ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■		European Union Enhanced integrated Framework Netherlands (the) Korea ITF Window 1 (BDF)	315	467	148%
			Liberia: Developing the tourism sector with a focus on surfing and destinations (B555)				■							
			Mano River: Value Chain Development for Cocoa (NTF IV) (B586)			■	■	■						
			NTF IV Programme Management (B584)				■	■						
			SheTrades West Africa (B610)					■						
Libya		■	Libya: Trade Academy (B409)			■		■			France	516	459	89%
Madagascar	■	■	Madagascar: UK Trade Partnerships Programme (B904)	■			■				United Kingdom of Great Britain and Northern Ireland	-	202	0%
			Programme Management: UK Trade Partnerships Programme (B908)	■			■							
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■										
Malawi	■	■	COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)	■	■	■					COMESA France	95	96	101%
			Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés (B587)			■								
Malaysia			Malaysia Trade-Related Assistance (Arise + Malaysia) (B872)		■			■	■		ITF Window 1 (BDF)	-	7	0%
Mali	■	■	Burkina Faso et Mali: Création d'emplois équitables et développement durable de microentreprises dans les chaînes de valeur liées au secteur du « lifestyle » (B276)					■			European Union ITF Window 1 Japan	1,711	1,825	107%

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 2019 (\$'000)	Delivery 2019 (\$'000)	% Delivered 2019
			Culture project: Identity Building and Sharing Business Initiative (B542)					■			Enhanced integrated Framework France			
			ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■					
			Fashion Show World Cotton Day (B894)				■							
			Fast Tracking Digital Entrepreneurship in Africa - Phase 1 (B898)				■							
			Non-tariff measures programme (W1) (B626)	■										
			Poor Communities and Trade Programme (A874)					■						
			Poor Communities and Trade Programme (B649)					■						
			Promotion of Malian arabic gum in the US and European markets (B771)			■	■							
			Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés (B587)			■								
			Trade Facilitation (B628)		■									
Mauritius		■	Trade Intelligence: UK Trade Partnerships Programme (B906)	■							United Kingdom of Great Britain and Northern Ireland	-	3	0%
Montenegro			Support to Facilitation of Trade between CEFTA Parties (B444)		■				■		European Union	51	39	77%
Morocco			Global: Networking and knowledge management for the textile and clothing sector (GTEX) (B451)				■				Switzerland Sweden	691	624	90%
			MENATEX Regional: Regional component of the Textiles and Clothing Programme for the MENA region (B696)				■							
			Morocco: Improving the international competitiveness of the textile and clothing sector (GTEX/MENATEX) (B674)				■							
Mozambique	■	■	Partnership for Investment and Growth in Africa (Main Phase) (B340)			■				■	United Kingdom of Great Britain and Northern Ireland	700	923	132%
Myanmar	■	■	Myanmar Trade and Investment Project (TIP) (B494)	■	■	■					United Kingdom of Great Britain and Northern Ireland Standards and Trade Development Facility Netherlands (the) European Union ITF Window 1 Switzerland China	2,694	3,718	138%
			Myanmar: Improving food safety and compliance with SPS measures to increase export revenues in the oilseeds value chain (A648)				■							
			Myanmar: Inclusive tourism development with focus on Kayah state (consolidation) & Tanintharyi (extension) (NTF IV) (B386)				■							
			Myanmar: Trade-Related Technical Assistance (ARISE+ Myanmar) (B567)						■					
			Myanmar: Upgrading horticulture supply and sustainable tourism to develop business linkages (B566)				■							
			NTF IV Programme Management (B584)				■	■						

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 2019 (\$'000)	Delivery 2019 (\$'000)	% Delivered 2019
			Trade Promotion between China and other Developing Countries along the Belt and Road Initiative (B568)	■					■					
Nepal	■	■	Non-tariff measures programme (W1) (B626)	■							ITF Window 1 Japan China	180	192	106%
			Poor Communities and Trade Programme (A874)					■						
			Poor Communities and Trade Programme (B649)					■						
			Trade for Sustainable Development (T4SD) - Hubs (B694)					■						
			Trade Promotion between China and other Developing Countries along the Belt and Road Initiative (B568)	■					■					
Nicaragua			Central America: Linking women business enterprises (WBEs) with the global gifts and home decoration market (A314)			■	■	■			European Union	114	133	117%
Niger	■	■	ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■		European Union ITF Window 1 France	525	558	106%
			Fashion Show World Cotton Day (B894)				■							
			Non-tariff measures programme (W1) (B626)	■										
			Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés (B587)			■								
			Trade Facilitation (B628)		■									
Nigeria		■	ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■		European Union France	1,160	1,507	130%
			Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés (B587)			■					United Kingdom of Great Britain and Northern Ireland			
			SheTrades Commonwealth Programme (B578)					■						
North Macedonia		■	Support to Facilitation of Trade between CEFTA Parties (B444)		■				■		European Union	64	49	77%
Pakistan		■	NTM Survey Pakistan (B742)	■							European Union World Bank ITF Window 1 (BDF)	169	1,911	1130 %
			Pakistan: Growth for rural advancement and sustainable progress (GRASP) (B466)		■		■	■						
Panama			Central America: Linking women business enterprises (WBEs) with the global gifts and home decoration market (A314)			■	■	■			European Union ITF Window 1 (BDF)	142	175	123%
			China-Latin America e-Business Partnership (B848)			■	■		■					
Papua New Guinea		■	PNG: UK Trade Partnerships Programme (B967)	■			■				United Kingdom of Great Britain and Northern Ireland	-	67	0%
			Programme Management: UK Trade Partnerships Programme (B908)	■			■							
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■										

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 2019 (\$'000)	Delivery 2019 (\$'000)	% Delivered 2019
Peru			Trade for Sustainable Development (T4SD) - Hubs (B694)					■			ITF Window 1	137	134	98%
Qatar			Qatar: Bar code initiative for SME trade development (B743)				■				Qatar Development Bank	252	232	92%
			Qatar: Foundations for B2B E-Commerce (B687)		■		■							
Republic of Moldova (the)		■	Eastern Partnership: Ready to Trade - an EU4Business initiative (B252)				■		■		European Union	391	448	115%
			Support to Facilitation of Trade between CEFTA Parties (B444)		■				■					
Rwanda	■	■	EU-EAC Market Access Upgrade Programme - MARKUP (B383)		■		■		■		European Union ITF Window 1 Germany United Kingdom of Great Britain and Northern Ireland	1,570	3,014	192%
			Fast Tracking Digital Entrepreneurship in Africa - Phase 1 (B898)				■							
			Rwanda: Enabling the future of e-commerce (B330)				■							
			SheTrades Coffee (B637)					■						
			Supporting Indian trade and investment for Africa (SITA) (A854)							■				
Saint Kitts and Nevis		■	CARIFORUM: UK Trade Partnerships Programme (B900)	■			■				United Kingdom of Great Britain and Northern Ireland	-	18	0%
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■										
Saint Lucia		■	Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)				■				European Union ITF Window 1 (BDF) United Kingdom of Great Britain and Northern Ireland Saint Lucia Trade Export Promotion Agency (TEPA) ITF Window 1	-	109	0%
			Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)				■							
			CARIFORUM: UK Trade Partnerships Programme (B900)	■			■							
			St. Lucia: Strengthening the institutional infrastructure for export promotion (A332)	■	■	■	■							
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■										
Saint Vincent and the Grenadines		■	Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)				■				European Union ITF Window 1 (BDF) United Kingdom of Great Britain and Northern Ireland	-	47	0%
			CARIFORUM: UK Trade Partnerships Programme (B900)	■			■							
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■										
Saudi Arabia			Saudi Arabia: Development of dates sector in Medina region (AftIAS) (B605)				■			International Islamic Trade Finance Corporation	172	154	89%	
Senegal	■	■	ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■	European Union Netherlands (the)	559	633	113%	

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 2019 (\$'000)	Delivery 2019 (\$'000)	% Delivered 2019
			NTF IV Programme Management (B584)				■	■			France			
			Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés (B587)			■					ITF Window 1 (BDF)			
			Senegal: Export development of IT and IT-enabled services (NTF IV) (B390)				■	■						
			Sénégal: Programme de Compétitivité de l'Afrique de l'Ouest (PCAO) (B461)			■	■	■						
Serbia			Support to Facilitation of Trade between CEFTA Parties (B444)		■					■	European Union	51	39	77%
Seychelles		■	Trade Intelligence: UK Trade Partnerships Programme (B906)	■							United Kingdom of Great Britain and Northern Ireland	-	3	0%
Sierra Leone	■	■	ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■			■	European Union UNIDO Netherlands (the)	458	572	125%
			Mano River: Value Chain Development for Cocoa (NTF IV) (B586)			■	■	■			France Korea			
			NTF IV Programme Management (B584)				■	■			ITF Window 1 (BDF)			
			Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés (B587)			■								
			SheTrades West Africa (B610)					■						
			Sierra Leone: West Africa Competitiveness Programme (B457)		■	■	■			■				
Somalia	■	■	Refugee Employment and Skills Initiative: Building Solutions for Somali Refugees in a Fragile Protracted Displacement Scenario (RESI Dadaab II) (B864)							■	Japan	-	98	0%
South Africa		■	Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés (B587)			■					France	27	30	110%
South Sudan	■	■	South Sudan: Jobs Creation and Trade Development (B910)	■	■	■	■	■			ITF Window 1 (BDF)	-	15	0%
Sri Lanka		■	Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■			European Union Standards and Trade Development Facility	1,149	2,487	216%
			Feasibility study for value addition in the fruit and vegetable sector of Sri Lanka (B531)			■	■				Germany China			
			Sri Lanka: Trade related assistance (A306)		■		■							
			Trade Promotion between China and other Developing Countries along the Belt and Road Initiative (B568)	■						■				
State of Palestine		■	Palestine: Linking refugees and young population in Gaza to market opportunities (B682)			■		■			Japan FAO	155	314	203%
			State of Palestine: Enhance Employment of Refugees and Young Population in Gaza (B868)			■	■	■						
			State of Palestine: Reform and Development of Markets, Value Chains and Producers' Organizations (B580)	■			■	■						

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 2019 (\$'000)	Delivery 2019 (\$'000)	% Delivered 2019	
Sudan	■	■	Sudan: WTO Accession (B683)		■						Japan	209	536	256%	
			Supporting Sudan's WTO Membership Negotiations and Related Trade Policy Reforms (B895)		■										
Suriname		■	Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)				■				European Union ITF Window 1 (BDF) United Kingdom of Great Britain and Northern Ireland	-	33	0%	
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■											
Syrian Arab Republic		■	Promoting Labour Market Integration of Syrians under Temporary Protection and Host Communities in Turkey (B655)				■	■			IOM Japan	232	270	116%	
			Syria: Enabling through digital channels (B681)				■	■							
Tajikistan		■	Central Asian Trade Intelligence Portal (CATI) (B784)	■			■				UNDP European Union ITF Window 1 Switzerland Standards and Trade Development Facility China	1,155	1,154	100%	
			Culture project: Identity Building and Sharing Business Initiative (B542)					■							
			Global: Networking and knowledge management for the textile and clothing sector (GTEX) (B451)				■								
			Poor Communities and Trade Programme (B649)					■							
			Tajikistan: Enabling market access for agricultural products through improved food safety system (STDF) (B312)			■	■	■							
			Tajikistan: Improving the international competitiveness of the textile and clothing sector (GTEX) (B675)			■	■	■	■						
Thailand			Systematic Mechanism for Safer Trade (SYMST) (B695)	■		■		■	■		European Union ITF Window 1 (BDF)	7	21	309%	
			Thailand Trade-Related Assistance (Arise + Thailand) (B873)		■				■	■					
The Gambia	■	■	ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■		European Union France Enhanced integrated Framework ITF Window 1 UN Peace building Fund United Nations Capital Development Fund (UNCDF)	4,155	4,469	108%	
			Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés (B587)			■									
			SheTrades Gambia (B751)						■						
			The Gambia: Jobs, Skills and Finance (JSF) for Women and Youth (B664)		■	■		■							
			The Gambia: PBF, Strengthening Sustainable and Holistic Reintegration of Returnees (B786)					■	■						
Togo	■	■	ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■		European Union	163	153	93%	

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 2019 (\$'000)	Delivery 2019 (\$'000)	% Delivered 2019	
Trinidad and Tobago		■	Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)				■				European Union ITF Window 1 (BDF) United Kingdom of Great Britain and Northern Ireland	-	33	0%	
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■											
Tunisia			Global: Networking and knowledge management for the textile and clothing sector (GTEX) (B451)				■				Switzerland Sweden	760	536	71%	
			MENATEX Regional: Regional component of the Textiles and Clothing Programme for the MENA region (B696)				■								
			Tunisia: Improving the international competitiveness of the textile and clothing sector (GTEX/MENATEX) (B672)				■								
Turkey			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■			European Union IOM	43	136	317%	
			Promoting Labour Market Integration of Syrians under Temporary Protection and Host Communities in Turkey (B655)				■	■							
Uganda	■	■	Culture project: Identity Building and Sharing Business Initiative (B542)					■			European Union ITF Window 1	2,139	2,764	129%	
			EU-EAC Market Access Upgrade Programme - MARKUP (B383)		■		■		■		Netherlands (the) France United Kingdom of Great Britain and Northern Ireland				
			NTF IV Programme Management (B584)				■	■			Netherlands (the) Enhanced integrated Framework ITF Window 1 (BDF)				
			Poor Communities and Trade Programme (B649)					■							
			Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés (B587)				■								
			Supporting Indian trade and investment for Africa (SITA) (A854)							■					
			Uganda: Export development of IT and IT-enabled services (NTF IV) (B387)						■	■					
			Uganda: Handicraft and Souvenir Development Project (HSDP) (B764)				■	■	■						
Uganda: Promoting inclusive cross-border trade of agricultural products for enhanced livelihoods (B822)						■	■								
Ukraine			Eastern Partnership: Ready to Trade - an EU4Business initiative (B252)				■		■		European Union Germany Sweden ITF Window 1	1,144	1,243	109%	
			Ukraine National Export Strategy (B614)		■										
			Ukraine: Linking SMEs in the fruit and vegetables industry to global and domestic value chains (A303)		■		■								
United Republic of Tanzania (the)	■	■	COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)	■	■	■					COMESA European Union ITF Window 1 France United Kingdom of Great Britain	1,233	2,413	196%	
			EU-EAC Market Access Upgrade Programme - MARKUP (B383)		■		■		■						



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 2019 (\$'000)	Delivery 2019 (\$'000)	% Delivered 2019
			Fast Tracking Digital Entrepreneurship in Africa - Phase 1 (B898)				■				and Northern Ireland One UN Fund			
			Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés (B587)			■								
			Supporting Indian trade and investment for Africa (SITA) (A854)						■					
			Tanzania: Kigoma Joint Programme under UNDAF II (B727)				■	■						
Uzbekistan		■	Central Asian Trade Intelligence Portal (CATI) (B784)	■			■				UNDP European Union ITF Window 1	369	370	100%
			Culture project: Identity Building and Sharing Business Initiative (B542)					■						
			Poor Communities and Trade Programme (B649)					■						
Vanuatu	■	■	Poor Communities and Trade Programme (B649)					■			ITF Window 1	30	26	85%
Viet Nam			Non-tariff measures programme (W1) (B626)	■							European Union ITF Window 1 ITF Window 1 (BDF)	828	632	76%
			Systematic Mechanism for Safer Trade (SYMST) (B695)	■		■		■	■					
			Trade Facilitation (B628)		■									
			Trade for Sustainable Development (T4SD) - Hubs (B694)					■						
			Vietnam: Trade Policy and Promotion Project (B888)		■									
Zambia	■	■	COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)	■	■	■					COMESA ITF Window 1 United Kingdom of Great Britain and Northern Ireland France Enhanced integrated Framework ITF Window 1 (BDF)	804	1,222	152%
			Fast Tracking Digital Entrepreneurship in Africa - Phase 1 (B898)				■							
			Non-tariff measures programme (W1) (B626)	■										
			Partnership for Investment and Growth in Africa (Main Phase) (B340)			■			■					
			Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés (B587)			■								
			SheTrades Zambia (B785)					■						
			Zambia: Empowering the Zambia Credit Guarantee Scheme to Improve SME Access to Finance (B763)				■							
Zimbabwe		■	COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)	■	■	■					COMESA United Kingdom of Great Britain and Northern Ireland France	88	371	421%
			Programme Management: UK Trade Partnerships Programme (B908)	■			■							
			Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés (B587)			■								
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■										
			Zimbabwe: UK Trade Partnerships Programme (B907)	■			■							

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 2019 (\$'000)	Delivery 2019 (\$'000)	% Delivered 2019
Africa			ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)				■		■		European Union ITF Window 1	709	1,143	161%
			SheTrades: Empowering Women in the African Continental Free Trade Area (AfCFTA) (B832)					■			Germany ITF Window 1 (BDF)			
			Implementation of the African Trade Observatory within the AUC (B353)	■										
			One Country, One Product, One Chef, One Plate: Connecting consumers and farmers (B926)				■							
			ITC's contribution to the AfCFTA (B942)						■					
Asia and the Pacific			ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)				■		■		European Union ITF Window 1 ITF Window 1 (BDF)	709	79	11%
			One Country, One Product, One Chef, One Plate: Connecting consumers and farmers (B926)				■							
Latin America and the Caribbean			ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)				■		■		European Union ITF Window 1 ITF Window 1 (BDF)	731	82	11%
			One Country, One Product, One Chef, One Plate: Connecting consumers and farmers (B926)				■							
Global			Benchmarking Platform Update (B891)							■	ITF Window 1	15,780	16,161	102%
			Business Development Fund (BDF 2019) (B835)							■	ITF Window 1 (BDF)			
			Business survey study to identify the information needs' of EU services exporters (B734)	■							European Union			
			CRM (B852)							■	ITF Window 1			
			DCP Partnership and Coordination (B650)							■	ITF Window 1			
			DEI Coordination and Innovation Fund (B647)							■	ITF Window 1			
			DHL: Providing logistics advisory services in TRTA projects (B931)		■						DHL			
			DMD Partnership & Coordination (B620)							■	ITF Window 1			
			DMD/TMI Core Staff (B849)	■							ITF Window 1			
			DPS Improving operational efficiency (B838)							■	ITF Window 1			
			Economic Partnership Agreements (EPAs) worldwide and rules of origin (B725)	■							National Graduate Institute for Policy Studies (GRIPS)			
			E-learning - Global Public Good (B892)							■	ITF Window 1			
			E-Learning (B648)	■							ITF Window 1			
		E-solutions (B636)				■				ITF Window 1				

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 2019 (\$'000)	Delivery 2019 (\$'000)	% Delivered 2019	
Global (continued)			Export Potential Map (A341)	■							ILO				
			Export strategy design and management (B630)		■						ITF Window 1				
			Fellowship: Mo Ibrahim Foundation (B203)								■	Mo Ibrahim Foundation			
			Global Trade Helpdesk (B572)	■								Switzerland Qatar Development Bank			
			Global: Support for Innovative Methods and Tools (understanding NTMs and accessing e-Commerce) (B678)	■			■					United States			
			I 4 IMPACT (AIM): Improving institutional performance for SME internationalization (B633)			■						ITF Window 1			
			Improving transparency in trade through market analysis tools as a global public good (B336)	■								European Union Revolving Fund MAR ITF Window 1			
			Improving transparency in trade through embedded market analysis tools (B352)	■								Islamic Centre for Development of Trade Korea TradeMalta			
			Information Technology Services & Support (B625)								■	ITF Window 1			
			Innovation Lab (B788)								■	ITF Window 1			
			Market Price Information (B627)	■								ITF Window 1			
			MLS-SCM Revolving Fund (B189)				■					Revolving Fund MLS-SCM			
			New ITC website (B824)								■	ITF Window 1			
			NY Office (B624)								■	ITF Window 1			
			OED Cabinet (B623)								■	ITF Window 1			
			Quality and SPS standards (B427)		■							ITF Window 1			
			RBM (B622)								■	ITF Window 1			
			SEC Revolving Fund (B190)				■					Revolving Fund EC African Export Import Bank			
			Secondee from Republic of Korea (B600)	■								Korea			
			SheTrades (B641)						■			ITF Window 1			
		SheTrades and UPS partnership (B750)						■			UPS foundation				
		SheTrades Connect (Japan) (B516)						■			Japan				
		SheTrades Coordination (B642)						■			ITF Window 1				

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 2019 (\$'000)	Delivery 2019 (\$'000)	% Delivered 2019	
Global (continued)			SheTrades: International workshop agreement on the definition of Women Owned Businesses (B562)					■			Sweden				
			SheTrades: using data to address constraints to extra-EU trade (B582)	■				■			European Union				
			SME Competitiveness Survey and Outlook (B631)	■		■					ITF Window 1				
			South-South - ITC participation at BAPA+40, methodology and resource mobilization (B836)							■	ITF Window 1				
			Support Trade Negotiations (B629)		■						ITF Window 1				
			TIS Revolving Fund / E-learning (B155)	■								Revolving Fund TS			
			Trade for Sustainable Development (T4SD) - Database (B645)						■			ITF Window 1			
			Trade for Sustainable Development (T4SD) (B036)						■			United States Sustainable Agriculture Initiative (SAI Platform) European Union Germany Switzerland Europe-Africa-Caribbean-Pacific Liaison Committee (COLEACP) Finance in Motion GmbH UNCTAD			
			Trade in services (B026)		■						■	China			
			Trade in services (B632)		■							ITF Window 1			
			TS Revolving Fund (B205)				■					Revolving Fund TS			
			Value Added to Trade (B635)					■				ITF Window 1			
			Vulnerable Migration & Forced Displacement Framework (B842)						■			ITF Window 1			
			World Export Development Forum (WEDF) 2019 - Ethiopia (B927)								■	ITF Window 1			
			Youth & Trade: Entrepreneurship and Employability (B840)						■			ITF Window 1			
			Associate expert - Office for Asia and the Pacific (B880)								■	China Scholarship Council	944	1,491	158%
			Associate expert - Office for Asia and the Pacific (B773)								■	China Scholarship Council			
			Associate expert - Trade facilitation and policy for business (B393)		■							Finland			
			Associate expert - Enterprise and institutions (B412)			■	■	■				Germany			
			Associate expert - Trade facilitation and policy for business (B699)		■							Germany			
		Associate expert - E-learning (B774)					■	■			China Scholarship Council				
		Associate expert - Evaluation Unit (B772)								■	China Scholarship Council				
		Associate expert - E-solutions (B800)					■				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 2019 (\$'000)	Delivery 2019 (\$'000)	% Delivered 2019
Global (continued)			Associate expert - SheTrades (B825)					■			Germany			
			Associate expert - Strengthening TISIs (B886)			■					China Scholarship Council			
			Associate expert - Research and strategies for export (B887)						■		China Scholarship Council			
			Associate expert - Sector and Enterprise Competitiveness (B947)				■				Netherlands (the)			
			Associate expert - Sustainable and Inclusive Value Chains (B948)							■	Netherlands (the)			

**ITC is grateful for contributions to the ITC Trust Fund Window 1 (ITF Window 1) for 2019 from: Belgium, Canada, China, Denmark, Finland, Germany, Iceland, India, Ireland, Norway and Sweden.**

## Annex II – List of SDG targets ITC contributes to through TRTA projects

<b>Goal 1. End poverty in all its forms everywhere</b>
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
1.b Create sound policy frameworks at the national, regional and international levels, based on pro-poor and gender-sensitive development strategies, to support accelerated investment in poverty eradication actions
<b>Goal 2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture</b>
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
2.4 Ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and that progressively improve land and soil quality
2.b Correct and prevent trade restrictions and distortions in world agricultural markets, including through the parallel elimination of all forms of agricultural export subsidies and all export measures with equivalent effect, in accordance with the mandate of the Doha Development Round
<b>Goal 4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all</b>
4.4 Substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship
<b>Goal 5. Achieve gender equality and empower all women and girls</b>
5.1 End all forms of discrimination against all women and girls everywhere
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
5.a Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws
<b>Goal 8. Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all</b>
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
8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services
8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value
8.6 By 2020, substantially reduce the proportion of youth not in employment, education or training
8.9 By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products
8.10 Strengthen the capacity of domestic financial institutions to encourage and expand access to banking, insurance and financial services for all
8.a Increase Aid for Trade support for developing countries, in particular least developed countries, including through the Enhanced Integrated Framework for TRTA to Least Developed Countries
<b>Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation</b>
9.3 Increase the access of small-scale industrial and other enterprises, in particular in developing countries, to financial services, including affordable credit, and their integration into value chains and markets
9.b Support domestic technology development, research and innovation in developing countries, including by ensuring a conducive policy environment for, inter alia, industrial diversification and value addition to commodities
<b>Goal 10. Reduce inequality within and among countries</b>
10.1 By 2030, progressively achieve and sustain income growth of the bottom 40 per cent of the population at a rate higher than the national average

10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status
10.a Implement the principle of special and differential treatment for developing countries, in particular least developed countries, in accordance with World Trade Organization agreements
<b>Goal 12. Ensure sustainable consumption and production patterns</b>
12.2 By 2030, achieve the sustainable management and efficient use of natural resources
12.6 Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle
<b>Goal 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels</b>
16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels
16.8 Broaden and strengthen the participation of developing countries in the institutions of global governance
<b>Goal 17. Strengthen the means of implementation and revitalize the global partnership for sustainable development</b>
17.3 Mobilize additional financial resources for developing countries from multiple sources
17.5 Adopt and implement investment promotion regimes for least developed countries
17.6 Enhance North-South, South-South and triangular regional and international cooperation on and access to science, technology and innovation and enhance knowledge-sharing on mutually agreed terms, including through improved coordination among existing mechanisms, in particular at the United Nations level, and through a global technology facilitation mechanism
17.10 Promote a universal, rules-based, open, non-discriminatory and equitable multilateral trading system under the World Trade Organization, including through the conclusion of negotiations under its Doha Development Agenda
17.11 Significantly increase the exports of developing countries, in particular with a view to doubling the least developed countries' share of global exports by 2020
17.12 Realize timely implementation of duty-free and quota-free market access on a lasting basis for all least developed countries, consistent with World Trade Organization decisions, 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
17.13 Enhance global macroeconomic stability, including through policy coordination and policy coherence
17.17 Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships
17.19 By 2030, build on existing initiatives to develop measurements of progress on sustainable development that complement gross domestic product, and support statistical capacity-building in developing countries

The International Trade Centre (ITC) is the joint agency of the World Trade Organization and the United Nations.

**Street address:** ITC  
54-56, rue de Montbrillant  
1202 Geneva, Switzerland

**Postal address:** ITC  
Palais des Nations  
1211 Geneva 10, Switzerland

**Telephone:** +41 22 730 0111

**Fax:** +41 22 733 4439

**E-mail:** [itcreg@intracen.org](mailto:itcreg@intracen.org)

**Internet:** <http://www.intracen.org>

Printed by ITC Reprographic Service on FSC paper, which is environmentally-friendly paper (without chlorine) using vegetable-based inks. The printed matter is recyclable.



