

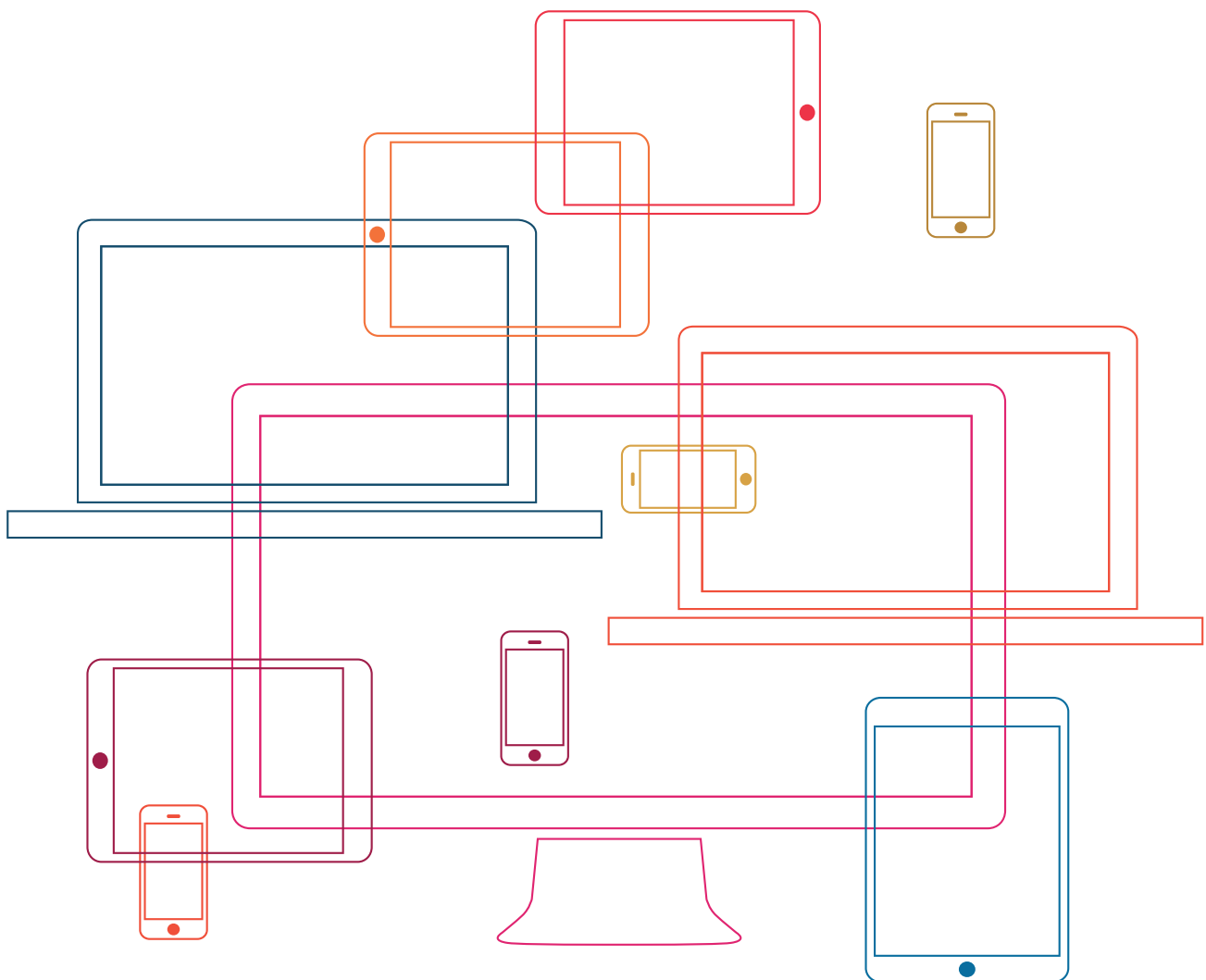


International
Trade
Centre

TRADE IMPACT FOR GOOD

Annual Report 2020

Pivoting with purpose





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

* The boundaries and names shown and the designations used on this map are for information purposes only. They do not imply official endorsement or acceptance by the United Nations of any disputed boundary, and are without prejudice to a mutually acceptable political solution consistent with the principles and purposes of the Charter of the United Nations.



128

Countries* in which ITC
was active in 2020

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Acronyms

A4A - Alliances for Action	NTF IV - Netherlands Trust Fund IV
AfCFTA - African Continental Free Trade Area	NTM - non-tariff measure
AMIS - Agriculture Market Information System	OPEC - Organization of the Petroleum Exporting Countries
ATO - African Trade Observatory	PPE - personal protective equipment
B2B - business-to-business	PSC - programme support cost
BDF - Business Development Fund	RB - regular budget
BSO - business support organization	REACT - Ready, Expert, Agile, Connected and Trusted
COMESA - Common Market for Eastern and Southern Africa	RESI - Refugee Employment and Skills Initiative
COP - Colombian peso	R4TCA - Ready for Trade Central Asia
EAC - East African Community	SDGs - Sustainable Development Goals
ECOWAS - Economic Community of West African States	SIA - Sustainable Investments into Africa
EU - European Union	Sida - Swedish International Development Cooperation Agency
EUTF - EU Trust Fund for Colombia	SIDS - small island developing States
FAO - Food and Agriculture Organization of the United Nations	SITA - Supporting Indian Trade and Investment for Africa
GCCI - The Gambia Chamber of Commerce and Industry	SMEs - small and medium-sized enterprises
GDP - gross domestic product	SMECO 2020 - SME Competitiveness Outlook 2020
GIZ - German Agency for International Cooperation	SPS - Sanitary and phytosanitary
GLOBALG.A.P - a trademark and set of standards for good agricultural practices	T4SD - Trade for Sustainable Development
GRASP - Growth for Rural Advancement and Sustainable Progress	T&C - Textile and Clothing
GSC - Garment Design & Training Services Center	TBT - technical barriers to trade
GTEX - Global Textiles and Clothing programme	TIP - trade information portal
HR - human resources	TISI - trade and investment support institution
ICT - information and communications technology	TVET - technical and vocational education and training
IT - information technology	UKTP - United Kingdom Trade Partnerships Programme
ITC - International Trade Centre	UN - United Nations
ITES - IT-enabled services	UNEG - United Nations Evaluation Group
IT & S - Information Technology and Systems	UNDP - United Nations Development Programme
JCI - Jordan Chamber of Industry	UNIDO - United Nations Industrial Development Organization
KMC - Kanifing Municipal Council	UPS - United Parcel Service
LDCs - least developed countries	USAID - United States Agency for International Development
MENATEX - Middle East and North Africa Textile programme	VIETRADE - Viet Nam Trade Promotion Agency
MARKUP - Market Access Upgrade Programme in East Africa	WACOMP - West Africa Competitiveness Programme
MOA - Ministry of Agriculture	WBAG - Women in Business Advocacy Group
MPTF - Multi-Partner Trust Fund	WTO - World Trade Organization
MSMEs - micro, small, and medium-sized enterprises	XB - extra-budgetary
NES - National Export Strategy	Ye! - young entrepreneurs
	ZOMAC - zones most affected by the armed conflict

Foreword

2020 was a year like no other. A year that redefined resilience. A year when the world fully grasped the critical importance of micro, small and medium-sized enterprises (MSMEs) to societies, economies and global trade. The first year of the final decade to achieve the Global Goals, with many indicators heading in the wrong direction. A year when we all – whether at the office or at home – learned to pivot with purpose.

Over the last 12 months, the global pandemic claimed millions of lives and threatened far more, particularly in those developing countries that had been spared the early impacts of the COVID-19 virus. Each successive spike in infections brought more deaths, job losses, bankruptcies and anxiety. In a matter of weeks, entire economic sectors went from high income to no income. Each new lockdown resulted in another tourist season lost, another market route blocked, another supply chain disrupted and another MSME shut down.

The International Trade Centre (ITC) was among the first multilateral institutions to produce data on the pandemic's impact on MSMEs. Our COVID-19 Business Impact Survey, conducted in Spring 2020, showed that nearly two-thirds of micro and small firms were negatively impacted by the pandemic. One fifth of small and medium-sized enterprises (SMEs) were at risk of permanently closing within three months. The pandemic hit firms in the services sector hardest, including companies led by women and young entrepreneurs. Hospitality, which is critical to many small island economies, suffered most.

It is within this world-changing and operationally challenging context that I began my tenure as the Executive Director of ITC.

This report describes our work during this difficult year. It shows how our research and advocacy helped the global community to better understand the link between MSME competitiveness, sustainable societies, and a COVID-19 recovery built on inclusive foundations. It conveys how ITC – perhaps more than any other time in its nearly 60-year history – demonstrated its value as an agile, trusted, demand-driven, and delivery-focused partner for MSMEs in developing countries. It recounts in detail how we “pivoted with purpose” at a time when our beneficiaries were literally fighting for survival.

We pivoted towards sustainability. During 2020, the world increasingly felt the effects of climate change, which had already been well-known to many small island developing states (SIDS) and drought-affected countries. The World Meteorological Organization recorded 2020 as one of the

three warmest years on record, at a time when the world is not on track to meet the Paris Agreement targets. For businesses, balancing health risks with climate risks is critical; sustainability has become ingrained as part of the ‘new normal.’ Through our GreenToCompete Strategy and Hubs, Trade for Sustainable Development (T4SD) programme and work on value chains, we helped make the business case for MSMEs to ‘go green’ and gave them the tools to stay at the leading edge of the green transition.

We pivoted towards connectivity. During 2020, the digital revolution – already well underway before the pandemic arrived – progressed in a manner few could have imagined. According to McKinsey research, the pandemic accelerated the digitization of customer and supply chain interactions by four years and the share of digital products in firms’ portfolios by seven years. As developing countries recognized the urgency of building strong e-commerce ecosystems, ITC supported regulators, MSMEs and consumers in making the transition.

For example, before the pandemic struck, we had already designed our FastTrackTech Africa initiative to support Africa’s technology sector and over the past year, it successfully generated \$800,000 worth of investment for tech start-ups. In 2020, our Trade and Market Intelligence section trained 13,000 entrepreneurs and business support organization (BSO) staff to analyse and compare their trade opportunities using a suite of digital market analysis tools. Our online training increased by 80%, with our SME Academy benefitting almost 13,000 participants. Our projects geared towards connecting firms to international value chains pivoted to virtual delivery with online business-to-business (B2B) meetings, trade fairs and study tours.

We saw a surge in the demand for digital trade and market information. In 2020, ITC, along with our key multilateral trade partners, created the Global Trade Helpdesk to provide timely and relevant trade intelligence. We delivered regional solutions, such as the African Trade Observatory Dashboard, as one of the five operational instruments of the African Continental Free Trade Area. Our market analysis tools saw an exponential growth in demand, with the number of registered users topping the 1 million mark for the first time.

We pivoted towards inclusivity. The pandemic shone a harsh spotlight on existing inequalities in our societies and economies. During 2020, massive worldwide protests in the wake of the death of George Floyd launched a global discussion on systemic racism and structural disparities. The pandemic brought more childcare burdens and higher



1. Pamela Coke-Hamilton speaking at the Good Trade Summit 2020 2. Meeting with Ngozi Okonjo-Iweala, new World Trade Organization Director-General 3. 54th Joint Advisory Group meeting 4. Talk show on empowering the green recovery through small businesses ahead of the UN MSME Day 2021, at the Leman Bleu

threats of physical violence for women and girls, giving renewed energy to the worldwide push for gender equality. Civil society-led protests erupted during the pandemic, in many cases driven by the dissatisfaction of young people with the status quo.

In response, ITC enhanced its suite of programmes aimed at boosting more inclusive societies. Data from our SME Competitiveness Outlook 2020 showed that business operations of 64% of women-led firms were deeply compromised by the pandemic. We responded by enhancing our flagship SheTrades initiative with, among other interventions, the creation of a policy tool called SheTrades Outlook. This interactive tool is designed to help policy makers reform the business ecosystem by identifying areas for improvement and pointing to resources for real change. We also increased our offering of programmes for youth entrepreneurs, including scaling up our Young Entrepreneurs (Ye!) Community Chapters, which currently reaches 18,000 young entrepreneurs. ITC now supports 430 hubs worldwide, which have become a multiplier for youth economic empowerment.

As we say in Jamaica, I need to 'Big Up' the ITC staff in our Geneva headquarters and in the field, who continued to deliver outstanding results while the pandemic ravaged our partner countries. Thank you for your professionalism and dedication to the cause of trade and development. In particular, I am deeply grateful to Dorothy Tembo for her wise and expert management as Executive Director a.i., during most of the period covered by this report. She made my transition to this role much easier.

While no one knows for sure when the pandemic will end, we do know that the complex challenges facing global trade will require an even greater commitment to pivoting with purpose, continued global cooperation and improved partnerships. This report is a testament to the ITC's responsiveness, impact and strong foundation for the future.

Pamela Coke-Hamilton
Executive Director



MSME competitiveness for the SDGs

The Sustainable Development Goals (SDGs) represent a universal, global development agenda for all United Nations (UN) member states and development actors until 2030. They consist of an interlinked set of 17 Global Goals supported by 169 targets in economic, social and environmental development dimensions. The International Trade Centre (ITC) directly contributes to 11 Global Goals by

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



THE GLOBAL GOALS
For Sustainable Development

How ITC projects link to the SDGs



Least developed countries: 49% of ITC country projects.

Trade intelligence users: \$200 million in trade transactions.

These are examples of ITC's work to:

- Achieve greater economic productivity through diversification, technological upgrading and innovation
- Promote development-oriented policies that support productive activities, decent job creation and entrepreneurship
- Achieve decent work for all women and men, including young people
- Substantially reduce youth unemployment; improve access to education and training
- Implement sustainable tourism policies that create jobs and promote local culture and products
- Strengthen the capacity of financial institutions to encourage and expand access to financial services for all
- Increase Aid for Trade support for developing countries, particularly in least developed countries



1.9 million women connected to markets.

ITC and partners secured commitments through its SheTrades programme.

ITC's work aims to:

- Enhance technology use to empower women
- Ensure women's full participation in economic life, with equal opportunities for leadership at all levels of decision-making
- End discrimination against all women and girls everywhere

ITC project distribution across the SDGs



\$30 million in investment and trade deals in sub-Saharan Africa: an example of how ITC spurred South-South trade in agribusiness, light manufacturing, technology and services.

In addition, ITC programmes helped to:

- Mobilize financial resources for developing countries
- Adopt investment promotion regimes for least developed countries
- Enhance North-South, South-South and triangular regional and international cooperation on access to science, technology and innovation
- Promote equitable multilateral trading system under the World Trade Organization, including through negotiations under its Doha Development Agenda
- Increase developing country exports
- Realize duty-free and quota-free market access on a lasting basis for all least developed countries, consistent with World Trade Organization decisions, including preferential rules of origin applicable to imports from least developed countries are transparent and simple, and contribute to facilitating market access
- Enhance global macroeconomic stability, including through policy coordination and policy coherence
- Encourage effective public, public-private and civil society partnerships
- Build on existing initiatives to develop measurements of sustainable development progress that complement gross domestic product, and support statistical capacity-building in developing countries



ITC in agribusiness: worked to diversify and upgrade production, improve smallholder incomes, increase sustainability and climate resilience.

ITC work for Goal 2 aims to:

- Double the agricultural productivity and incomes of small-scale food producers
- Ensure sustainable food production systems and resilient agricultural practices
- Correct and prevent trade restrictions in world agricultural markets



In Bhutan and Sri Lanka ITC projects connected SMEs to local business support entities.

ITC's Ethical Fashion Initiative helped connect over 100 refugees and migrants to the digital value chain in Kenya, Mali and Afghanistan.

These are examples of ITC's initiatives to:

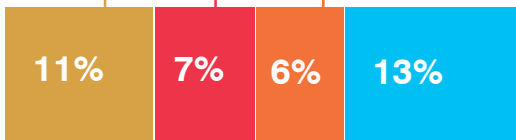
- Reduce the proportion of men, women and children of all ages living in poverty
- Create pro-poor, gender sensitive policy frameworks and strategies



Pandemic support: ITC connected Tunisian and Moroccan textile firms to buyers of personal protective equipment.

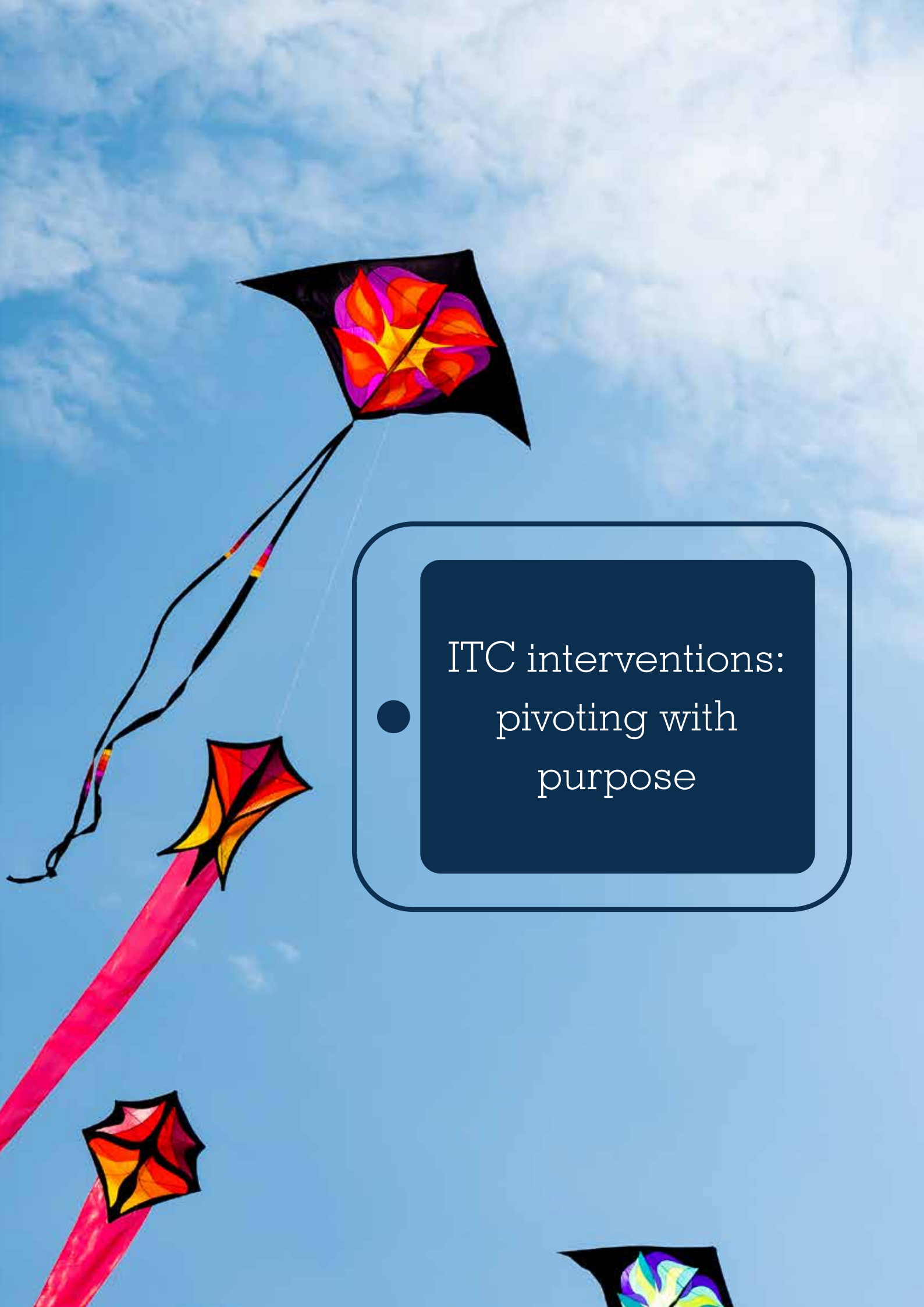
This supports ITC's work to:

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



- **SDG 4:** ITC's SME Trade Academy trained 28,000 youth and adults giving them technical and vocational skills for decent jobs and entrepreneurship
- **SDG 16:** ITC improved the efficiency of business support institutions and their networks as multipliers of ITC's work. This promotes accountable and transparent institutions to ensure responsive, inclusive, participatory and representative decision-making, and ensures developing country participation in global governance institutions
- **SDG 12:** ITC's GreenToCompete hubs supported MSMEs in complying with voluntary sustainable standards by encouraging companies to adopt sustainable practices and integrate sustainability information into their reporting cycles.
- **SDG 13:** ITC's support aimed to improve education and awareness-raising as well as human and institutional climate change capacity
- **SDG 10:** ITC provided trade and tariff data that makes information more transparent and helps address tariff lines to reduce inequalities through the implementation of the principle of special and differential treatment for developing countries



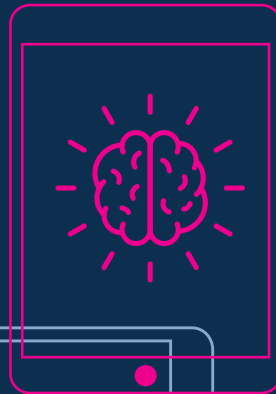


ITC interventions:
● pivoting with
purpose

ITC 2020 results

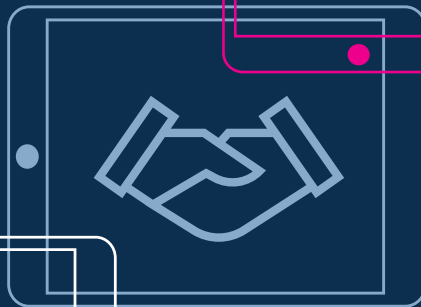
Consensus, plans to act, policy actions

>120 cases of trade-related policies, strategies or regulations introduced or changed in favour of MSME competitiveness, with business sector input



Awareness

>388 000 active users of trade intelligence, more than 40% of registered users of Global Public Goods are women



Knowledge, skills and capacity building

>4 300 days of trainings and workshops

>2 000 advisory services provided

>102 000 SME Trade Academy participants, of which 28% are certified and 48% are women; many pursue more than one course

MSME action

>21 000 MSMEs improved competitiveness, with more than 3,700 MSMEs having enhanced their environmental performance

>18 000 MSMEs transacted international business, of which more than 12,600 did so in compliance with voluntary sustainability standards

>330 improvements in institutional performance

>80% country-specific interventions in priority countries

>49% interventions in least developed countries (LDCs)

54% share of MSMEs owned or operated by women that improved competitiveness

24% share of MSMEs owned or operated by women that transacted business

1.9 million women connected to international markets through the SheTrades initiative

22 000 women on Shetrades.com platform



Hitting the 1 million mark: making trade intelligence work

Global trade experienced unprecedented turmoil in 2020. Exports of developing countries dropped by 7%, and exports of LDCs dropped by 9%. As governments struggled to secure resources for protecting the health of their populations, there was a surge in measures that further complicated the business landscape.

In this volatile context, firms confronted rapidly shifting conditions and had to adapt their business strategies, including making greater use of digital information channels and platforms.

In response, ITC adapted its market analysis tools to provide real-time data and create tailor-made solutions for firms, policymakers and business support institutions. ITC made access to the tools free of cost, and in 2020 the number of registered users passed the one million mark for the first time.



1. and 2. Learning how to extract and compile data from Eurotrace, under the West Africa Competitiveness Programme, Niger

Adapting trade and market analysis tools

During the year, governments put in place 216 temporary trade measures affecting both imports and exports in the form of changing tariffs, export restrictions and mandatory licensing requirements, among others. As the policy situation rapidly evolved, ITC launched a new dashboard to monitor these new measures. The tool provides detailed information across countries about the measures, including the original government decrees in their national language.

Higher demand for information on trade regulations and procedures due to the crisis also resulted in increased use of the ePing system, a joint initiative of ITC, the World Trade Organization (WTO) and the United Nations Department of Economic and Social Affairs (UNDESA). The ePing's alert system on sanitary and phytosanitary (SPS) measures and technical barriers to trade (TBT) notifications to the WTO integrated a COVID-19 tracker. During the first wave of the pandemic, from March to May 2020, there was a notable increase in the use of the system.

Through Market Access Map, more than 160 countries had access to information on applied tariffs and tariff-rate quotas for 2020. ITC expanded the information available in the Rules of Origin Facilitator to cover the relevant rules of origin in 374 trade agreements.

Trade Map, which provides trade statistics on more than 200 countries and territories, saw traffic increase in 36% compared to 2019, with 7.7 million visits in 2020.

Export Potential Map's update in Spring 2020 integrated the International Monetary Fund's (IMF) first gross domestic product (GDP) forecasts that took account of the effects of the pandemic. These figures showed a decrease of export potential by 5.7% globally. A previously unmatched number of 101,238 visitors made use of the tool to identify trade opportunities for economic recovery.

Creating integrated solutions

ITC collaborated with partners to create the Global Trade Helpdesk, an adapted platform consolidating information from across 11 organizations. It rolled out the Helpdesk (www.GlobalTradeHelpdesk.org) on UN MSME Day in June 2020. The platform provides accessible, timely and relevant trade intelligence, helping firms with details from doorstep to destination market.

In December 2020, the 91 members of the WTO Informal Working Group on MSMEs released a package of recommendations for enhancing MSME engagement in the global marketplace. Members endorsed the Global Trade Helpdesk as a key source of information for firms and committed to provide information to the platform.

As the pandemic disrupted supply chains and impacted different regions to different extents, ITC responded with customized regional solutions, including the beta version of the African Trade Observatory (ATO) Dashboard, created in partnership with the African Union. The ATO Dashboard provides detailed information on regional trade opportunities that allow African entrepreneurs to explore and compare new markets and possibilities that emerge with the implementation of the African Continental Free Trade Area (AfCFTA).

Accelerating training efforts through digital formats

The emphasis on capacity building through digital offerings led to an increase of 80% in online training delivery. ITC delivered close to 140 courses through webinars, virtual workshops and the SME Trade Academy, benefitting almost 13,000 participants, 50% of whom were women.



3

3. Tackling the invisible barriers to trade, non-tariff measures, Niger

In Viet Nam, in response to the challenge for small and medium-sized enterprises (SMEs) to obtain information regarding market requirements, the ITC certified trainers programme delivered—in collaboration with the Viet Nam Trade Promotion Agency (VIETRADE)— 12 training courses on non-tariff measures (NTMs).

Assessing firm experiences and analysing trade potential

The ITC NTM programme continued to bring the concerns of MSMEs about regulatory and procedural trade obstacles to the attention of policymakers and other stakeholders. Despite the COVID-19 related challenges of 2020, the programme achieved significant results. Evidence from four countries showed concrete changes in institutional behaviour, policies, regulations and funded projects that addressed the concerns voiced through ITC mechanisms. For the first time, stakeholder consultations on trade barriers also covered services trade, notably for transport and logistics, and travel and tourism, as well as information and communications technology (ICT) and ICT-enabled services. In the European Union (EU), more than 900 services traders, including a representative sample of women-led businesses, voiced their needs about trade-related information for improving access to foreign clients and trade obstacles they encountered.

In Tanzania, ITC's export potential analyses incorporated revised forecasts on global growth, which enabled an effective response to pandemic-related risks for key export



4

4. Trade Market Intelligence session, United Kingdom Trade Partnerships Programme, Côte d'Ivoire

sectors. Moreover, ITC studied the impact of the pandemic on exports within the framework of the EU-funded MARKUP programme in East Africa. ITC used the findings to estimate the impact of COVID-19 on Tanzania's exports of four agricultural products: avocado, coffee, spices and tea. The study also highlighted markets with untapped export potential for these products.

2020 Funders for focus area 1: providing trade and market intelligence

ITC Trust Fund Window 1 Funders

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

Project-specific funders

European Union, United Kingdom of Great Britain and Northern Ireland, Switzerland, Korea, Qatar Development Bank, National Graduate Institute for Policy Studies, United States, Food and Agriculture Organization of the United Nations, Netherlands (the), Enterprise Greece, International Islamic Trade Finance Corporation, United Nations Development Programme, France, Common Market for Eastern and Southern Africa, AMC Ernst & Young, Boston Consulting Group, China Council for the Promotion of International Trade, New Zealand Trade and Enterprise, Spirit Slovenia, Switzerland Global Enterprise

Pioneering access to market information in Bhutan



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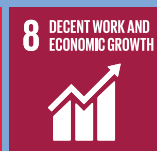


‘Unclear domestic trade regulation has always been one of the major obstacles to the development of international trade and investment. I am confident that this portal will promote clarity and transparency of our policies and procedures to help ensure a stable, low-risk environment for trade and investment, and also contribute to the improvement of the business climate in Bhutan.’

– H.E Lyonpo Loknath Sharma, Minister of Economic Affairs

FUNDERS AND PARTNERS

European Union, Royal Government of Bhutan



Context

Bhutanese SMEs often struggled to access trade-related information, a challenge exacerbated by the COVID-19 pandemic. After a month of lockdown in Bhutan, consumers began experiencing an unprecedented hike in the prices of various food products. The situation raised concerns about food security and prompted the Ministry of Agriculture (MOA) and Forest to recommend a maximum sale price for vegetables.

Pivot

In response to these immediate food security concerns and to support the government's efforts to regulate food prices, ITC developed the comprehensive countrywide Agriculture Market Information System (AMIS). AMIS tracks and disseminates information that helps identify unfair pricing practices. It collects data on weekly market prices, sourced from tablets and smartphones, and automatically screens for any unreasonable deviations from nationally endorsed prices. Twenty-nine fully trained data collectors from each of the 20 Bhutanese provinces (dzongkhags) backstop AMIS and prepare real-time pricing analyses and reports.

To address Bhutan's more systemic challenges with limited access to trade and market intelligence, ITC also launched the Bhutan Trade Information Portal (TIP). TIP is a one-stop-shop that identifies and analyses customs tariffs, rules of origin, trade agreements, export procedures for clearing goods for import and export, world trade flows and global markets' access requirements. The portal also serves as a repository of information for local and foreign entrepreneurs seeking products and companies from Bhutan. Businesses are able to easily access and stay updated with the latest trade and market intelligence. Entrepreneurs also have an opportunity to carry out market research and gain insights on how to innovate. With contact details of potential buyers and local export-related service providers, the portal helps facilitate and expand business networks.

Strong institutional anchorage and ownership, through consultations with Bhutanese public and private sector representatives, enabled the development of both tools. It was the first time such online platforms were ever available for producers and farmers in Bhutan.

In addition to the new e-platforms, ITC provided advisory support on e-commerce, trade policy, investment promotion, business advocacy and business growth after COVID-19. It developed investment profiles for mineral processing, food processing, construction and non-alcoholic beverages to encourage investments in Bhutan.

Furthermore, ITC provided targeted support to small-scale farmers, artisans and exporters. Farmers and exporters in the horticulture sector received online trainings on contract negotiation skills, compliance with COVID-19 food hygiene and sanitation measures, and Codex guidance for food businesses. Bhutanese artisans also benefitted from capacity building and business connections through distance coaching, e-learning, online B2B (business-to-business) meetings and virtual trade fairs. This support improved agro-ecology practices and built farm-level resilience. It also ensured that Bhutanese artisans fulfilled pre-pandemic orders and created designs for new ones.

Result

Information collection is now easier as reliable trade data becomes available online in Bhutan. The tools contributed to inclusiveness, reaching out to beneficiaries in the 20 Bhutanese provinces. Available on mobile devices, AMIS delivers market information directly to producers, connecting with farmers in remote areas. TIP can speed policy decisions for improving business competitiveness of Bhutanese enterprises, as potential and active exporters now have free access to information and resources to support business decision-making. With these improvements, SMEs will be prepared to access new buyers in new markets and be active players during the COVID-19 recovery phase.

LINKS

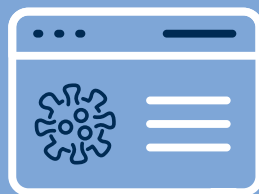
- [Project webpage](https://www.intracen.org/projects/EU-Bhutan-Trade-Support/)
https://www.intracen.org/projects/EU-Bhutan-Trade-Support/
- [Bhutan TIP video](https://www.youtube.com/watch?v=vq0ApYi9MSg)
https://www.youtube.com/watch?v=vq0ApYi9MSg
- [AMIS website](https://amis.gov.bt/)
https://amis.gov.bt/
- [Bhutan Trade Information Portal](http://www.bhutantradeportal.bt/en)
http://www.bhutantradeportal.bt/en

PROJECT PIVOT

Strengthening the COVID-19 response with timely data



>100
countries had
their COVID-19
measures tracked



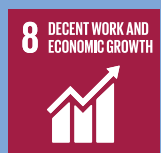
125 000
visits to ITC's
COVID-19 Dashboard



209
downloads of Medical
Industries in Africa report

FUNDERS

European Union, Canada, Chile, Denmark, Finland, Germany, Ireland, Norway, Sweden





Context

The World Health Organization (WHO) warned in early March 2020 that the global production of certain personal protective equipment (PPE) would have to increase dramatically to meet the surge in international demand. For many countries in Africa, the introduction of export restrictions, from an already limited number of suppliers, complicated access to these essential materials. Business surveys conducted by ITC on NTMs showed that complex regulatory requirements and rules of origin could adversely pressure the African trade of products necessary to face COVID-19.

Pivot

ITC developed a free-to-use online COVID-19 Temporary Trade Measures Dashboard, mapping all countries that adopted export or import measures related to the pandemic. The dashboard was updated daily through a live 24-hour tracker of relevant measures adopted. Dashboard users were able to access a detailed table that documented all countries, measures introduced, as well as the corresponding original government decrees.

The dashboard along with the comprehensive and free ITC databases on trade, tariffs and export potential, provide reliable, transparent and up-to-date information to deploy health-related products where they are needed most.

A report 'Medical Industries in Africa — A Regional Response to Supply Shortages' analysed this data and developed recommendations to support the UN Framework

for the Immediate Socio-Economic Response to COVID-19, as well as the discussions on implementing the AfCFTA. The report illustrated how trade can be an important element of the continent's health response, both in the short and long term. It suggested a strategic mix of open markets, diversified procurement and stronger regional value chains to combat the health crisis, build Africa's resilience against future pandemics and help the region become a competitive supplier of certain health-related products. Transparency in trade and trade measures is a first step towards achieving this goal.

Result

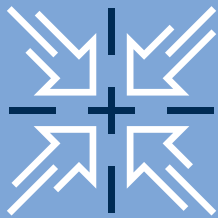
In 2020, ITC's COVID-19 Temporary Trade Measures Dashboard received more than 125,000 visits, which responded to a demand for reliable and real-time trade information. Moreover, through a new collaboration with Google, the dashboard information is now available on the Google Market Finder: <https://marketfinder.thinkwithgoogle.com/intl/en/topic/trade-measures/>.

LINKS

- [Market Access Map - COVID-19 Temporary Trade Measures](https://www.macmap.org/covid19)
<https://www.macmap.org/covid19>
- [Medical Industries in Africa: A Regional Response to Supply Shortages](https://www.intracen.org/publication/Medical-Industries-in-Africa/)
<https://www.intracen.org/publication/Medical-Industries-in-Africa/>

PROJECT PIVOT

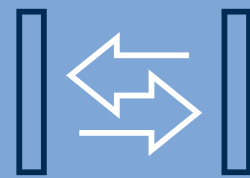
Non-tariff measures in Niger – Virtual engagement, concrete results



70 actions agreed to tackle NTMs
4 hybrid roundtables on tackling NTMs
>20 NTM-related actions funded



580 trading companies whose experience has been brought to the attention of decision makers



53% of companies are facing obstacles related to their trade operations

FUNDER

Government of Denmark through Window 1



Context

Niger has the potential to increase its exports to \$1.8 billion by 2024. However, as reported in the ITC survey on regulatory and procedural trade barriers, there were many hurdles stifling trade in Niger, many of which occur within the country's borders.

Through the ITC survey, Nigerien businesses reported obstacles, such as laborious administrative procedures, inadequate product certification infrastructure and limited information transparency. Specifically in the services sector, business owners reported difficulties complying with tax regulations, obtaining licenses and procuring key inputs necessary to provide their services to foreign clients.

Both public and private sector stakeholders were eager to discuss and take action to resolve these challenges. The pandemic-related restrictions on travel and in-person meetings prompted the ITC survey team and Nigerien partners to pivot.

Pivot

Notwithstanding the country's limited internet connectivity, moving online, at least partly, appeared to be the only solution. The ITC survey team collaborated to deliver four hybrid roundtables on goods trade, transport and logistics, ICT services, and tourism. While respecting social distancing measures, more than 80 senior government officials participated, alongside business support institutions, private sector associations, development partners, ITC experts and members of the Permanent Mission of Niger to the United Nations in Geneva.

The hybrid approach provided a wider range of flexibility for the Nigerien stakeholders. More sessions were now available and for longer periods of time, which ensured the highest level of attendance, engagement and country-ownership possible. The project team easily accommodated ad-hoc requests for additional and more focused consultations. This was the case for the first event in July 2020, where the participants were so keen to reach a consensus that, upon the request of the Director of Foreign Trade, ITC facilitated an additional round of discussions a few days later.

During the pandemic, the government's political support turned into active leadership. The Ministry of Trade and Private Sector Promotion remained keen to transform the results of the ITC survey into a tool for change. The Minister

of Tourism and Handicrafts and the Minister of Posts, Telecommunications and Digital Economy co-led the consultations for the tourism and ICT sectors. A strong local project team reinforced this country-led momentum and served as the bridge between the Geneva-based team and the Nigerien private sector and institutional partners.

Result

All public and private stakeholders who participated in the consultations to address Niger's trade barriers and institutions were, without exception, represented at the decision-making level. This made the engagement highly effective, resulting in the agreement of 70 concrete actions to tackle obstacles to goods and services trade, as reported in the Niger business survey.

This strong country-ownership also laid the foundation for the rapid transformation of a number of concrete actions into funded projects. The Government of Niger agreed to implement 10 of the actions in the leather and skins sector through the national component of the EU-funded West Africa Competitiveness Programme (WACOMP). These actions will focus on strengthening the verification system for product compliance with standards, and on enhancing the capacity of companies to comply with market requirements. They also aim to improve the transparency of regulations and procedures, as well as make information more accessible for SMEs.

The Ministry of Agriculture and Livestock agreed to finance 12 actions over the next two years, specifically in support of two priority value chains of Kilichi and Blue Oignon of Galmi.

Furthermore, the National Agency for Metrology, Standardization and Certification agreed to coach individual companies throughout their certification process. Niger is taking the right steps to address obstacles to trade and is on track to capitalize on its export potential and the benefits of the AfCFTA.

LINKS

- [Niger: Tackling the invisible barriers to trade](http://www.ntmsurvey.org/niger)
<http://www.ntmsurvey.org/niger>
- [Video of the first workshop in Summer 2020](https://www.youtube.com/watch?v=Bk9d6iA1cko)
<https://www.youtube.com/watch?v=Bk9d6iA1cko>

PROJECT PIVOT

SMECO 2020: timely data collection to understand the impacts of COVID-19



© shutterstock.com

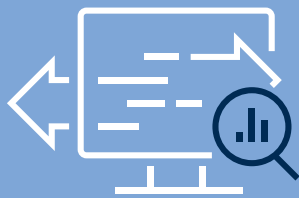
SME COMPETITIVENESS OUTLOOK 2020

COVID-19 RESPONSE

COVID-19: The Great Lockdown and its Impact on Small Business

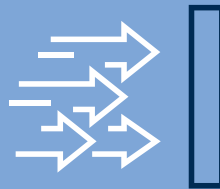
1 Thought leaders **8** Case studies **85** Country profiles

International Trade Centre TRADE IMPACT FOR GOOD



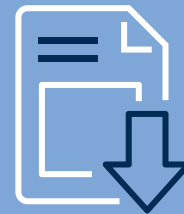
4 694

businesses surveyed in 138 countries in five months



55%

of businesses report being strongly affected by the pandemic



5 900

unique downloads of 'SMECO 2020' report

FUNDERS AND PARTNERS

W1 funders; The Permanent Conference of African and French-Speaking Consular Chambers, Department of Trade and Industry of the Philippines, the Benin Chamber of Commerce and Industry

8 DECENT WORK AND ECONOMIC GROWTH

17 PARTNERSHIPS FOR THE GOALS



Context

Prior to the crisis, ITC research focused on the collection and analysis of firm-level data on MSME competitiveness. Gradually, it became apparent that small businesses around the world were bearing the brunt of the adverse impacts of the pandemic. However, there was little, or no data at all, to explain how MSMEs were being affected. Policymakers and business support organizations urgently needed clear and timely business intelligence to define their responses. It quickly emerged that additional information was required to identify the needs of MSMEs amidst an increasingly uncertain and deteriorating business landscape.

Pivot

With technical expertise in data collection and analysis, and an established global network of partners, the ITC SME competitiveness research team was well-placed to respond to this crucial data gap.

The team launched a COVID-19 Business Impact Survey within weeks of the initial spread of the pandemic. ITC translated the survey into multiple languages and disseminated it through its network of partners and projects globally. The survey gathered data from more than 4,000 businesses across 138 countries. Within record time, the team analyzed and published the data findings in the 2020 SME Competitiveness Outlook (SMECO 2020).

Launched in June 2020, SMECO 2020 documented the impact of the pandemic on small firms, international supply chains and trade. Through a clear presentation of the survey data, expert analysis and carefully chosen policy recommendations, it delivered timely and comprehensive input that informed COVID-19 MSME policy-making, programmes and projects worldwide.

Subsequent national SME surveys continued to gather COVID-19 business impact data. This allowed ITC to assess the links between pre-crisis competitiveness and resilience during the pandemic. In fall 2020, ITC launched a series of

‘The 2020 SMECO is compulsory reading in our team!’

– Lucien Cernat, June 2020, former Chief Trade Economist of the European Commission’

national reports to disseminate this fresh round of analysis that were featured in its flagship publication, SMECO 2021.

Result

ITC was the first international organization to publish data directly from MSMEs about their experience during the pandemic. The rapid gathering of evidence, innovative analysis and recommendations produced in SMECO 2020 were essential to early evidence-based policymaking and other accompanying decisions necessary to help MSMEs cope with the crisis.

There were 185 media articles and op-eds, including in *The New York Times*, which disseminated concrete recommendations for policymakers based on the findings of SMECO 2020. Close to 6,000 people downloaded SMECO 2020, and 12,000 viewers watched the online launch on International MSME Day 2020. There were also countless citations of SMECO 2020 findings and insights, including in the G20 Guidelines for SME Competitiveness and in the legislative report of the Mexican government’s post-pandemic recovery plan.

The overwhelming media exposure and citations reaffirmed ITC as a thought leader on MSME resilience, including through an unprecedented global pandemic.

LINKS

- [SME Competitiveness Outlook 2020](https://www.intracen.org/SMEOutlook/epub/)



Facilitating trade in times of crisis

Globally, pandemic-related lockdowns, movement restrictions and border closures have adversely affected MSMEs. The need to adapt requirements and procedures left policymakers, investors, consumers and small business owners in a state of great uncertainty. The sudden decline in demand, investment and economic activity also meant that many MSMEs struggled to keep afloat or closed. Having a robust and supportive business environment in place remained a critical issue, and for some small and vulnerable countries, even an existential one.

Governments relied on or needed to have strong policy responses to ensure business continuity, especially for small enterprises. Measures to tackle the immediate health crisis and mitigate ensuing economic disruptions required governments to take a delicate balancing approach – reconciling the protection of human health with the survival of companies.

ITC responded and ramped up its technical assistance activities to create a conducive business environment that would support MSMEs throughout the course of 2020, and in the long-term post-pandemic recovery and re-building phase. ITC fast-tracked implementation of key trade facilitation reforms to address the pandemic-induced challenges, with a view to minimizing the cost and time required by MSMEs to comply with border procedures.



To secure timely access to trade-related information and new COVID-19 measures in Burkina Faso, ITC conducted a digital mapping of cross-border trade procedures for selected product groups in its trade facilitation portal. This information was leveraged through public-private dialogue to advance recommendations to simplify cross-border trade procedures – resulting in a 10% reduction of interactions between traders and border agencies staff.

To support informal and small-scale cross-border traders to navigate complex border requirements, ITC also initiated the establishment of a trade information desk at the border between Niger and Nigeria, in partnership with a key local sectoral association. ITC further enhanced the predictability of cross-border formalities through the introduction of an advanced rulings mechanism piloted with the private sector in Niger.

The exponential growth of online trade during COVID-19 lockdowns increased the need for a strong e-commerce ecosystem. In Sri Lanka, ITC equipped regulators and consumers with the necessary knowledge to cope with consumer protection challenges and engage in fair and safe e-commerce practices. In Myanmar, ITC enhanced capacity of policymakers and regulators to understand key issues related to e-commerce, including intellectual property rights, consumer protection and compliance with border requirements. This helped to accelerate the pace of the national dialogue on e-commerce regulatory reforms.

ITC boosted technical support to augment MSMEs' capacity to stay competitive in export markets. In Burundi, ITC trained and mobilized a pool of national experts to strengthen seven testing laboratories, in terms of equipment and capacity of lab technicians, through a training on ISO 17025. ITC also trained three inspection bodies on ISO 17020 and coached them to perform a self-assessment against this international standard. These initiatives contributed to ensuring the quality and safety of products, such as PPE, entering the country. Information technology (IT) provided continued

assistance to MSMEs in Burundi to implement quality management and increased sensitization efforts on COVID-19 safety measures customized for the tea, coffee and horticulture sectors.

Innovative roadmaps to spur sustainable export-led growth during and beyond COVID-19 were developed or set in motion through large stakeholder consultations on export strategy design and implementation. In Nepal, ITC developed the pashmina sector export strategy fully online, and implementation has already started with remote support.

In Afghanistan, ITC provided distance training on its strategy management tool, paving the way for successful operationalization and tracking of the strategy. ITC has started to pivot the content of its export strategies to a post-pandemic world, by focusing on areas such as e-commerce in Central Asia and developing a new methodology on the green transition to be piloted in Micronesia.

2020 Funders for focus area 2: building a conducive business environment

ITC Trust Fund Window 1 Funders:

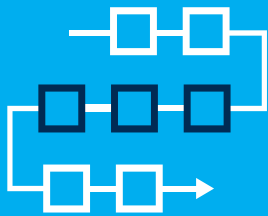
Canada, Denmark, Finland, Germany, India, Ireland, Norway, Sweden

Project-specific funders

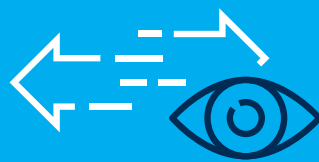
European Union, United Kingdom of Great Britain and Northern Ireland, Germany, China, Switzerland, Curaçao, Japan, Standards and Trade Development Facility, African Export Import Bank, Common Market for Eastern and Southern Africa, Finland, United Nations Industrial Development Organization, Enhanced Integrated Framework, Sweden, Physikalisch-Technische Bundesanstalt, Swisscontact

PROJECT PIVOT

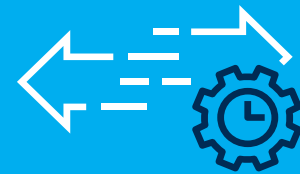
Streamlining cross-border processes to facilitate trade in Burkina Faso



Number of steps reduced by
3
to export/import
any commodity to/from
Burkina Faso



Interactions between traders
and agencies reduced by
10% and 5%
for export and import,
respectively



Average time to export
or import reduced by
1 hour

FUNDER
Government of Denmark



Context

Trading across borders is a key challenge for businesses in Burkina Faso. In 2020, the country ranked 122 in the list of 190 economies in the World Bank Trading across Borders indicator. The time required by enterprises to complete border requirements in Burkina Faso is 10 times longer than in Organisation for Economic Co-operation and Development (OECD) countries and twice as expensive.

One of the root causes of this is the complexity of import and export formalities. For example, the export of sesame seeds by road requires businesses to go through 30 administrative steps across 12 different border agencies, submit and/or obtain 42 documents and pay more than 20 different fees and charges.

Furthermore, during the pandemic, information on cross-border formalities was neither easily accessible nor easy to understand. MSMEs faced great difficulties in complying with these administrative requirements and needed to apply their scarce resources into understanding how to navigate the red tape.

Given the pandemic-related restrictions on travel, as well as the logistical challenge of moving essential goods to a land-locked country such as Burkina Faso, streamlining cross-border processes became a necessity.

Pivot

The government made it a priority to provide greater transparency for traders, including through the development of an ITC-supported National Trade Facilitation Portal. The portal mapped commodity-specific information for the import and export of more than 13 product groups, including essential goods such as food and medicines. Moreover, it provided a clear overview of all export procedural requirements, which comprised necessary preliminary registration, licences, permits and customs clearances.

Centralized export procedural formalities, coupled with pandemic health protocols, proved to be the strongest stimulus for simplification. ITC leveraged this positive momentum by offering tailored technical assistance, provided upon request, directly to private sector and institutional partners on how to simplify trade-related procedural steps. Relying on international best practices and daily exchanges with institutional partners and public and private stakeholders, the ITC team and national experts identified procedural bottlenecks in cross-border trade. ITC also advised responsible agencies on recommended measures to eliminate procedural red tape.

Result

The portal and related technical assistance on procedural harmonization resulted in greater transparency of cross-border trade requirements, including for the export and import of essential goods during the crisis.



© Jake Lye/Alamy Stock Photo

‘Providing users with quality information for exporting is a priority. Thanks to the Burkina trade portal and the technical assistance provided to my team, we will be able to facilitate the operations of traders. Our new tool will be an asset for economic development in Burkina Faso!’

– M. Souleymane Ouedraogo, Director of External Trade, Ministry of Industry, Trade and Handicrafts

Capitalizing on the increased use of digital platforms for public sector engagement and collaboration, and without any complex regulatory changes, there were significant improvements in the business environment for MSMEs in Burkina Faso. Three national institutions – the « Guichet Unique du Commerce et de l’Investissement », the Single Window Agency « SYLVIE », and the « Laboratoire National de Santé Publique » – simplified their processes by merging and/or by deleting unnecessary procedural steps all together. The « Guichet Unique du Commerce et de l’Investissement » also harmonized its processes and no longer applied three different processes for issuing authorizations for exports and imports. Moreover, during countrywide consultations in November 2020, more than 50% of public sector representatives indicated a desire to lead additional simplification initiatives with ITC support.

LINKS

- [Burkina Trade Portal](https://burkinatradeportal.bf/)
https://burkinatradeportal.bf/
- [Burkina Trade Portal Facebook page](https://www.facebook.com/mica.burkinatradeportal/)
https://www.facebook.com/mica.burkinatradeportal/

PROJECT PIVOT

SheTrades Outlook: a new digital policy tool on women and trade

Performance of South Africa



Performance of Uganda



© shutterstock.com



40 countries
on SheTrades Outlook



3
global publications on gender
mainstreaming launched

FUNDERS

United Kingdom, Belgium, Canada, Denmark, Finland, Germany, Iceland, Ireland, Norway, Sweden



Context

ITC's SheTrades Initiative works to ensure that the right capacities and conditions are present to foster an inclusive environment and promote sustainable trade for women-owned businesses. In addition to supporting women in business with direct competitiveness training, ITC collaborates with a strong network of partners and institutions to encourage better trade for all. This line of work covers global support on data and policies, while addressing broader obstacles that women tend to face, such as access to finance and new markets.

The impact of COVID-19 on the world of trade has been unprecedented. It has affected women-owned businesses and women entrepreneurs, especially because of the size of their companies and the sectors in which they work.

Promoting an enabling business ecosystem, particularly through inclusive policies, will play a huge role in the recovery process. Data is a prerequisite for shaping evidence-based policies and monitoring their implementation. Currently, there is a lack of data on women and trade. When data exist, they tend to be fragmented.

Pivot

In 2020, ITC launched SheTrades Outlook, a new digital policy tool on women and trade. SheTrades Outlook provides governments with the data and resources to assess where their country is doing well and areas that need improvement across six pillars: trade policy, business environment, legal and regulatory framework, access to skills, access to finance, and work and society. The tool also provides more than 80 best practices that countries can share and adopt.

The findings from SheTrades Outlook are helping policymakers identify priority areas for reform, providing them with the evidence base to promote the design and implementation of deliberate interventions that support women in trade.

ITC also provided technical assistance to interested countries that were developing new gender-responsive policies or mainstreaming gender into existing policies, programmes and strategies. To provide a structured methodology for policy reform support, ITC developed three step-by-step guides, along with questionnaires and checklists for data collection, stakeholder consultations, action plans and monitoring and evaluation frameworks. These guides are 'Making Public Procurement Work for Women,' 'Mainstreaming Gender in Free Trade Agreements,' and 'Mainstreaming Gender in Trade and SME Policies.'

Result

As an indication of the relevance of ITC's data and policy support for women's economic empowerment, almost 40 countries have joined SheTrades Outlook. The project will continue to expand its coverage globally. ITC supported the inclusion of women-owned businesses' priorities in COVID-19 stimulus packages in Bangladesh. ITC also supported The Gambia, Sierra Leone, Mauritius and Lesotho to incorporate gender considerations in national implementation strategies for the AfCFTA. Furthermore, with ITC support, Nigeria and The Gambia validated gender-responsive public procurement policies.

'SheTrades Outlook provides a ground-breaking next step to build the evidence base on trade and gender equality, ensuring women have better access to the benefits of trade.'

– Greg Hands, Minister of State for Trade Policy, UK Department of International Trade

LINKS

- [Project webpage](https://www.intracen.org/itc/women-and-trade/)
https://www.intracen.org/itc/women-and-trade/
- [Project website](http://www.shetrades.com/)
http://www.shetrades.com/
- [She Trades Outlook \(video\)](https://www.youtube.com/watch?v=nYkG357_POM)
https://www.youtube.com/watch?v=nYkG357_POM
- [Mainstreaming Gender in Free Trade Agreements \(July 2020\)](https://stage.intracen.org/publication/mainstreaming-gender-FTA/)
https://stage.intracen.org/publication/mainstreaming-gender-FTA/
- [Making Public Procurement Work for Women \(November 2020\)](https://stage.intracen.org/publication/Making-public-procurement-work-for-women/)
https://stage.intracen.org/publication/Making-public-procurement-work-for-women/
- [Women Entrepreneurs: An Action Plan to 'Build Back Better' \(October 2020\)](https://stage.intracen.org/publication/Women-Entrepreneurs-W20/)
https://stage.intracen.org/publication/Women-Entrepreneurs-W20/
- [She Trades Facebook page](https://www.facebook.com/ITCSheTrades)
https://www.facebook.com/ITCSheTrades
- [Mainstreaming Gender in Trade and SME Policies](https://www.intracen.org/uploadedFiles/intracenorg/Content/Publications/ITC%20Mainstream%20Gender_FTA_20200707_web.pdf)
https://www.intracen.org/uploadedFiles/intracenorg/Content/Publications/ITC%20Mainstream%20Gender_FTA_20200707_web.pdf

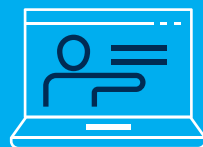
PROJECT PIVOT

Creating a cutting-edge business environment in Sri Lanka



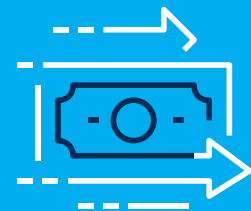
8

new markets entered



600

trade policymakers trained



Government allocated
\$115 million
to National Export Strategy
implementation

FUNDERS AND PARTNERS

European Union, Germany, Government of Sri Lanka



Context

COVID-19 battered trade, investment and employment throughout Sri Lanka. The country's growth in 2020 was projected to be less than the historically low rate recorded in 2019, at -0.5% (down from 2.3% in 2019), according to the IMF. The government called upon ITC to continue its support of Sri Lanka's trade objective of providing a conducive business environment for businesses despite the economic uncertainty associated with the pandemic.

Pivot

ITC's EU-funded Sri Lanka Trade-Related Assistance project pivoted in its final year of implementation to meet Sri Lanka's evolving trade needs during the crisis, based on the absorptive capacity of local partners.

The response translated into adjustments to technical assistance content and delivery modalities to align them with emerging challenges posed by the pandemic. New content included a guide on how to regulate e-commerce and automate customs procedures; studies to support legislation in the hard-hit tourism sector; and information on how to strengthen policy positions regarding regional trade.

ITC also prioritized support on green growth and digitalization. This resulted in training on integrated environmental issues in trade agreements, mapping of regulations for environmental services, and the development of a new national green and digital industrial policy.

The project also developed and launched the step-by-step functionality of the Sri Lankan Trade Information Portal (SLTIP), which provides traders, policymakers and all trade stakeholders with easy and transparent access to consolidated information on trade procedures and formalities of selected products.

Sri Lankan exporting MSMEs also benefitted from tailor-made coaching on how to adapt export-marketing plans to comply with changing export regulatory requirements, as well as on how to enhance their internal operations.

In 2020, 27 enterprises received coaching support focused on accessing new markets and managing export procedures to European Union and South Asian Association for Regional Cooperation (SAARC) countries – resulting in a total of 70 enterprises supported since the start of the project. Moreover, MSMEs attended online B2B meetings, such as the virtual business-networking event between Sri Lankan and Finnish businesses in the information technology outsourcing and business process outsourcing (ITO/BPO) sectors.

Result

ITC mobilized additional funding, complementary to the EU funding under the project, to support the creation of a conducive business environment for MSMEs. Aimed at strengthening the participation and competitiveness of Sri Lankan MSMEs in international markets, a follow-up trade facilitation project was launched in October 2020. The project is funded by the German Agency for International Cooperation (GIZ) and implemented by ITC in partnership with the Government of Sri Lanka.

To date, the Government also allocated close to \$115 million to implement initiatives in infrastructure, legal reforms and branding within the framework of the Sri Lanka's National Export Strategy 2018-2022 designed with technical support from ITC.

“Our sales have increased twofold with the support of the project. We were able to identify digital marketing as a solution to clients during the pandemic.”

– Achini Perera, Director Digital Marketing and Finance, Weblankan

LINKS

- [Project webpage](https://www.intracen.org/EU-SRI-LANKA/EU---Sri-Lanka-Trade-Related-Assistance/)
https://www.intracen.org/EU-SRI-LANKA/EU---Sri-Lanka-Trade-Related-Assistance/
- [Improving digital marketing solutions from Sri Lanka \(video\)](https://www.youtube.com/watch?v=yBgs1Wf5DjU)
https://www.youtube.com/watch?v=yBgs1Wf5DjU
- [Sri Lanka Trade Information Portal](https://srilankatradeportal.gov.lk/)
https://srilankatradeportal.gov.lk/



A strong ecosystem of business support organizations

ITC works with a wide range of business support organizations (BSOs) to build the competitiveness of MSMEs to engage in sustainable and inclusive trade. These BSOs include government-funded trade and investment agencies, chambers of commerce, sector and business associations, producer groups, co-ops, incubators and vocational training institutions. When connected into a self-reinforcing ecosystem, BSOs are important beneficiaries, partners and multipliers for ITC. They provide improved reach to MSMEs, more cost-efficient scale in service delivery, and are a legacy partner to continue the work once a project is completed.

A strong ecosystem of effective BSOs increases the likelihood that businesses can receive the advice and help needed to innovate, thrive and internationalize. In 2020, resilient BSOs also meant a greater tendency that businesses would survive the economic uncertainties and shocks of the pandemic.

The ITC institutional strengthening team collected data from its community of BSOs on how the crisis was affecting them and the MSMEs they serve. ITC adapted its service offering and updated the programme dedicated to institutional strengthening with new assessment methodologies to describe and measure the resilience and responsiveness of BSOs. Through a new Ready, Expert, Agile, Connected and Trusted (REACT) model, ITC also reassessed BSOs in ongoing projects to ensure that its support pivoted towards any new gaps BSOs encountered.

Throughout 2020, the ITC team continued to support commercial diplomacy of foreign affairs representatives through practical workshops and e-learning courses in three languages, and in conjunction with training on ITC market analysis tools. ITC also updated its flagship commercial diplomacy guide with a user-friendly and innovative e-publication that included COVID-19 related insights, practical checklists, and stories of the work of a commercial diplomat in the field.

Working alongside technical teams in 25 different projects across Africa, and also in Jordan, Myanmar, Sri Lanka, Iran, Pakistan and the Caribbean, the ITC team shifted to remote channels for assessing, coaching and building the capacity of BSOs. It developed a new service offering on digitalization for BSOs and new guides and methodologies on virtual trade promotion, strategy development for investment promotion, and a remotely delivered leadership workshop. Additionally, the team delivered three full benchmarking assessments, using remote interview techniques, assessed 29 cooperatives in five countries, and modified 35 capacity-building tools to help BSOs adapt and respond quickly.

With travel constrained, the ITC team shifted from investing in deep organizational change for a few BSOs to focusing on building awareness and knowledge for many – in particular to reinforce their responsibility as ecosystem leaders. In 12 months, using webinars and via partners, ITC provided insights and training to more than 850 BSOs and 2,000 participants in strategy, governance, service design, results measurement and digitalization.

ITC added seven new case studies to its online library, and also delivered a hybrid awards event that recognized the solutions from trade promotion organizations that best harnessed technology, embraced new partnerships, or delivered on the SDGs. The award winners were Business Sweden, Enterprise Georgia and Procomer (Costa Rica). The World Trade Promotion Organization (WTPO) Conference, scheduled for 2022 in Accra, Ghana, and co-hosted by the Ghana Export Promotion Agency, will also recognize all three winners and runners-up.



In 2020, ITC made a major investment in the upgrade of its platform to modernize the technology and assessment model. This work is ongoing and indicates a shift in ITC's operating model for increased reach, more diversification, greater scale and improved data capture. The updated assessment approach will still recognize managerial and operational excellence, along with the contributions made by BSOs to sustainable and inclusive economic growth.

When BSOs work well within an effective ecosystem, they create stronger, bolder and more competitive businesses, resulting in improved access to global value chains and increased investment attractiveness.

2020 Funders for focus area 3: strengthening trade and investment support institutions

ITC Trust Fund Window 1 Funders

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

Project-specific funders

European Union, United Kingdom of Great Britain and Northern Ireland, Switzerland, Netherlands (the), China, Labor Fund Bahrain (Tamkeen), United Nations Industrial Development Organization, Enhanced Integrated Framework, Common Market for Eastern and Southern Africa, Standards and Trade Development Facility, International Islamic Trade Finance Corporation, PromPeru, Chocolats Halba/ Coop Genossenschaft, Saint Lucia Trade Export Promotion Agency.

PROJECT PIVOT

Supporting the textile and clothing sector in Jordan



‘Working with the MENATEX expert has enhanced my knowledge about how to design a strategy and new services and better understand our clients.’

– Dina Seisah, Acting Chief Executive Officer of Garment Design & Training Services Center

FUNDERS AND PARTNERS

Swedish International Development Cooperation Agency (Sida)



Context

In Jordan, the clothing sector is one of the main engines for industrial development and employment creation. In 2019, Textiles and Clothing (T&C) exports totalled \$1.96 billion (Trade Map), of which 88% of the products go to the United States market under the Qualified Industrial Zone (QIZ) initiative and a Free Trade Agreement.

Given the importance of the sector in the country's economy, ITC aims to improve the competitiveness of MSMEs in this field. ITC is working with partner institutions on improving their performance and services so that they can support a larger pool of MSMEs after the completion of the project.

Since the end of 2019, ITC has been providing assistance to trade and investment support institutions (TISIs) in Jordan through its Middle East and North Africa project in the textile and clothing sector (MENATEX). Through workshops, coaching and a range of training activities, ITC supported the Jordan Chamber of Industry (JCI), Jordan Garments, Accessories & Textiles Exporter's Association (JGATE), and the Syndicate of Garments and Textile Factory Owners in Jordan, as well the Garment Design & Training Services Center (GSC). Institutions are serving their clients better, with a focus on helping them scale, be more competitive and thrive in international markets.

Pivot

When COVID-19 began to spread in Jordan, ITC analysed the level of maturity and needs of the partner institutions and adjusted its initial plan to focus on three key areas: service design, best practices for support institutions and coordination of the TISI ecosystem.

The MENATEX Jordan project team delivered 40 coaching sessions in six months. Selected institutions also benefitted from one-on-one coaching to build a new service portfolio and improve their communications strategy.

ITC worked with trade institutions, academia and vocational institutes to strengthen collaboration and bridge the gap between the academic world and the private sector. Coaching and workshops comprised sharing best practices and guidelines on how these entities can work together to strengthen the textile and clothing sector by researching issues faced by MSMEs, designing projects to address challenges and organizing industry visits and student internships.

Moreover, JCI trained staff members to become trainers on resource efficiency and circular production, lean management, and material sourcing. With ITC support, JCI began to assist more than 20 MSMEs to comply with international environmental standards. In addition, JCI



Textile and clothing company beneficiary under the Middle East and North Africa Textile programme, Jordan

established the Lean Manufacturing Unit as a new paid service to its clients. Ihab Qadri, representative of the textile and clothing sector at JCI, affirmed the value of the know-how shared with local experts as being beneficial to all segments of the industry, in terms of improved competitiveness, job creation and increased income.

Result

By the end of 2020, three institutions revised their strategies to focus on delivering more diverse and targeted services to companies, with specific indicators to measure their effectiveness and impact.

Dina Seisah, acting Chief Executive Officer of GSC, reported that working with ITC introduced her to new topics and supported her in further developing her managerial skills. Similarly, Sawsan A. Al-Habahbeh, JGATE's Executive Director, reported improvement in their service portfolio, team efficiency and performance.

ITC's efforts to bridge the gap among industry, vocational institutes and academia also bore fruit under this project. The German Jordan University, a leading university in Jordan, and the JCI expressed their intention to collaborate in strengthening Jordan's textile and clothing sector through a research lab tasked to solve challenges faced by MSMEs.

LINKS

- [Project webpage](https://www.intracen.org/projects/Global-Textiles-and-Clothing-Programme-GTEX/)
<https://www.intracen.org/projects/Global-Textiles-and-Clothing-Programme-GTEX/>

Strengthening business support organizations with the REACT framework



‘The REACT course on client relationship management was very useful and timely as my institution is in the process of involving key staff in this area. The lessons learnt during the course will greatly assist me in improving our client relationship management processes.’

– Alexander Dadzawa, Ghana Export Promotion Authority, Ghana

FUNDERS

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



Context

The ITC United Kingdom Trade Partnerships (UKTP) Programme assists selected countries in Africa, the Caribbean and the Pacific to improve their trade and economic relationship with the United Kingdom and the European Union by maximising the benefits of economic partnership agreements. The programme identified improvements in the capacity of BSOs as being vital for effective delivery of UKTP interventions.

Using the ITC CUBED¹ survey method for comprehensively assessing institutional capacity-building needs, each BSO completed an assessment in January 2020. The responses showed that BSOs' top concerns were lack of long-term strategic planning and the need for demonstrating results.

However, given the pandemic, BSOs needed to re-assess the original assumptions for the design and delivery of the UKTP Programme.

Pivot

The programme's attention shifted from supporting company market connections and exports through BSOs towards more immediate concerns, such as business continuity planning.

As the programme transitioned online, country managers updated work plans to online training sessions and coaching on topics such as the use of digital tools to enhance business efficiency. In the fall, the programme rolled out a suite of new e-learning programmes for more than 200 participants across 30 institutions.

A new framework was also developed to help BSOs assess and measure outcomes for long-term development beyond the pandemic, according to five key attributes and skills: REACT.

The 49 institutions benefitting from the UKTP Programme have applied the REACT framework. The assessed institutions are in Cameroon, the Comoros, Côte d'Ivoire, Dominican Republic, Fiji, Ghana, Jamaica, Madagascar and Zimbabwe.

REACT analysis showed that most BSOs scored high on the Ready and Trusted attributes. This indicated a strong level of support for the role of BSOs among businesses and a high degree of confidence.



Epsilon textile and clothing company, United Kingdom Trade Partnerships Programme, Madagascar

However, low scores on the Expert and Agile attributes showed that most institutions struggled to access quality information and data. It also confirmed a reluctance to change direction, reallocate resources and innovate in the face of uncertainty.

The programme addressed these challenges through a series of new e-learning courses and webinar presentations, covering topics such as client relationship management, digital transformation and networking. A total of 77 participants from 20 institutions received the certification in client relationship management for BSOs.

Results

The REACT framework defines and measures specific elements needed to face the various challenges of the current pandemic, but also of the post-pandemic world. It provides BSO leaders with accurate and timely information on their responsiveness to external shocks, and identifies interventions needed for BSOs to build their resilience.

With REACT, BSOs are now better prepared to shift institutional priorities to quickly meet changing trade dynamics.

¹ ITC CUBED methodology assesses the readiness of BSOs to deliver on a specific project or programme, whether as a partner, a beneficiary or as a key implementing agency. CUBED is designed to provide insights on three levels. First, it tests the overall quality of institutional leadership, resources, services and measurement. Second, it indicates how well an institution meets six attributes, aligned to programme or project-specific objectives (committed, capable and connected (C3) and resourced, relevant and recognized (R3)). Third, it identifies the degree and nature of risk associated with engaging with any specific partner.

The approach uses a comprehensive questionnaire, with core questions and customised additions, as part of an interview process. This is aligned with ITC's benchmarking methodology, and draws on the experience of the ITC meso level support (www.tisibenchmarking.org).

PROJECT PIVOT

Innovative techniques to increase access to financing in West Africa



‘The WACOMP webinars on Access to Finance are very enlightening trainings on the global landscape of SMEs and the role support organizations play in developing the right tools and products for SMEs to succeed.’

– Sadibou Jammeh, Gambia Investment and Export Promotion Agency

FUNDERS AND PARTNERS

European Union, Economic Community of West African States, West African Economic and Monetary Union, United Nations Industrial Development Organization





1. and 2. JMK Foods Limited, palm oil producer, Sierra Leone

Context

BSOs are the first point of contact for small enterprises seeking information on business and financial services. The support of these agencies became vital with the sudden challenges facing MSMEs during the pandemic.

In a BSO survey conducted across the Economic Community of West African States (ECOWAS) region, 21 organizations indicated that limited access to finance was a primary challenge facing MSMEs and trade-related agencies.

Pivot

ITC's West Africa Competitiveness Programme (WACOMP) began to equip MSME development agencies with business and financial services to ensure better support for small businesses and improve their opportunities to access financing.

WACOMP conducted a training of trainers focused on MSME promotion and financing initiatives. WACOMP hosted the training in partnership with the Singapore Cooperation Enterprise (SCE), an agency under the Singaporean Ministry of Foreign Affairs. Representatives from Opportunity Network, a deal sourcing firm, and Wajenzi, a peer to peer investment platform, contributed to the training session.

Participants benefitted from an introduction to credit and equity financing, as well as MSME mentorship. The training series additionally covered the development of innovative techniques to encourage MSME members to hire agency services. Trainees shared ideas on best practices and

opportunities for MSMEs to secure financial partnership, as well as lessons learned on value chain business planning, SWOT analysis, legal compliance issues and accounting.

Result

After the training series, MSME development agencies began to integrate new approaches and support the investment decisions of their beneficiaries. They provided nearly 90 business owners with information about digital tools to support their businesses in these uncertain times.

WACOMP's regional training of trainers programme also scaled up to the national level, and three financial advisers that were trained regionally began supporting 48 MSMEs and agri-businesses through the WACOMP Sierra Leone country-level programme.

LINKS

- [Project webpage](https://www.intracen.org/WACOMP/about/)
https://www.intracen.org/WACOMP/about/
- [WACOMP Newsletters](https://www.intracen.org/WACOMP-Newsletters/)
https://www.intracen.org/WACOMP-Newsletters/
- [Interview with Fatimata Kallon from Sierra Leone about how access to finance is key for surviving as a micro business](https://digital.intracen.org/issue1-21/interview-skills-are-not-enough/)
https://digital.intracen.org/issue1-21/interview-skills-are-not-enough/

PROJECT PIVOT

Youth & Trade Programme



430

youth-focused hubs



6

webinars with
380 participating hubs



12

Ye! Chapters
connected to
Anchor hubs



> 3 300

local Ye! Community youth
entrepreneurs connected to a
Ye! Anchor Hub in their country

FUNDERS AND PARTNERS

Canada, Denmark, Finland, Germany, Ireland, Norway, Sweden; all W1 donors



Context

In June 2020, the ITC Youth & Trade Programme surveyed 353 youth entrepreneurs globally. The results revealed that youth struggled to access the right institutional support to face the economic repercussions of the pandemic. In particular, 38% indicated that no organization had been of help to them. Only 28% of youth entrepreneurs described hubs, incubators, and accelerators as helpful.

Pivot

The programme convened a brainstorming session with a group of youth-focused hubs to validate and co-design a technical assistance package for youth entrepreneurs. The package included better access to data and knowledge about the needs of youth entrepreneurs during the pandemic. Hubs also required assistance to better understand and respond to the new challenges imposed on their business models.

The ITC Youth & Trade Programme adopted a two-fold approach to scaling its technical assistance package beyond its own network of youth-focused hubs: 1, going digital, and 2, reinforcing hubs' local presence.

The programme started a digital workshop series on start-up investment-readiness, partnerships, remote workshops and virtual incubation programmes. It also rolled out two online capacity-building workshops for tech hubs in collaboration with Bongo Hive and the ITC's FastTrackTech team. In addition, ITC institutional strengthening benchmarking tools and training materials were adapted to suit youth-focused hubs.

To reinforce local presence, the ITC Youth & Trade Programme scaled up its direct collaboration with select hubs by engaging them as local anchors for its Young Entrepreneurs (Ye!) Community Chapters. The Ye! Community is home to more than 18,000 young entrepreneurs, as well as hubs, network partners and expert mentors. In 2020, each Ye! Chapter connected to an anchor organization to support youth entrepreneurs at scale. The programme provides tailored support to Ye! Anchors, and now actively works with 12 hubs as anchor organizations in countries such as the Philippines, Guinea, Kenya and Pakistan.

In addition, the ITC Youth & Trade Programme partnered with Kumasi Hive, one of the Ye! Chapter Anchors in Ghana, to roll out the first implementation of the Ye! Boost Programme — a 14-week curriculum to coach youth-lead enterprises.

Results

The ITC Youth & Trade Programme now supports a network of 430 hubs worldwide, including the Ye! Chapter Anchors.



‘Through the new anchor approach, youth entrepreneurs in Uganda are connected to a local hub for support, resources and activities. We are ensuring that youth always have an organization to turn to that understands their challenges and opportunities in the local context.’

— Aisha Ali, Founder of I-Profile Foundation, Ye! Youth Representative for Uganda

Ye! Anchors have been connected to more than 3,300 local Ye! Community youth entrepreneurs across all 12 country chapters. The programme supported more than 380 hubs through the ongoing digital workshop series and continues to create a collective space for knowledge exchange among hubs globally.

Moreover, the ITC Youth & Trade Programme continues to expand its use of various communication channels and now communicates regularly with the hubs network using LinkedIn, WhatsApp and the new and improved Ye! Community Platform. The platform now offers hubs and BSOs a one-stop-shop to connect and engage with a large audience of youth entrepreneurs. Each hub can create, manage and moderate designated groups, post opportunities and create events.

The programme continues to work towards strengthening hubs as multipliers of youth economic empowerment. Most importantly, it keeps connecting youth entrepreneurs to these hubs for accessible, trusted and targeted support.

LINKS

- [Young business owners find new strategies to deal with the pandemic, survey reveals](https://stage.intracen.org/layouts/2coltemplate.aspx?pageid=47244640256&id=47244681030)

<https://stage.intracen.org/layouts/2coltemplate.aspx?pageid=47244640256&id=47244681030>



Boosting MSME international competitiveness

More than 80% of the world's trade takes place within value chains, and intermediate rather than final products account for 60% of the world's merchandise trade. Opportunities await for MSMEs able to boost their international competitiveness and tap into international supply chains. However, MSMEs, particularly in developing countries, often face barriers when connecting to new markets or when complying with market requirements.

ITC supports MSMEs to address these challenges and become more competitive by improving supply chain management and value addition, as well as by marketing and branding. Such support enables companies to tap into international markets by facilitating business contacts, and enhances compliance with standards and technical regulations.

During 2020, the Value Added to Trade Programme provided thought leadership and trade-related technical assistance for development in various sectors – from fibre, textiles and clothing, to digital entrepreneurship and tourism. The programme targeted improvements to the ecosystems where MSMEs operate across value chains. Public-private dialogue was central for the programme's operations.

ITC's ecomConnect programme was also very active in 2020, meeting the sudden increased interest in e-commerce. It offered a wide selection of virtual learning and digital tools, which helped MSMEs go online quickly, building fundamental digital skills and boosting their familiarity with digital solutions. Participants from 49 countries gathered virtually at ITC's E-commerce Entrepreneur Knowledge Series, which trained small business owners in the Middle East and North Africa to leverage e-commerce.



1, 2, and 3. Himalaya Shangri-la Tea Producers in Nepal
4. Sustainability Map Tool workshop, Nepal

5. SOLID, information technology services company, Senegal

The programme also coached MSMEs on how to develop an e-commerce strategy, digitize their products and services and integrate them into digital marketplaces. In June 2020, ITC launched the Africa Marketplace Explorer, an online tool for MSMEs and policymakers that analyses African e-commerce marketplaces.

The African technology sector offers many opportunities, but there are still many challenges preventing businesses from reaching their full potential. To address that, #FastTrackTech and The Netherlands Trust Fund IV (NTF IV) focussed on supporting digital entrepreneurs and MSMEs working in IT-enabled services in sub-Saharan Africa, connecting these businesses to international value chains. One example is SOLID, a Senegalese IT services company that saw its revenue increase by more than 7% in 2020. With the help of the NTF IV project, business operations in Côte d'Ivoire and Burkina Faso accounted for more than a quarter of their turnover, and telework created significant savings.

In 2020, ITC helped Nepalese tea cooperatives, which were severely impacted by the crisis, to survive the country's lockdown during their most important harvest of the year. Under the United States Agency for International

Development (USAID) Marketplace II project, ITC ensured business continuity for 17 tea producers in the Ilam region of Nepal, which resulted in EUR 425,000 worth of business.

2020 Funders for focus area 4: connecting to international value chains

ITC Trust Fund Window 1 Funders:

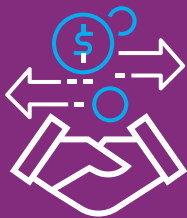
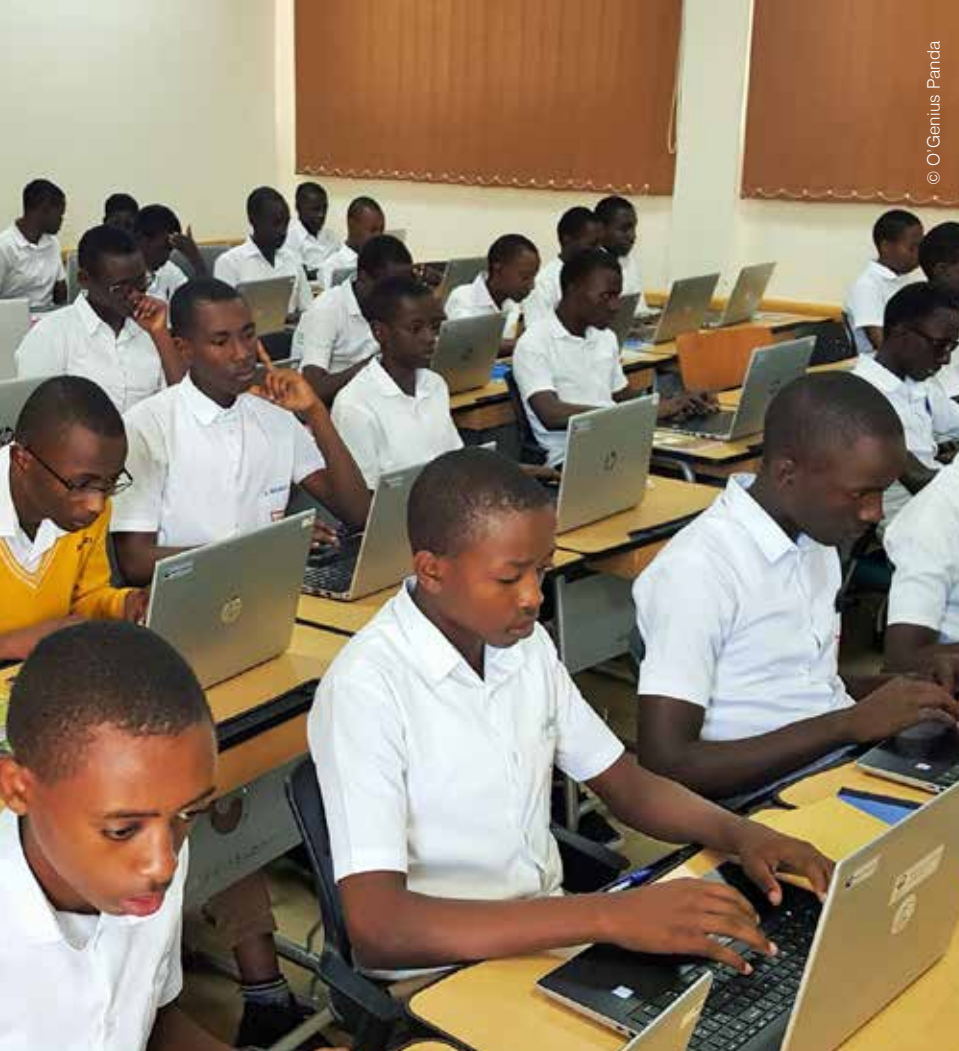
Canada, Denmark, Finland, Germany, Ireland, Norway, Sweden

Project-specific funders

European Union, United Kingdom of Great Britain and Northern Ireland, Netherlands (the), Switzerland, Sweden, Enhanced Integrated Framework, Korea, Germany, Chocolats Halba/ Coop Genossenschaft, United Nations Industrial Development Organization, International Islamic Trade Finance Corporation, Multi-Partner Trust Fund, Japan, United States, World Bank, Food and Agriculture Organization of the United Nations, Standards and Trade Development Facility, Qatar Development Bank, United Nations Development Programme.

PROJECT PIVOT

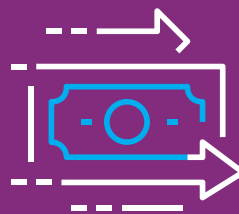
Capacity-building and readiness assessment for African tech start-ups



\$1 181 300

in business deals and raised investments in 2020.¹

¹ \$181,000 in 2020 are the business deals attributed explicitly to FastTrackTech.



\$800 000

of investments for African tech start-ups

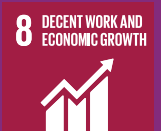


1 063

African digital entrepreneurs coached

FUNDERS

Canada, Finland, Germany, Ireland, Norway, Sweden, the Netherlands



Context

The fast-growing digital sector is creating jobs at scale and will accelerate Africa's socio-economic transformation. The #FastTrackTech Africa initiative started in October 2019 to support the technology sector at three levels: policymakers, next-generation trade support institutions, and digital entrepreneurs and their tech start-ups. Today, digital entrepreneurs receive coaching in digital and business skills, exposure at local, regional and international events, B2B linkage activities, matching with venture capital firms and other funding sources, as well as support from the entrepreneurship ecosystems. The initiative operates in seven Sub-Saharan countries: Benin, Ethiopia, Côte d'Ivoire, Mali, Rwanda, Tanzania and Zambia.

Pivot

#FastTrackTech had been operating for only five months and already had to align and adapt its activities to the new reality of the pandemic. Using ITC's bilingual #360 Diagnostics Tool for Tech Start-ups, the initiative assessed the internationalization and investor readiness of beneficiary start-ups.

Based on these assessments, ITC adapted coaching material to include a crisis management training and a virtual one-on-one advisory support on adjusting operations during COVID-19. Start-ups and their employees who were working from home received internet data packages.

More than 1,000 digital entrepreneurs and start-up founders, including close to 300 women and 700 youth, received this adapted coaching through webinars, online group trainings and virtual one-on-one training. Networking and capacity building training was provided to six tech hubs.

There was also a modified focus on engaging in numerous virtual international B2B events. One such event was AfricArena, where a #FastTrackTech Challenge resulted in seven beneficiaries being awarded a prize comprising 10,000 credits in Amazon Web Services, as well as support to implement business development activities.

Result

#FastTrackTech's adapted offering led to meaningful results in 2020. Participants signed \$181,000 worth of business deals during B2B and matching events, and start-ups mobilized a total of \$800,000 in investments. More than 100 tech start-ups, including 30 women-led companies, designed or made changes to their internationalization plans.

‘During the pandemic, secondary school teachers were requesting online resources and materials, as they now understand how to use technology in teaching. Because of #FastTrackTech, we now tailor the software for international clients as well’

– Origene Igiraneza, Founder & Chief Executive Officer of O’Genius Panda

O’Genius, a Rwandan software start-up that develops educational mobile and web solutions, leveraged #FastTrackTech training to tailor its platform to meet the increased demand for remote teaching. The company received a \$200,000 investment, going from eight employees in 2019 to 27 staff members in 2020, when the start-up was active in 375 Rwandan schools, serving 11,000 students and teachers. Its platform recorded visits from 110 countries. Notably, students' grades improved by 11% once they started using the O’Genius platform.

Technology Forever Group in Benin was another tech start-up that experienced growth during the pandemic. Its EasyLMD web application for tertiary schools successfully on-boarded six universities in 2020. As a result, its turnover grew by 71% (more than \$50,000) and there was a 17% increase in employment. Such achievements are related to the support provided by the #FastTrackTech initiative. The project enhanced the company's credibility and reputation through better product presentation techniques, provided coaching in sales prospecting, budgeting and marketing, as well as access to reliable internet connection and visibility on Amazon's web services.

LINKS

- [O’Genius Panda](https://www.opanda.xyz/)
https://www.opanda.xyz/
- [EasyLMD revolutionises the work of higher education institutions](https://stage.intracen.org/news/In-Benin-EasyLMD-revolutionises-the-work-of-higher-education-institutions/)
https://stage.intracen.org/news/In-Benin-EasyLMD-revolutionises-the-work-of-higher-education-institutions/
- [EasyLMD](https://easylmd.com/)
https://easylmd.com/
- [#FastTrackTech Africa webpage](https://www.intracen.org/e-Trade-for-Impact/Fast-Tracking-Digital-Entrepreneurship-in-Africa/)
https://www.intracen.org/e-Trade-for-Impact/Fast-Tracking-Digital-Entrepreneurship-in-Africa/
- [FastTrackTech Africa Facebook Group](https://www.facebook.com/groups/FastTrackTechAfrica/?modal=false&should_open_composer=false&hoisted_section_header_type=notifications)
https://www.facebook.com/groups/FastTrackTechAfrica/?modal=false&should_open_composer=false&hoisted_section_header_type=notifications
- [ITC open data portal page related to the project](https://npp.itc-cci.net/#B898)
https://npp.itc-cci.net/#B898 (login required)

PROJECT PIVOT

Innovating technical assistance to reach conflict-affected communities in Colombia



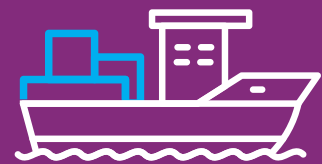
51

producers with at least one export certification



104

Tahiti lime farmers connected to exporters



73 metric tons

of Tahiti limes exported in three months

FUNDERS

European Union, Canada, Denmark, Finland, Germany, Ireland, Norway, Sweden

8 DECENT WORK AND ECONOMIC GROWTH



10 REDUCED INEQUALITIES



17 PARTNERSHIPS FOR THE GOALS



Context

Colombia is one of the most diverse countries in the world, with fertile land and abundant resources. The country underwent one of the longest-lasting armed conflicts in history, which destroyed livelihoods – especially in rural areas. In November 2016, following lengthy negotiations, the Colombian government and the Fuerzas Armadas Revolucionarias de Colombia (FARC) signed the Final Agreement for the Termination of the Conflict and the Construction of a Stable and Lasting Peace. To support peacebuilding efforts, Colombia received technical and financial assistance from the international cooperation community, especially from the European Union, through the EU Trust Fund for Colombia (EUTF).

EUTF's overall goal is sustainable and lasting peace through improving living conditions in the Zones Most Affected by the Armed Conflict (ZOMAC). Since 2018, the EUTF has been providing financing to ITC's Colombia PUEDE project, which seeks to enhance the income of 2,000 small producers of Tahiti lime, coconut and cocoa located in four ZOMAC municipalities of the Department of Nariño.

In collaboration with 20 local farmers' associations, ITC delivers sustainability programs and quality certifications, identifies actionable business opportunities, facilitates access to technical assistance and infrastructure, and strengthens capacities and skills of both producers and associations.

Pivot

In a COVID-19 impact survey with farmers participating in the project, 83% reported difficulty in accessing food, and a similar number had no access to PPE. Up to 62% experienced financial loss, and 47% reported increased costs of production related to workforce and sourcing of agricultural supplies. A further 69% had trouble with transportation, for persons and products alike, mainly because of the scarcity of vehicles. Moreover, farmers indicated an increase in organized crime involving the production of illegal drugs.

In this fragile context and with the adverse impact of COVID-19, ITC deepened its commitment to the region of Nariño. The Colombia PUEDE project re-allocated a portion of its resources to provide emergency relief to 1,339 families in the form of food and PPE.

The project re-imagined its technical assistance strategy on export certifications and adopted new training methods. These incorporated the use of innovative social media challenges and small competitions among producers, as well as “back-to-basics” local radio spots in areas with poor connectivity. The activities contributed to enhanced producer engagement and improvements in the quality of their produce.

‘ITC provides innovative market strategies based on the reality of these rural areas, aimed to increase farmer income and improve livelihoods.’

– René Alarcón, ITC Project Manager

While under lockdown, the project team worked closely with farmer organizations to compile, develop and finalize the process required to undergo quality certification audits. Shortly after the six-month lockdown ended, 51 farmers received official export certification by the Colombian Agricultural Institute. Likewise, 17 farmers obtained an organics re-certification, and 13 farmers achieved the GlobalG.A.P. Certification.

With these certifications in hand, 104 farmers, represented by six farmer associations, signed new and significantly more profitable export commercial deals. The sale price per kilo for the producer in the export market was roughly twice the local price paid by intermediaries. One such deal involved the export of 73 metric tons of Tahiti limes to the Caribbean through Frutales Las Lajas, a Colombian exporter. From October to December 2020, the value of limes exported amounted to \$11,500. The export price paid was Colombian peso (COP) \$1.082/kg versus the average COP \$582/kg paid by the local intermediary. This means a difference of COP \$500/kg for the producer— an 86% increase in income.

Results

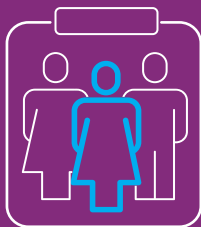
In addition to receiving better prices, responsible buyers are helping farmers with improved strategies for logistics, cash flow and quality management aspects. The momentum has led to increased interest in farming as a sustainable livelihood, as well as greater commitment from farmer associations.

LINKS

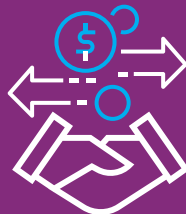
- [Project webpage](https://www.intracen.org/PUEDE/)
https://www.intracen.org/PUEDE/
- [Peace and Unity through Productive Development and Trade \(video\)](https://www.youtube.com/watch?v=geJT0WWMBzM)
https://www.youtube.com/watch?v=geJT0WWMBzM
- [Colombia PUEDE Facebook group](https://www.facebook.com/groups/275485066831811/)
https://www.facebook.com/groups/275485066831811/
- [European Trust Fund project page \(in Spanish\)](https://www.fondoeuropeoparalapaz.eu/project/colombia-puede/)
https://www.fondoeuropeoparalapaz.eu/project/colombia-puede/

PROJECT PIVOT

Linking Ukrainian SMEs with domestic markets and value chains



Approximately
60% of women
in the management structure of
Ukrainian farms today



807
business contacts with potential
partners were established by the
project beneficiary companies
during trade fairs



2 companies
made their first shipments
of fresh Ukrainian apples to
Latvia and Sweden

FUNDERS AND PARTNERS

Sweden

8 DECENT WORK AND
ECONOMIC GROWTH



9 INDUSTRY, INNOVATION
AND INFRASTRUCTURE



17 PARTNERSHIPS
FOR THE GOALS





1, 2. and 3. Olha Shkribliak, owner of Fresh Salat company, Ukraine

Context

In Ukraine, lockdowns narrowed well-established markets, affecting especially small producers. With wholesale local markets closed, farmers who did not have contracts nor connections with the national retail networks experienced difficulties in selling their produce. ITC project “Linking Ukrainian SMEs in the Fruits and Vegetables Sector to Global and Domestic Markets and Value Chains” helps farmers bridge that gap.

The project works to integrate MSMEs in the fruit and vegetable sector into domestic and global value chains. It encompasses the production of goods in accordance with foreign market requirements, with a focus on the European Union, and on enhanced capacities of local BSOs to provide quality business support services to MSMEs. Participating businesses are linked to several international trade shows, study visits and trainings organized by ITC and other international projects.

Pivot

The project adapted quickly, and its team conducted surveys to collect data on how COVID-19 affected the fruit and vegetable sector in Ukraine. Based on the findings, response recommendations to help businesses recover were developed for the implementation of the local authorities.

ITC also adapted training content and shifted planned seminars, presentations and discussions to online platforms. Close to 40 companies benefitted from one-on-one advice and coaching on the development of marketing materials, interaction with international buyers and negotiation of new deals. ITC also provided training to ensure that production processes comply with international food safety standards, such as the GlobalG.A.P Risk Assessment on Social Practice, and Hazard Analysis Critical Control Points (HACCP).

A novelty for many of them, MSMEs participated in virtual trade fairs and study visits, and the project organized virtual B2B meetings for the participating companies during trade fairs.

‘At the beginning of the quarantine, we received a maximum of 10-20 orders online. Thanks to the ITC project and communications through our website and the Facebook page, we have reached more than 100 orders per day.’

– Olha Shkribliak, Owner of Fresh Salat

Result

Participants managed to navigate the crisis in 2020 thanks to the market linkages and online marketing training support received from the project. Some companies expanded their inventory and found new buyers. Many, including Fresh Salat from the Zaporizhzhya region, upgraded their websites and successfully shifted to online sales. Fresh Salat cooperated with other farmers to form commodity lots and to offer mixed fresh produce boxes for delivery. The company also developed a new branded packaging for salad greens and fresh vegetables, which are now being shipped straight from the farms to consumer homes.

Other exporters worked to promote their online communication skills. USPA FRUIT upgraded its website to facilitate communication with wholesale buyers by having an online catalogue containing full descriptions of each apple variety offered. To receive a precise quotation, a buyer could immediately select packaging, destination and quantity for a particular variety. Alternatively, they could request and receive quotations for all varieties.

LINKS

- [First Ukrainian Apples Producers Aggregating Company](https://uspafruit.com/apples/)
<https://uspafruit.com/apples/>
- [VitaminBox.com.ua](https://vitaminbox.com.ua)
<https://vitaminbox.com.ua/eng#rec204688375>



Empowering women and youth for inclusive and green trade

Increased trade alone is not sufficient to improve livelihoods. The benefits of trade growth do not necessarily reach vulnerable groups, and excessive costs may be placed on the environment. In 2020, the pandemic and the pre-existing climate crisis exacerbated the challenges facing the most vulnerable countries and communities. The crisis amplified existing inequalities and created new challenges for women in trade as well.

To support the most vulnerable groups, ITC pivoted its major programmes to focus on the economic empowerment of women; promoting youth entrepreneurship; connecting poor communities to value chains; and promoting green trade.

In 2020, the Poor Communities and Trade Programme continued to empower and support displaced people, migrants, refugees, women and marginalized producers. The programme's Ethical Fashion Initiative (EFI) promoted circular sustainability and decarbonized supply chains. EFI also chaired the United Nations Alliance for Sustainable Fashion, leading the way in defining the UN's role in changing the path of fashion to become a driver for the SDGs. In 2020, EFI projects exceeded expectations. In Afghanistan, 6,527 jobs (out of a target of 2,000) were created, and more than \$3.1 million in sales were made. EFI projects in Uzbekistan and Tajikistan formed the basis of a new joint ITC-UNESCO project in Kyrgyzstan, Kazakhstan and Turkmenistan. EFI's new Venture Studio benefitted six new women-led businesses.



1



2

1. Ozara Tajikistan, traditional Tajik handicraft, Ethical Fashion 2. Women's weaver cooperative, Kenya, SheTrades Commonwealth

In cooperation with the Social and Labor Convergence Program (SCLP), the Trade for Sustainable Development Programme (T4SD) continued to develop the social/labour audit-sharing platform, the Gateway, which was introduced virtually to more than 1,500 beneficiaries in 30 countries. ITC also organized the Good Trade Summit on how to build more resilient, inclusive and sustainable value chains post-pandemic. The summit received a wide audience of almost 2,000 participants from 92 countries, comprising a range of stakeholders from the trade and development community, entrepreneurs, business leaders and government officials.

Women to Trade

SheTrades, ITC's Empowering Women to Trade Programme, developed a COVID-19 Crisis Management Toolkit that includes a Resilience and Recovery Action Plan Canvas; a collection of relevant business planning and decision-making guides, and references to online resources. SheTrades also scaled up capacity building activities with private sector partners and launched a \$75 million (Cooperative for Assistance and Relief Everywhere) CARE-SheTrades Impact Fund at the World Economic Forum in Davos. Despite logistical challenges, SheTrades successfully established two new hubs: one in the Philippines and another in Trinidad and Tobago, to ensure localized support for women in business.

In Bangladesh, Ghana, Kenya, and Nigeria, SheTrades Commonwealth — funded by the UK Foreign Commonwealth and Development Office — continued supporting women-led businesses to grow and export to international markets. As a result, 1,565 women-led businesses have reported increased competitiveness and resilience to the pandemic and generated more than £30 million in international sales with the project's support. Moreover, SheTrades is supporting more than 40 African women's business associations to ensure that the AfCFTA delivers benefits for women producers, and to establish a strong continental network.

Given the disruption in international trade, domestic markets have become more important for many women-led businesses. In Bangladesh, Nigeria, Zambia and The Gambia, SheTrades rolled-out a new, action-oriented guide to make gender-responsive procurement happen. It consisted of assessing the current context, identifying barriers facing women, policy options to address such barriers, and steps to ensure women's inclusion. Now, policymakers, procurement officials and business associations have the tools to design a roadmap and monitor progress.

2020 Funders for focus area 5: promoting and mainstreaming inclusive and green trade

ITC Trust Fund Window 1 Funders

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

Project-specific funders

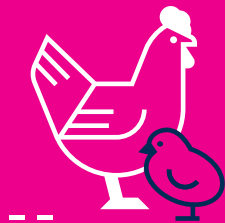
European Union, United Kingdom of Great Britain and Northern Ireland, Korea, Germany, Switzerland, Netherlands (the), Multi-Partner Trust Fund, Japan, United Parcel Service Foundation, Organization of the Petroleum Exporting Countries, Fund for International Development, Norwegian Refugee Council, Enhanced Integrated Framework, Sweden, Finland, ChileCarne, Sustainable Agriculture Initiative, Chocolats Halba/Coop Genossenschaft, United States, Food and Agriculture Organization of the United Nations, Mary Kay, World Bank, Australia, United Nations Conference on Trade and Development, International Islamic Trade Finance Corporation, France, Finance in Motion, United Nations Capital Development Fund, Fédération Européenne des Fabricants d'Aliments Composés, The Swiss Platform for Sustainable Cocoa

PROJECT PIVOT

Strengthening small-scale agribusiness in Pakistan



>60 000
livestock vaccinations



>10 000
poultry distributed to
2,000 households



>300
women received
livestock fodder



10 women farmers
started selling milk via
GRASP-provided cell phones

FUNDERS
European Union

1 NO
POVERTY



5 GENDER
EQUALITY



8 DECENT WORK AND
ECONOMIC GROWTH



Context

MSMEs make up the bulk of businesses in Pakistan and must expand to create jobs and achieve broad and sustainable economic growth. Livestock and horticulture, which account for 70% of value-added agriculture, have particularly strong potential for growth, climate adaptation and increased participation of women.

In Pakistan, the project Growth for Rural Advancement and Sustainable Progress (GRASP) is working to strengthen small-scale agribusinesses and improve the institutional and policy environment for small firms. Funded by the European Union, GRASP aims to reduce poverty in Pakistan by providing support at all levels to the horticulture and livestock value chain in the Balochistan and Sindh provinces.

Despite their critical contribution to agriculture, food security and nutrition, women farmers face social barriers, misinformation and limited access to modern ways of working. Moreover, they were disproportionately disadvantaged when COVID-19 hit Pakistan, as the load of unpaid care and domestic work increased for women. The national lockdown measures, which also applied to livestock markets, triggered an economic slowdown that led to considerable financial loss for women smallholders in the agriculture sector. Many women lost their jobs and income despite the business stimulus packages in place.

Pivot

Based on findings and consultations with farmer organizations, the Chamber of Commerce and government officials, GRASP developed a COVID-19 response that had a special focus on supporting women farmers in select districts in the two rural provinces.

In the short-term, GRASP provided emergency agricultural inputs to producers, which included animal vaccinations, fodder, agricultural tools, equipment, seeds, fertilizer, and livestock health and nutrition trainings. Women farmers received cell phones and coaching on e-commerce and sales techniques to teach them new market opportunities. GRASP also conducted information sessions to raise awareness among farmers about government-financed support schemes.

Within the medium-term response, the project built effective coordination between government line departments, supported policy measures and recommendations for rural and agriculture development, and provided equipment and capacity building for value addition and processing.



‘Despite taking care of animals all my life, this is the first time I am getting educated on the proper ways to feed them.’

– Khuda Dini, farmer from the Abdul Qadir Khan Lashari Village

Results

MSMEs in Sindh and Balochistan received agriculture inputs to continue business operations during the pandemic. The project provided seeds, fertilizer and other material to 1,330 businesses, of which 752 were women-led. Training was given to 310 women-led businesses on livestock health and nutrition and value addition to product and services. Over 60,000 livestock vaccinations were also distributed. The project supported women to start home poultry business and a group of farmers received 10,000 poultry birds, mobile devices and training on e-commerce for better market connectivity.

To increase the awareness of safety and disease prevention measures, the project delivered over 3,000 announcements through various media platforms, targeting both BSOs and SMEs. Moreover, 2,500 people received training on access to finance and on existing schemes offered by the Government of Pakistan to support businesses through the COVID-19 pandemic.

LINKS

- [Project webpage](https://www.intracen.org/GRASP/)
https://www.intracen.org/GRASP/
- [GRASP Facebook group](https://www.facebook.com/groups/1097343917347186)
https://www.facebook.com/groups/1097343917347186

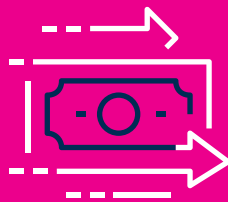
PROJECT PIVOT

MSMEs at the forefront of sustainable and reliable value chains



1 000 MSMEs

connected with 40,000 employees to implement sustainable business practices



>\$800 000

leveraged in financing for three Kenyan MSMEs to implement climate resilience measures



19 tons

of gluten-free cereal exported to the Netherlands as result of organic certification

FUNDERS AND PARTNERS

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

2 ZERO HUNGER



8 DECENT WORK AND ECONOMIC GROWTH



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



Context

MSMEs must be at the forefront of the green economic transition given how they are adversely impacted by climate change, environmental degradation and loss of biodiversity. The business case for MSMEs to go green is clear. However, while understanding implied costs and related benefits, MSMEs often need guidance and support to develop the knowledge and capacity needed to formulate and implement the right set of actions.

Under the agenda to build back better after the pandemic, international buyers began consolidating their supplier base, driven by the need to establish and maintain traceable, sustainable and reliable value chains.

Pivot

ITC's GreenToCompete Hubs responded with integrated solutions and tools for MSMEs to better understand the benefits of sustainable business practices and build their capacity to implement resource efficient and inclusive business strategies. The GreenToCompete Hubs act as one-stop shops for MSMEs to develop and implement green business practices, increasing access to green finance and international markets for sustainable products.

Local BSOs co-manage the Hubs, namely the Ghana Export Promotion Authority, the Kenya Climate Innovation Center and Strathmore University, the Laos National Chamber of Commerce and Industries, the Nepalese Agro-Enterprise Center, the Peruvian Exporters Association, and VIETRADE in Viet Nam.

Through two-year coaching programmes, e-learning and technical webinars, ITC and BSOs jointly provide MSMEs with training on climate resilience, resource efficiency and circular production, voluntary sustainability standards, positioning sustainable products internationally and accessing green finance.

Result

More than 200 MSMEs, representing 8,500 full-time employees and 60% women-owned businesses, increased their capacity to implement sustainable business practice. Out of these 200 businesses, 50 agrifood MSMEs started the process of getting certified with a voluntary sustainability standard, including USDA or EU organic, Good Manufacturing Practices, Global Gap and Fair Trade. Among those MSMEs seeking certification, 13 received grant financing for the certification process from the GIZ in Ghana, the Business Assistance Facility supported by Australian Aid, Irish Aid, USAID and the World Bank in Laos,

‘The project is indispensable for small and medium-sized enterprises participating in the agrifood value chain to export to international markets. It gives enterprise a clear vision and direction.’

– Director, Tropical Fruit Vegetable Trading Production CO., Ltd

as well as the Innovate Peru Programme, led by the Ministry of Production. By the end of 2020, eight MSMEs from Ghana, Laos, Viet Nam and Peru obtained their sustainability certification. Among them, Amaati Company Limited, from Ghana, identified its gaps to reach certification, formulated an action plan, secured a grant to cover 80% of the certification costs and certified EU organic. The company shipped its first 19 metric tons of DIM Fonio, its gluten-free cereal which is now organic-certified, to the Netherlands.

In Kenya, 11 MSMEs self-funded the implementation of climate resilience strategies, which totalled more than \$700,000. Three other Kenyan MSMEs implemented similar strategies with the support of external financing that totalled more than \$800,000. This was the case for Miyonga Fresh Greens, which secured financing from GIZ, the Foreign, Commonwealth & Development Office of the UK Government (FCDO) and the Kenya Catalytic Jobs Fund. Vert Limited and Kentaste both received funding from the AgriFi Kenya Challenge Fund of the European Union to support the implementation of solar mini-grid installations and the purchase of drought-resistant seedlings for farmers, respectively.

More than 20 MSMEs began implementing resource efficient and circular production practices that range from upgrading machinery to adopting more energy and water-efficient options, such as biomass-powered boilers, and the reduction and recycling of production residues. In Peru, Pebani SA, beneficiary company that commercializes medical plants, superfoods, oils and resins from the Andes and the Amazon rainforest, immediately realized 5% savings in its monthly expenditures for water and energy consumption.

The results achieved under the GreenToCompete Hubs in 2020 showcased how MSMEs enhanced their competitiveness by saving costs, increasing productivity and accessing finance and markets when implementing green business practices.

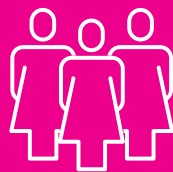
LINKS

- [Sustainability gateway](https://www.sustainabilitygateway.org/hubs-landing/)
<https://www.sustainabilitygateway.org/hubs-landing/>

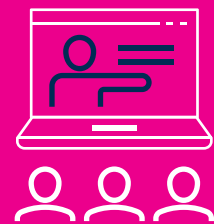
SheTrades: a diverse network to help women-led business scale up



29 women entrepreneurs from Nigeria, India, Kenya, Mexico



94% of the women entrepreneurs reported improved business operations and resilience to COVID-19



95% of the Twill coaches reported better understanding of SMEs and their bottlenecks, while 86% increased their understanding of developing markets

FUNDERS AND PARTNERS

Belgium, Canada, Denmark, Finland, Germany, Ireland, Norway, Sweden; Twill by Maersk



Context

MSMEs tend to be more agile than larger companies, but face severe resource constraints that make them more vulnerable during a crisis such as the COVID-19 pandemic. This conclusion stems from ITC's COVID-19 Business Impact Survey conducted with 4,467 companies across 132 countries.

Smaller businesses are less likely to withstand the serious disruptions to supply chains triggered by the pandemic. The implications tend to be harsher for women-owned businesses, which account for only one in five exporting businesses. Women-owned enterprises are more likely to face obstacles to trade and are less likely to receive business and financial support.

Pivot

The ITC SheTrades Initiative, through its diverse network of partners, ramped up its support to women entrepreneurs during the pandemic. It strengthened women's inclusion in supply chains, enhanced information access, facilitated the use of digital technologies and tools, provided skills development and capacity building, and launched tailored financial products to support women entrepreneurs.

One such partner is Twill by Maersk, the new freight logistics service curated specifically for micro, small and medium-sized business. Since the start of their collaboration in 2018, ITC SheTrades and Twill have co-delivered technical assistance, online training and special discount rates to support women entrepreneurs, enhancing their trade readiness, boosting supply chain solutions and unlocking market access. With the outbreak of COVID-19, the partnership paused to assess the most pertinent approach to support MSMEs and women entrepreneurs. The conclusion was that a one-size-fits-all approach would not be sufficient. It was therefore crucial to provide tailored and customized assistance to enable women to re-pivot their businesses, develop an adaptive action plan and reduce risk.

The ITC SheTrades and Twill by Maersk collaboration developed and delivered a tailored coaching programme to enhance business responsiveness and crisis resilience of women entrepreneurs. Within the initiative, women entrepreneurs received one-on-one coaching from Twill employees.

The four-week pilot programme was launched in early in 2020. Following its success, a subsequent eight-week programme reached close to 30 women entrepreneurs from Nigeria, India, Mexico and Kenya. Each business owner was assigned to a Twill coach, and the pairs worked on predefined COVID-19 related challenges, including logistics, sales, e-commerce, human resources and marketing.



‘At Twill, we want to make trade easy and accessible — so that more people, businesses and communities can be part of a global and inclusive trading system.’

— Anne-Sophie Zerlang Karlsen, Chief Executive Officer of Twill by Maersk

Result

By supporting women-owned MSMEs and enabling them to participate in international trade, the SheTrades Initiative seized an opportunity to mitigate economic shortfalls, limit job losses and set the foundation for building back better.

As a result of the coaching programme, 94% of the women entrepreneurs reported improved business operations. Key developments were the creation of an e-commerce strategy to accelerate digitalization; the ability to embed international payment solutions for global transactions; partnerships with logistics providers to enable supply chain solutions and accelerate exports; better brand strategy and marketing; and enhanced pricing and export strategies.

The Twill employees working as coaches were equally enthusiastic about taking part in the project, and 95% of them reported an increased understanding of MSMEs and their bottlenecks; while 86% increased their understanding of developing markets.

LINKS

- [Story: ITC and Twill by Maersk offer specialized coaching to help women entrepreneurs in Kenya, Nigeria, Mexico and India scale up](#)
file:///private/var/folders/x5/gmd12xws7j1fhyy6q476jx80000gn/T/InDesign%20Snippets/Snippet_317424ED8.idms
- [Multiplying the benefits of trade – one SME at a time](https://www.twill.net/blog/multiplying-the-benefits-of-trade-one-sme-at-a-time/)
<https://www.twill.net/blog/multiplying-the-benefits-of-trade-one-sme-at-a-time/>

PROJECT PIVOT

Vulnerable migration and forced displacement



128 refugee and host
community members connected
to the digital value chain (RESI)



130 IDPs and returnees
connected to local
mask production (EFI
Afghanistan, Mali)



70 economic migrants
connected to tailoring and
screen printing jobs (EFI Mali)

FUNDERS AND PARTNERS

European Union, Belgium, Canada, Denmark, Finland, Germany, Ireland, Norway, Sweden. RESI Dadaab is financed by the Government of the Netherlands and implemented in partnership with Norwegian Refugee Council, Ethical Fashion Initiative Mali is financed by European Union Emergency Trust Fund, and Ethical Fashion Initiative Afghanistan is financed by the European Union.

1 NO
POVERTY



8 DECENT WORK AND
ECONOMIC GROWTH



10 REDUCED
INEQUALITIES



Context

Communities affected by vulnerable migration and forced displacement are some of the most fragile and economically exposed in the world. The pandemic further exacerbated these existing vulnerabilities. To address such challenges, ITC adapted its trade-led and market-based solutions to create economic opportunities in fragile settings, linking both the supply and demand side needs of the market.

Pivot

In Kenya, the Refugee Employment and Skills Initiative (RESI) provided Somali refugees and Kenyan host community members with training and market access support to gain jobs in the online freelancing sector. In Afghanistan, Burkina Faso, and Mali, the ITC Ethical Fashion Initiative (EFI) helped returnees, vulnerable migrants and internally displaced people to upgrade the way they produce sustainable, handmade textiles while linking them to global fashion and lifestyle markets.

Throughout 2020, RESI continued to deliver technical assistance virtually, focusing on helping freelancers gain jobs online, particularly in light of the increased competitiveness for online work during the pandemic. This included Zoom webinars, phone calls, a WhatsApp helpline and Facebook livestreams. It also included an Online Freelancing Bootcamp, focused on guiding freelancers through their first job on the online platform Upwork.

Most of the EFI-supported countries are landlocked, and the population there fell victim to inter-community conflicts, terror attacks and other forms of human rights violations. These conditions made access to personal protective equipment (PPE) difficult, so EFI switched activities to the production of cotton facemasks in their target countries. Some project partners were trained and certified in the production of masks according to WHO standards.

Result

Through remote activities, RESI freelancers worked and connected with clients and experts from around the world, thereby gaining jobs and valuable mentoring. In 2020, 128 freelancers based in the Dadaab region in Kenya were connected to the digital value chain, gaining access to potential clients from around the world on Upwork. During the year, RESI was in continual dialogue with Upwork, which as a result of these conversations, decided to accept refugee manifest documents – an identification form given to refugees by the United Nations High Commissioner for Refugees (UNHCR) – as an appropriate identification paper, allowing refugees without IDs from around the country to join the platform.

Through EFI activities, vulnerable migrants, internally displaced people (IDP) and returnees contributed to the production of 440,000 facemasks in Afghanistan, Burkina



‘Producing the masks allowed us to make money in a difficult period. Thanks to this, we have been able to avoid layoffs and maintain all our employees.’

Mr Bernie Sebgo, Founder and Director, Atelier PASCO, Burkina Faso

Faso and Mali. Some of these masks were distributed to returnees and vulnerable communities in-country, while the work kept the artisans employed during these difficult times. In Mali, micro-entrepreneur artisans working along this value chain earned \$100 to \$150 monthly, a higher revenue than the national minimum wage of \$60 per month.

LINKS

- [Trade Forum Magazine Issue 2 2020: Refugees and Trade](https://www.tradeforum.org/uploadedFiles/Common/Content/TradeForum/Trade_Forum_22020.pdf) https://www.tradeforum.org/uploadedFiles/Common/Content/TradeForum/Trade_Forum_22020.pdf
- [Self-resilience and Trade: Addressing Vulnerable Migration and Forced Displacement through Trade and Market-Based Solutions \(VMFD Brochure\)](https://drive.google.com/drive/u/1/folders/10oas3uqe0S93gPVoYx1W4sFVJZQRGK0h) <https://drive.google.com/drive/u/1/folders/10oas3uqe0S93gPVoYx1W4sFVJZQRGK0h>
- [Businesses and specialists discuss learning from COVID-19 to build economic resilience in displacement settings](https://www.intracen.org/layouts/2coltemplate.aspx?pageid=47244640256&id=47244681315) <https://www.intracen.org/layouts/2coltemplate.aspx?pageid=47244640256&id=47244681315>
- [About ITC RESI](https://www.intracen.org/resi/) <https://www.intracen.org/resi/>
- [Entering the global gig economy from Dadaab refugee camp \(RESI Dadaab web story\)](#)
- [EFI website](https://ethicalfashioninitiative.org/where-we-work/afghanistan) <https://ethicalfashioninitiative.org/where-we-work/afghanistan>
- [EFI Facebook page](https://www.facebook.com/TheEthicalFashionInitiative) <https://www.facebook.com/TheEthicalFashionInitiative>



Protecting South-South trade to preserve livelihoods

The COVID-19 pandemic caused a severe disruption in trade and value chains due to a drastic drop in activity across many sectors. MSMEs came under significant pressure and faced potential closure and bankruptcy, increasing the risks of widespread job losses. Moreover, government-imposed containment measures led to a notable reduction of foreign direct investment and tourism revenue.

Regional economic integration

Despite border closures, cross-border trade continued as 90% of businesses are in the informal sector, and trade is crucial for the livelihoods and survival of women and youth traders, as well as micro-entrepreneurs. Regional economic integration allowed MSMEs to trade with markets within Regional Economic Communities (RECs) and paved the way for reduced trade barriers.

ITC adopted corrective and adaptive measures in its regional programmes and projects. Creative steps enabled MSMEs to access finance, so that they could revitalize their cash flow and ensure a minimum production level. ITC provided support for MSMEs to have access to markets, since regional markets for the agrifood supply chain represented promising potential while ensuring food security. Gender mainstreaming in public contracts for the provision of specific goods and services helped to identify market outlets for women-owned enterprises.

Assistance to Trade and Investment Support institutions helped them to be more proactive and have the required financial, human and technological resources to support MSMEs, many of which were in financial distress. At policy level, ITC advocacy was geared towards streamlining processes and removing administrative bottlenecks so that technical assistance could reach MSMEs faster.

As a result, ITC contributed to the UN Framework for the Immediate Socio-Economic Response to COVID-19 (Pillar 3: Protecting jobs, small and medium-sized enterprises and informal sector workers) and other UN system-wide responses to the crisis. To do this, ITC worked with countries to ease the impact of the pandemic on the private sector by improving investment and trade, and by promoting innovative products and platforms. Further, ITC mounted a series of high-level webinars with policymakers on such subjects as the pivot to e-commerce, investment facilitation, women and trade, and the AfCFTA.

ITC provided East African agribusiness support institutions with advisory services on digitization, risk management and remote institutional assessment, and promoted the United Fresh LIVE!, a virtual trade fair for avocado exporters from Kenya and Tanzania. ITC also upheld BSOs in the East African Community (EAC) with a COVID-19 survey, an impact assessment and a joint advocacy strategy on making reforms to mitigate the effects of the crisis on the coffee sector.

South-South investment and trade

Before the global pandemic, the South contributed to more than half of the world's economic growth, and intra-south trade accounted for more than a quarter of all world trade. The COVID-19 pandemic reduced and reversed these impressive trends. In the first quarter of 2020, the world witnessed a significant decline in South-South trade with a 14% drop compared with the same period in 2019. With widespread lockdowns, disrupted transportation and supply chains, depressed demand and continued low commodity prices, trade between countries in the South posted its

lowest numbers in more than a decade. Trade between developing countries fell faster on average compared to trade with, and between, developed countries. This was a point of concern as export-dependent countries in the South may find it more challenging to bounce back from this global disruption.

In the wake of COVID-19, the distress to businesses under the aegis of ITC's South-South Trade and Investment Programme was immediately evident. As a first step, the Supporting Indian Trade and Investment for Africa (SITA) Programme team reached out to around 400 businesses employing more than 48,000 people in Ethiopia, Kenya, Rwanda, Tanzania and Uganda. The team ascertained the most important issues confronting businesses, namely patient capital (six to eight years tenure), cash grants and salary support, totalling approximately \$39 million. The programme also emphasized finding sources of funding for businesses and actively worked with businesses to secure buyers for their products and produce.

The programme migrated all activities — training, advisory services, B2B and information capacity building — online, with encouraging results. Although the ratio of online participation to subsequent transactions was not overwhelmingly positive, there were clear benefits of using digital platforms to better prepare participants for events and to carry out advisory services. These activities catalysed \$13 million in trade transactions, \$115 million in investments and a robust investment pipeline of more than \$300 million. ITC created 16,700 jobs, supported 17,000 work-days of seasonal jobs and facilitated communication with more than 3,000 businesses on trade and investment opportunities.

A key lesson from the pandemic was that maintaining strong relationships with stakeholders, through regular and multiple communication channels, is critical to understanding beneficiary needs quickly and building credibility and trust.

2020 Funders

ITC Trust Fund Window 1 Funders

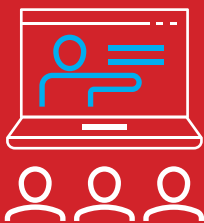
Belgium, Canada, China, Denmark, Finland, Germany, Iceland, India, Ireland, Norway, Sweden

Project-specific funders

United Kingdom of Great Britain and Northern Ireland, European Union, China Scholarship Council, China, West African Economic and Monetary Union, Mo Ibrahim Foundation

PROJECT PIVOT

Alliances for Action to increase ethical and sustainable agribusiness value chains



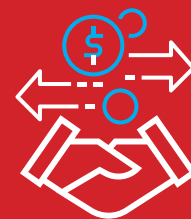
11

webinars conducted



1 665

participants from the Caribbean



25

Alliances for Action partnerships

FUNDERS AND PARTNERS

European Union, Canada, Denmark, Finland, Germany, Ireland, Norway, Sweden; Organization of African, Caribbean and Pacific States, Caribbean Forum, Caribbean Agricultural Research & Development Institute, Coconut Industry Board, Scientific Research Council, Jamaica Promotions Corporation, National Agricultural Research & Extension Institute, Caribbean Export, Junta Agroempresarial Dominicana, Instituto Dominicano de Investigaciones Agropecuarias y Forestales, Ministry of Agriculture of the Dominican Republic



Context

The global demand for coconut products is on the rise and an estimated 25% year-over-year growth is projected by 2023 for sales of coconut water alone. The Caribbean region has a tremendous potential to become a competitive actor in the global market, but a number of technical, structural and financial bottlenecks are weighing it down. Caribbean member states are extremely reliant on both tourism and food imports, making them vulnerable to the pandemic restrictions. Small farmers are dealing with disruptions in health, food security, transport, finance and demand. Coconut supply-chain actors are taking emergency measures and making systemic changes for resilience, trying to adapt to this new reality creatively and successfully. Collective action is needed to ensure food security, stable incomes and healthy food supply chains for small farmers and all Caribbean coconut supply chain actors.

Pivot

The ITC Alliances for Action (A4A) Programme works with a network of partners worldwide to increase agribusiness value chains ethically and sustainably. The programme boosts farmer and small firm competitiveness, market access and values-based food systems. To keep the sector growing during the pandemic, the programme prioritized training on climate-smart crop diversification and value addition.

In Jamaica, participants benefitted from training on soap making using their coconut produce, with a focus on product safety and quality control. Innovative products were developed to add value to coconut and diversify income streams. Agroprocessors and farmers were trained in product development and food safety measures in response to market downturn and increased consumer demand for hygienic and safe products.

Virtual platforms ensured the flow of information and enhanced new local and regional market linkages. The programme team deployed a series of 11 adapted capacity-building webinars in the region, targeting coconut value-chain stakeholders.

The programme also strengthened partnerships with local and regional institutions, MSMEs and farmer cooperatives to ensure the functioning of local activities. ITC hired national country coordinators to oversee implementation and to address issues regarding the local impact of global value chain disruptions.

Result

Climate-smart irrigated intercropping plots in Jamaica and Guyana generated improved productivity, as well as opportunities to sell short-term cash crops in the domestic



‘We were able to put in climate-smart irrigation and continue with our intercropping during the drought... as a result we were able to keep our workers at work every day.... I’m even able to hand out packages to people in need based on what we are doing with the coconuts project. I am reaping the benefits, my children are benefitting, my workers’ children are benefitting.... It’s an awesome thing we are all doing here.’

– Adrian Robinson, a lead farmer from the project in Jamaica

market. Even during a drought and a pandemic, coconut farmers were able to generate income by intercropping and selling papayas, sweet peppers, pumpkins, plantains and hot peppers. This helped offset supply chain disruptions in the tourism and hospitality markets, as well as manage adverse climate conditions and lack of crop diversification.

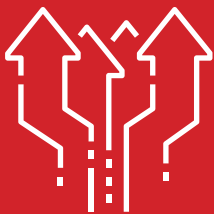
In Jamaica, two coconut nurseries stocked more than 5,000 coconut seed nuts and began distributing high quality seedlings to partner farmers. Adrian Robinson, a lead farmer from the project in Jamaica, reported being able to quickly add crops like sweet peppers and hot peppers, as they take about three months to come into production. This meant a diversified supply to local markets and a new source of income.

LINKS

- [COVID-19 impact. From farm to fork: The Caribbean \(video\)](https://www.youtube.com/watch?v=v2pGslwKlFQ)
<https://www.youtube.com/watch?v=v2pGslwKlFQ>

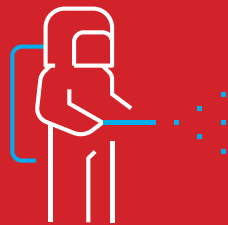
PROJECT PIVOT

Tunisia's textile sector rises to the challenge



>3 500

Jobs and businesses secured in the Tunisian textile sector



>180 000

PPE gowns produced and exported to Germany



8 SMEs

pivoted to new products

FUNDERS AND PARTNERS

Switzerland and Sweden. The Global Textiles and Clothing programme is funded by the Government of Switzerland. The Middle East and North Africa Textile programme is funded by the Government of Sweden for the Middle East and North Africa region. The International Trade Centre works in close collaboration with the Swiss State Secretariat of Economics Affairs and the Swedish International Development Cooperation Agency.

8 DECENT WORK AND ECONOMIC GROWTH



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



Context

The apparel sector in Tunisia is among the most important sources of jobs and income-generation in the country. This importance prompted a study to be conducted by the ITC Global Textiles and Clothing Programme in the Middle East and North Africa (GTEX/MENATEX) on the impact of the COVID-19 pandemic on the Tunisian textile-clothing sector.

ITC coordinated the study with the Ministry of Industry and SMEs, the Tunisian Federation of Textiles and Clothing (FTTH) and the Textile Technical Centre. It was based on a survey conducted among 248 companies, spread over nine regions and seven production sectors, between April and September 2020. Despite the pandemic and the accompanying decline in textile and clothing exports, 87% of the industry managed to stay in business.

The study also confirmed that the decline in textile and clothing exports mainly affected SMEs employing between six and 100 people. They suffered a drop of 50% in exports and domestic market, while larger companies with more than 200 employees had a loss of 25%.

Pivot

To strengthen small businesses, the GTEX/MENATEX project in Tunisia organized a mentoring sponsorship initiative. An expert team facilitated a connection and pairing between four large successful companies from Bizerte and Monastir, and eight small enterprises from Kasserine and Gafsa. Experts ensured good communication, transfer of know-how, and collaboration throughout the process. The eight small businesses received targeted support to reorient their production towards medical gowns and PPE in line with the national technical and health requirements.

The mentoring approach boosted productivity and efficiency and increased management skills among the small companies. The connection was also beneficial for the larger companies, by developing new manufacturing and outsourcing production capacities into remote areas, where costs are lower.

Result

The eight companies produced 180,000 medical gowns, ensuring income and employment security, and exported their products to Germany. Moreover, FTTH reported that they saved more than 3,500 jobs in the remote inner regions of Kasserine and Gafsa.



‘Working with ITC’s GTEX/MENATEX project throughout the pandemic has been crucial for maintaining the Tunisian textile and clothing sector. With the sponsorship initiative, we supported small companies from the countryside to ensure their employees’ jobs and salaries. With a snowball effect to supporting industries and service providers, we were able to secure more than 3,500 jobs in the two regions.’

– Mr. Hosni Boufden, Federation of Textiles and Clothing President

With the support of the project, Tunisia’s Centre Technique du Textile (CETTEX) became accredited to certify Tunisian-produced PPE for sale in both local and export markets. Subsequently, 13 companies benefitting from GTEX/MANATEX obtained certification.

The Tunisian textile and clothing sector was the first one to respond to the European demand for protective masks and in early 2020 was ranked the 4th supplier of washable facemasks to the European Union. Based on the experience in Tunisia, the GTEX/MENATEX programme intends to expand the sponsorship initiative to other countries in the region.

LINKS

- [Project webpage](https://www.intracen.org/projects/Global-Textiles-and-Clothing-Programme-GTEX/)
<https://www.intracen.org/projects/Global-Textiles-and-Clothing-Programme-GTEX/>

PROJECT PIVOT

Bringing avocados from Kenya and Tanzania to the European market



‘The Quality Champions have been fantastic. They went all out to help me put things in place. I can now clearly see all the mistakes we made in meeting clients’ demands. Now we know that if we follow the client’s specifications, we are doing the right thing.’

– June Gathoni, owner and manager of Urban Fresh Ventures

FUNDERS AND PARTNERS

European Union, East African Community, German Agency for International Cooperation.



2 ZERO HUNGER



8 DECENT WORK AND ECONOMIC GROWTH



17 PARTNERSHIPS FOR THE GOALS

Context

Avocado is increasingly gaining attention in East Africa, and Kenya and Tanzania are becoming important suppliers around the world. The countries' avocado seasons are often complementary to those of other producing countries in Latin America and Southern Europe. However, East African avocado growers and exporters struggled to access international markets because of unmet quality standards, buyer requirements and product regulations.

As part of the EU-funded Market Access Upgrade Programme (MARKUP), a regional development initiative that contributes to the economic growth of the EAC countries of Burundi, Kenya, Rwanda, the United Republic of Tanzania and Uganda, ITC worked with a number of partners to support small agribusinesses, including avocado exporters, in accessing new international markets. The programme supported the creation of a regional network of quality experts and ensured that MSMEs participated in key international trade fairs – both in person and virtually, enabling exporters to obtain worldwide-recognized certifications.

Pivot

To continue to build market linkages during the pandemic, the programme team leveraged online opportunities, in collaboration with the SheTrades Initiative, to prepare 20 avocado exporters and institutions from Kenya, Rwanda and Tanzania to participate in “United Fresh Live!”, the first virtual trade fair for fresh produce. In spite of the pandemic, the exporters engaged remotely in the trade fair through featured virtual booths, interactive chats and digital marketing.

Meetings with potential buyers at international trade fairs reinforced the importance of internationally recognized certifications, as some private voluntary standards have become a must-have to export to Europe. MARKUP responded with extensive training sessions on the Global Good Agricultural Practices (GAP) standards to farmer groups linked to exporters through the supply chain in both Kenya and Tanzania.

The presence of specialists on quality improvement was also important to strengthen the capacity of agribusinesses to build international credibility. Under MARKUP, ITC trained a network of more than 120 Quality Champions across the five EAC countries, comprising technical experts from the public and private

sectors. Since the training in early 2020, Quality Champions have been coaching MSMEs along the avocado, cocoa, coffee, horticulture, tea and spices value chains on how to improve quality processes and strengthen data collection to facilitate quality standards compliance.

Result

Building market linkages and quality standards compliance are essential for MSMEs to penetrate the European market. During 2020, MARKUP was able to deliver targeted support in both areas.

Through the programme, 15 Kenyan and Tanzanian avocado exporters participated in the annual fresh produce trade show in Berlin – Fruit Logistica Trade Fair. Following the participation in United Fresh Live!, a Kenyan avocado exporter concluded a business deal worth EUR 250,000.

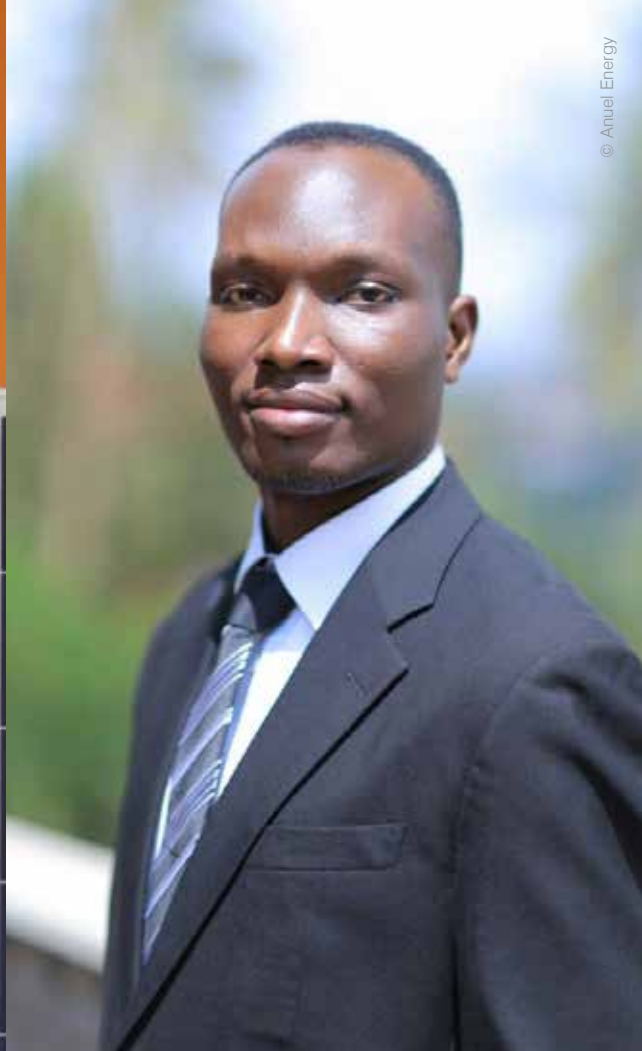
After the Quality Champions training, Tanzania established its National Quality Association. The National Agricultural Export Development Board in Rwanda started a collaboration with ITC to improve avocado post-harvest management in the country. Urban Fresh Ventures, a woman-owned avocado exporting company, which benefitted from nine months of coaching from Quality Champions, negotiated and signed deals with buyers in Russia for more than 46 metric tons of avocados. The company also made a trial shipment of avocados to Kuwait in June and July 2020. Moreover, nine farmer groups in the Southern Highlands of Tanzania received GlobalG.A.P certificates.

LINKS

- [Project webpage](https://www.intracen.org/projects/Market-Access-Upgrade-Programme/)
https://www.intracen.org/projects/Market-Access-Upgrade-Programme/
- [Project website](https://www.eacmarkup.org/)
https://www.eacmarkup.org/
- [Leveling up trade in East Africa with MARKUP \(video\)](https://www.youtube.com/watch?v=RloFg4UBumg&t=20s)
https://www.youtube.com/watch?v=RloFg4UBumg&t=20s

PROJECT PIVOT

Affordable access to energy in Uganda



solar installations in
400
schools



solar installations in
50
health centres



1.2 million
people impacted

FUNDERS AND PARTNERS

Dutch Centre for the Promotion of Imports from developing countries affiliated to the Ministry of Foreign Affairs of the Netherlands. The main local partners are the Government of Uganda, Uganda Export Promotion Board, National Information Technology Authority - Uganda, Alliance for Trade in Information-Technology and Services, ITC Association of Uganda, Startup Uganda and Financial Technology Service Providers Association.

5 GENDER
EQUALITY



8 DECENT WORK AND
ECONOMIC GROWTH



17 PARTNERSHIPS
FOR THE GOALS





Context

The ICT sector in Uganda is one of the most competitive and fastest growing in the country, and has created an extensive demand for IT products and information technology enabled services (ITES). The country's IT and ITES market growth can be partly attributed to its favourable time zone and large pool of skilled and affordable labour. Uganda has a remarkable workforce with entry-level IT skills and abundant resources for business process outsourcing.

One key challenge for the sector was affordable access to energy, which some companies attempted to overcome with solar installations. However, lack of maintenance often rendered the equipment into disrepair. In response to this challenge, the Netherlands Trust Fund IV Export Sector Competitiveness Programme in Uganda (NTF IV Uganda) supported MSMEs and start-ups in the IT and ITES sectors.

The start-up Innovex benefitted from the programme. The company developed Remot in 2016, a B2B IoT cloud platform linking solar energy suppliers, post-sales maintenance and mobile payments. Remot also offered a pay-as-you-go feature that allowed end users to pay over a period of time, making the services more affordable. To create a great impact on the off-grid solar market in sub-Saharan Africa, Innovex supported solar distributors to reach more regions and people.

NTF IV Uganda had operated for over two years when the pandemic hit the country. The project team had to adapt accordingly to ensure continuity of activities and results.

Pivot

NTF IV Uganda provided support with business mentoring, brand awareness training and innovation events. The training helped enterprises to understand and better articulate their value proposition to potential clients. NTF IV also connected companies to investors, and subsequent fundraising efforts provided capital to Innovex, for example. The company was able to manufacture products locally and strengthen its distribution networks beyond Uganda, operating in Kenya, Ethiopia and Tanzania.

‘Some health workers were delivering babies by candlelight, sometimes there was no hot water.’

– Douglas Karugaba Baguma, founder and manager of Innovex

Additionally, as part of the support to climate action (SDG 13), the programme's COVID-19 Recovery Fund provided Innovex with a contract to install 20 Remot Solar Monitoring Units in schools and health centres, to help increase the distribution of off-grid solar energy.

Result

For the start-up Innovex, the year of 2020 meant new business in East Africa as well as new business leads in West Africa.

Anuel Energy, an Innovex client who uses Remot in its solar installations, reported the positive effects of this technology. Frank Neil Yiga, Anuel Energy Chief Executive Officer, said that Remot has attracted youth to the tech sector and saved solar unit installers time and money by allowing remote monitoring and troubleshooting. The services have provided light for thousands of rural students as well as health centre workers and patients who otherwise would be without electricity.

LINKS

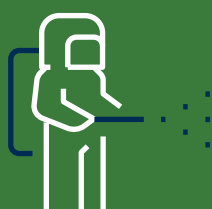
- [Innovex pockets almost \\$380,000 in grants. \\$22,000 loan](https://www.intracen.org/layouts/2coltemplate.aspx?pageid=47244640256&id=47244679070)
<https://www.intracen.org/layouts/2coltemplate.aspx?pageid=47244640256&id=47244679070>
- [Project webpage](https://www.intracen.org/NTF4/Uganda-IT/)
<https://www.intracen.org/NTF4/Uganda-IT/>
- [Tech Startups & IT/BPO companies Uganda Facebook Group](https://www.facebook.com/groups/NTFIV.Uganda)
<https://www.facebook.com/groups/NTFIV.Uganda>

COUNTRY SHOWCASE

The Gambia



233 139
people reached



75 295
PPE produced/provided



1 512
jobs created/sustained



\$ 254 147
disbursed to entrepreneurs
through access
to finance schemes



2 096
people trained



610
businesses supported



In December 2016, following the historic presidential elections and the #GambiaHasDecided movement, The Gambia embarked on an important political transition. The country established the Truth, Reconciliation and Reparations Commission (TRRC) to bring transitional justice and deal with the human rights violations committed under the presidency of Yahya Jammeh.

At the same time, The Gambia re-engaged with international partners to spur economic reintegration, trade and investment and boost socio-economic development. The new administration was facing a range of challenges, including stagnating agricultural output, an undiversified economy, and structural issues that resulted in electricity shortages, rising rural poverty, and high unemployment and underemployment. In addition, President Adama Barrow had to deal with high rates of irregular migration to Europe, in particular among the country's young population.

Against this backdrop, the Government of The Gambia, ITC and the European Union launched the Youth Empowerment Project (YEP) with the goal of strengthening the Gambian economy by supporting MSME growth in high-potential sectors. The project works to increase the employability of young Gambians through vocational training and entrepreneurship promotion through new opportunities and pro-youth financial services. Leveraging on YEP's activities, in 2018 and 2019, ITC launched four additional projects, namely Jobs Skills and Finance (JSF) for Women and Youth, implemented in collaboration with the United Nations Capital Development Fund (UNCDF); the SheTrades Gambia project; as well as two joint UN initiatives that aim to support Gambian women and young people in the creation of sustainable economic opportunities.

By the end of 2019, ITC and partners had trained more than 4,000 young people and more than 800 MSMEs and reached more than 150,000 people. As a result, the country saw improvements in employment outcomes of technical

and vocational training institutions, a strengthened entrepreneurship ecosystem with thriving youth and women entrepreneurs, the development of new tourism destinations in the country's interior, as well as more than 800 new and 1,000 sustained jobs.

Impact of the pandemic

In 2020, the COVID-19 pandemic and the socio-economic shock that followed brought many new challenges that demanded ITC interventions.

Producing quality PPE in The Gambia

Responding to a shortage of PPE, ITC partnered with Gambian fashion and tailoring businesses and training institutions to produce more than 75,000 face masks, generating revenue and jobs for more than 100 young people. In addition, ITC and partners 3D-printed face shields for frontline workers and contributed to the development of a national standard to ensure quality and efficacy of the face masks produced domestically.

COVID-19 awareness raising through music and poetry

To raise awareness about the coronavirus and precautionary measures, ITC teamed up with The Gambia's creative industries and launched two competitions aimed at mobilizing musicians and poets to produce and share work meant to raise awareness about COVID-19 on social media. The 95 entries to the two challenges reached more than 135,000 people online, and national television broadcasted the winners.



Emergency financing for MSMEs

According to ITC surveys, 82% of Gambian MSMEs were struggling to stay financially afloat during the national state of emergency. ITC launched a COVID-19 relief fund, providing grants to youth entrepreneurs; offered loan restructuring to entrepreneurs benefitting from other access to finance schemes; and partnered to offer crisis-resilience coaching. A total of 255 entrepreneurs received financial support from the relief fund, which allowed 91% of grantees to keep all their employees.

Unlocking entrepreneurial potential to tackle new challenges

Kanifing Municipal Council (KMC), one of the country's biggest municipalities, identified a number of challenges due to the national state of emergency: market distortions and closure of non-essential shops, reduction in public transportation revenue and learning disruptions due to school closures. ITC, The Gambia Chamber of Commerce and Industry (GCCl) and KMC launched the One Million Dalasi Mayor's Challenge, which supports young innovative entrepreneurs with smart solutions to the socio-economic concerns in KMC. Out of more than 40 applications, three promising ventures were selected, awarded the seed capital and received mentorship to implement their solution.

Eco-friendly transport solutions

Physical closure of markets and shops, coupled with restrictions on traditional transport options, meant that many entrepreneurs needed new ways to deliver their products. ITC provided 13 tricycles (introducing electrical ones) and bikes to logistics companies and the Young Poultry Farmers Association. ITC created at least 10 new jobs and reached more than 500 customers in December 2020 alone, the first month of the initiative.

Importers sourcing from local farmers

Closed local markets in rural areas and a breakdown of transport links between rural and urban areas, left most rural farmers without access to a market at the height of the harvest season for onions. Meanwhile, onion importers struggled to source onions abroad for local city buyers. ITC and partners connected farmers with importers by mobilizing buyers, engaging transport companies and supporting aggregation of produce, thereby ensuring vital income for farmers, as well as availability in urban areas.

Public procurement from women entrepreneurs

Reduced domestic sales paired with lower export opportunities and fewer freight options meant that many entrepreneurs, especially women, were in need of alternative markets. In the meantime, the biggest buyer – the government – had been awarding only a small fraction

of government contracts to women entrepreneurs. ITC organized meetings with the Women in Business Advocacy Group (WBAG) and funded The Gambia Women's Chamber of Commerce to facilitate advocacy for higher shares of public procurement to women-owned businesses. As a result, women entrepreneurs received allocations of at least \$6 million in deals.

Boosting diversification in the tourism sector

The tourism industry used to account for 20% of The Gambia's GDP, but the crisis hit the industry hard. To assist the sector in its recovery, ITC and partners delivered support packages to hotels and tour operators to boost their online visibility, promoted domestic tourism and worked with key stakeholders in the development of a sector-wide reopening strategy.

LINKS

- [Project websites](#)
 - www.yep.gm
 - www.tekkifii.gm
 - [Facebook group](https://www.facebook.com/yepgambia) <https://www.facebook.com/yepgambia>
 - [Twitter page](https://twitter.com/yepgambia) <https://twitter.com/yepgambia>
- Project pages on ITC website
- [YEP webpage](https://www.intracen.org/yep/) <https://www.intracen.org/yep/>
 - [JSF for Women and Youth Programme in The Gambia](https://www.intracen.org/jsf/gambia/) <https://www.intracen.org/jsf/gambia/>
 - [SheTrades The Gambia](https://www.shetrades.com/en/projects/shetrades-gambia) <https://www.shetrades.com/en/projects/shetrades-gambia>
 - [ITC YouTube channel including videos of poetry challenge](https://www.youtube.com/channel/UCeAVThMmeyhkyUA22Q42Wxw/videos) <https://www.youtube.com/channel/UCeAVThMmeyhkyUA22Q42Wxw/videos>
 - [Gambian training institute shows innovative approach to post-pandemic learning](https://www.intracen.org/layouts/2coltemplate.aspx?pageid=47244640256&id=47244680669) <https://www.intracen.org/layouts/2coltemplate.aspx?pageid=47244640256&id=47244680669>
 - [Youth tour guides in the Gambia emerge as first responders to COVID-19 awareness and prevention](https://www.intracen.org/news/Story-Youth-tour-guides-in-the-Gambia-emerge-as-first-responders-to-COVID-19-awareness-and-prevention/) <https://www.intracen.org/news/Story-Youth-tour-guides-in-the-Gambia-emerge-as-first-responders-to-COVID-19-awareness-and-prevention/>
 - [Gambian design boutique secures investment](https://www.intracen.org/news/Gambian-design-boutique-secures-investment/) <https://www.intracen.org/news/Gambian-design-boutique-secures-investment/>
 - [Tiga – a lifestyle brand for handmade Afri-leisurewear](https://www.intracen.org/layouts/2coltemplate.aspx?pageid=47244640256&id=47244682521) <https://www.intracen.org/layouts/2coltemplate.aspx?pageid=47244640256&id=47244682521>

Reopening of TVET institutions

After the closure of schools and of the technical and vocational education and training (TVET) centres, ITC supported the institutions, which wanted to offer blended online and face-to-face learning. ITC also supported TVETs to develop physical reopening plans and COVID-19 protocols to ensure compliance with health regulations. In addition, ITC provided PPE and sanitary equipment to 17 institutions.

Lessons learned

In 2021, ITC is building on the crisis response of 2020 by leveraging new domestic market opportunities for farmers and MSMEs through public procurement, and linkages with supermarkets, wholesale buyers and other outlets. Deepening

domestic partnerships with a renewed and diversified focus on international market opportunities will enhance the competitiveness and resilience of small businesses.

The crisis accentuated the importance of digital skills for MSMEs' competitiveness and ability to take advantage of growing markets. In The Gambia, connectivity, digital literacy and access to e-platforms will continue to be a priority, including the expansion of access to digital opportunities for women and rural communities.

The needs of ITC's clients are constantly evolving and ITC will continue to use its core strengths to meet the changing demands: agility, responsiveness and the ability to innovate.

The proximity to the private sector and key stakeholders and a strong country presence will remain crucial as ITC supports The Gambia to build back better.

MAIN PARTNERSHIPS IN 2020

KEY GOVERNMENT PARTNERS

Ministry of Trade, Industry, Regional Integration and Employment, Ministry of Youth and Sports, Ministry of Agriculture, Ministry of Gender, Children and Social Welfare, Ministry of Higher Education, Research, Science and Technology, Ministry of Tourism and Culture, Kanifing Municipal Council (KMC)

FUNDERS

European Union, Enhanced Integrated Framework, Organization of the Petroleum Exporting Countries Fund, United Nations Secretary General's Peacebuilding Fund, Canada, Denmark, Finland, Germany, Ireland, Norway, Sweden

MAIN UN PARTNERS

United Nations Capital Development Fund, United Nations Development Programme (co-implementing the Jobs, Skills and Finance project), International Organization for Migration, the United Nations Population Fund, World Food Programme (co-implementing United Nations Peacebuilding Fund projects)

KEY INTERNATIONAL PARTNERS

Partner under the Tekki Fii initiative: Instituto Marquês de Valle Flôr, Enabel, German Agency for International Cooperation
Partner in the development of the poultry sector: PUM Netherlands Senior Experts

NATIONAL PARTNERS – ACCESS TO FINANCE & ENTREPRENEURSHIP ECOSYSTEM

The Gambia Angel Investors Network, The Gambia Chamber of Commerce and Industry, The Gambia Investment and Export Promotion Agency, The Gambia Women's Chamber of Commerce, The Gambia Youth Chamber of Commerce, The Global Youth Innovation Network Gambia Chapter, Innovate Gambia, the National Association of Cooperative Credit Unions, Startup Incubator Gambia, Social Development Fund

NATIONAL PARTNERS – TECHNICAL AND VOCATIONAL EDUCATION AND TRAINING (TVET)

Czech Bikes for Gambia Schools, the Department of Livestock Services, Food Technology Services Unit of the Department of Agriculture, Fajara Skills Development Centre, Gaye Njorro Skills Academy, the Gambia Tourism and Hospitality Institute, the Gambia Technical Training Institute, Insight Training Centre, Mbolle Association, Njawara Agricultural Training Centre, the National Environment Agency, President's International Award, Sandele Foundation, Sterling Consortium, TAF Africa Global Foundation, Women's Initiative Gambia, Young People Without Borders

NATIONAL PARTNERS – SECTOR ASSOCIATIONS

Black Lynx, Earth Builders Association, Gambia Hotel Association, Information Technology Association of the Gambia, Writers Association of The Gambia

NATIONAL PARTNERS – REGULATORY BODIES

The Gambia Tourism Board, the National Accreditation and Quality Assurance Authority, the Gambia Standards Bureau

NATIONAL PARTNERS – OTHER

BrandPlus, Make3D, the National Youth Council, Poetry Café, the Gambia Quality Association, Tresor Women Warriors, WBAG



*‘Let’s not assume
That we are not going to be infected
Let’s prepare as though
We will be affected
Call 1025
And you can save lives.’*

– Excerpt of poem from Awa and Fatoumatta Jallow



©shutterstock.com



WARNING
This product helps protect
certain products
result in sickness
Proper use see
for or box





Corporate
results



Pivoting with purpose

As the global pandemic unfolded in 2020, ITC took careful steps to protect its personnel at the headquarters and in the field, maintain project delivery to beneficiaries and ensure business continuity.

This created numerous challenges, ranging from interruptions to in-country delivery of certain services to emotional stress on staff caused by the isolation of working remotely. ITC adapted rapidly to confront these challenges by implementing several measures.

Investing in staff

Supporting employee well-being and providing opportunity for active participation and professional growth were key themes in 2020. Staff training and skills enhancement remained a priority and was encouraged through video tutorials, dedicated workshops, employee engagement, a learning needs assessment and gender-equality training. Employee inclusion was also prioritized through the launch of a Gender Equality, Diversity and Inclusion intranet page, the ITC's Mentoring Programme for Women and the 100 Coffees for Inclusion project. Human Resources (HR) also introduced, in collaboration with the Innovation Lab, a participatory approach to HR-related policy drafting, known as the PolicyLab.

During the year, there was a large increase in the number of consultancy and independent contractor (CIC) contracts processed, with a significant rise in amendment and extension requests. As such, ITC gave priority to increasing HR's capacity to expedite the handling of CIC contracts and towards continuous improvement of existing systems. ITC conducted training on CIC procedures to strengthen organizational compliance, with very positive results.

In response to the pandemic, HR introduced a listening line and conducted a targeted survey. It also piloted a remote internship programme, which gave opportunity to interns from developing countries to work with ITC remotely. In addition, HR provided tailored training sessions designed to support the use of virtual platforms, thereby boosting ITC global reach and overall delivery. With an aim to improve organizational efficiency and help clients increase competence in using ITC internal processes, policies and tools, HR coordinated a Training for Impact and Compliance.

Communicating with transparency

ITC increased its frequency of communication with funders through both official correspondence and bilateral briefings on ongoing measures and special support initiatives. ITC shifted its governance meetings online, including the 54th annual Joint Advisory Group (JAG) meeting, two regular Consultative Committee of the ITC Trust Fund (CCITF) meetings and an informal CCITF session.

Internally, ITC's leadership sent weekly communications that emphasized an organizational culture of care, trust and flexibility, the importance of mental health and 'work-life balance' and inclusive leadership. On numerous occasions and across a variety of channels, ITC's leadership communicated on the disproportionate impact of the pandemic on women in the context of both ITC's programmatic and corporate mandate.



1. Sanitary measures in ITC's premises 2. Donor's statements given virtually at the 54th Joint Advisory Group

Managing risks

In 2020, ITC intensified its risk monitoring, both in frequency and in quality, at the corporate and project levels. ITC's management was particularly attentive to monitoring risks escalating from the projects to the higher organizational levels, as these were early warning signals that ITC's delivery might be impacted. As the COVID-19 pandemic triggered many uncertainties related to delivery of technical assistance, ITC reinforced its contingency planning, especially in technical assistance projects, to establish efficient risk-mitigation measures.

Maintaining thought leadership

ITC designed a COVID-19 Business Impact Survey to assess impacts on SMEs worldwide at firm level. The SME Competitiveness Survey and Outlook (SMECO) was entirely rewritten to focus on the impact of the pandemic on small firms, international supply chains and trade. ITC also published a concrete set of recommendations for policy makers (a 15-point Action Plan) based on Survey findings.

ITC advocated globally for MSME resilience and recovery through the Good Trade Summit and the commemoration of MSME Day with a webTV programme. As a specific response to COVID-19, ITC also released an Action Plan to support small island developing States (SIDS). The G20 Guidelines for SMEs' Competitiveness and G20 Women Entrepreneurs Action Plan to Build Back Better both expressly recognize ITC's leadership role on SMEs' competitiveness and women's economic empowerment.

Leveraging partnerships

During 2020, ITC teams prioritized developing and strengthening partnerships with international, regional and local partners, totalling close to 20 new or renewed partnerships. These included three new funders in ChileCarne, the Swiss Initiative in Sustainable Cocoa (SWISSCO) and Mary Kay.

ITC also deepened its engagement with Resident Coordinators and UN Country Teams in the context of the UN socioeconomic response to the pandemic.

Optimizing business operations

The ITC Strategic Planning, Performance and Governance unit provided project managers with the support needed to adapt to emerging challenges posed by the pandemic. A new projects portal enabled teams to better map project risks as well as raise visibility of field staff, funder interactions, contingency plans, lessons learned and COVID-19 operational adjustments. Remote data collection methods and increased reliance on local evaluators also ensured real-time feedback to facilitate agile evidence-based planning and implementation of projects.

ITC continued to seek efficiency gains: key initiatives included centralizing office supplies to reduce waste, eliminating disposable plastics in the cafeteria and upgrading to more efficient water fountains, electricity supply and fire detection devices. ITC became carbon neutral in mid-2020.



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Virtual launch of the ecomConnect tools

IT solutions and support were critical to business continuity. A wide range of automation took place, from project workflow approvals to digital signoffs of legal instruments to authorize field expenditures.

Finding innovative solutions

The Innovation Lab shifted its main focus towards innovation challenges to tackle key corporate issues. Five innovation challenge teams, comprising staff across ITC divisions and duty stations, piloted initiatives to improve knowledge sharing between headquarters and field staff to rethink ITC's work environment and promote inclusion. Challenge teams conducted organization-wide surveys and interviews to assess and develop responses to gaps related to corporate challenges.

The SME Trade Academy introduced 30 virtual workshops to support project delivery. There was an 80% increase in course enrolments, 47% of which were women, totalling 142,000 registered participants. Ten ITC projects applied virtual workshops, combining live Q&A interactions with a subject matter expert with pre-recorded learning activities. The academy delivered digital certificates of completion to successful participants at the end of workshops.

These actions enabled ITC to navigate the pandemic and pave the way for future growth. ITC launched or renewed close to 20 strategic partnerships to expand outreach to beneficiaries; signed contracts with three new funders; delivered 93% of the 2020 operational target and continued to innovate. ITC's proactive risk management and collaboration with partners in the field helped the organisation absorb the shocks of travel bans and lockdowns without resorting to project closures or job losses.

The performance demonstrates ITC's strong strategic and operational resilience and ability to cater to diverse partner and beneficiary needs in an unprecedented crisis situation.



The Innovation Lab 2020 results



5 new components were integrated in ITC's projects/teams

- Policy Lab for Staff-led HR Policy Development
- Creative Consulting Sessions with the Sector Enterprise Competitiveness Team
- Introducing UX Design to the IT team
- eCourse on Innovation and Entrepreneurship
- Training on Innovation Methodologies



999 people learned about innovation in trade

- Lunchtime Green Stories
- Innovation Training for Senior Management
- Trade Forward Podcast
- Innovation Heroes Awards
- Policy Lab for Staff-led HR Policy Development
- eCourse on Innovation and Entrepreneurship



80 people improved their capacity to innovate

- Training on Agile Methodologies
- Training on Human Centered Design
- eCourse on Innovation and Entrepreneurship

SME Trade Academy

★★★★★
Top 10



Top 10 countries driving the 80% growth in course enrolments

- Rwanda (9.8k)
- Nigeria
- Mexico
- Libya
- Kenya (5.7k)
- Peru
- China
- India
- Turkey
- Ghana (3k)



Most subscribed workshops, totaling 48k course enrolments

- Introduction to International Transport and Logistics
- Introducción a la Gestión de la Cadena de Suministro
- Introduction to Supply Chain Management
- Introduction to Cross-border Contracts
- Export Sales and Negotiation
- Introduction to e-commerce
- Desarrollar Contenido de e-commerce de Calidad
- How to Analyse Trade Flows
- Creating Quality e-commerce Content
- How to Access International Markets



Human resources management

In 2020, ITC experienced its first-ever complete lockdown of its physical facilities due to the pandemic. As a result, human resources (HR) management needed to ensure continuation of its critical operations while supporting the well-being and mental health of staff. There was also a need to strengthen responses to audit recommendations related to consultancies and mandatory trainings. Therefore, in 2020, HR prioritized:

- supporting employees and managers to deal with the evolving changes resulting from the pandemic
- introducing HR improvements and changes in response to key audit recommendations

COVID-19 pandemic

HR prepared a return-to-office transition plan to ensure that the health, safety and well-being of ITC employees were top priorities, with a focus on a transparent and human-centred approach. The plan called for a participatory approach, maximum flexibility and mutual accountability, so that ITC could continue to deliver on its programme of work in an environment of trust and care.

Part of this plan was to provide psychological and social support, including the establishment of an HR Listening Line, enabling all employees to contact HR in confidence. There were also special briefing sessions where ITC employees could learn more about the Staff Counsellor's Office and the array of services provided in general and during the pandemic specifically. ITC provided support and training on remote management, so managers are equipped to better assist their teams.

To meet the needs of ITC for the engagement of interns (while the physical internship programme was put on hold), HR launched the Pilot Remote Internship Programme, which targeted interns from LDCs, landlocked developing countries, small island development States, and low-income and post-conflict countries. The pilot aimed to give interns who would not normally have the opportunity to participate in ITC's Internship Programme (given the high cost of living in Geneva) the prospect of having a meaningful internship experience during global lockdowns.

Remote interns received career development support, which included participation in meetings, exposure to the full range of ITC's work and regular check-ins by HR officers.

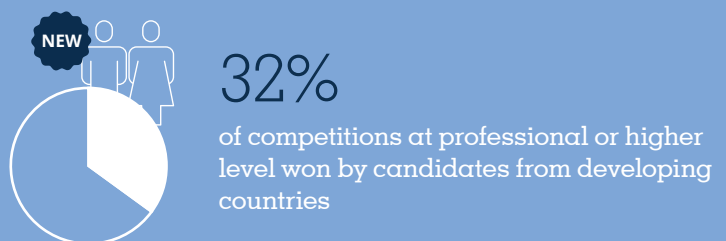
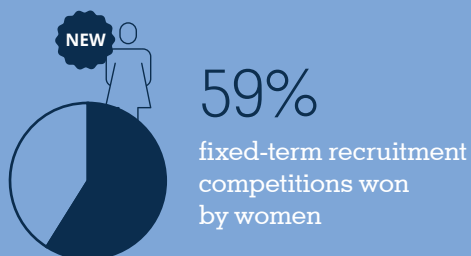
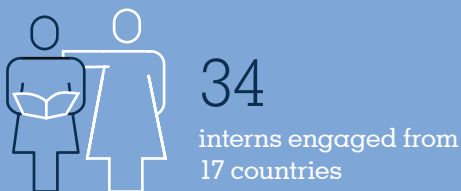
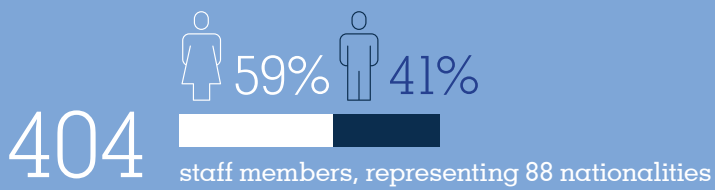
Lastly, a survey gauged ITC's staff experience in working remotely and returning to the office. The main objectives were to (1) assess ITC and gain insights on working remotely, (2) have a better understanding of challenges and concerns to inform the organization's response and its return-to-office plan, (3) identify areas for improvement to mitigate the impact of possible future lockdowns and (4) recognize and leverage positive trends to improve ITC's work processes and strengthen organizational culture. The survey was timely and well-received, with a total 49% response rate.

Key audit recommendations

In 2020, HR focused on responding to key audit recommendations to improve performance in the administration of consultancy and individual contractor processes, as well as ITC staff's mandatory training compliance.

Related to consultants and contractors, HR purchased a LinkedIn Recruiter account to conduct targeted outreach towards strengthening its diverse pool of applicants. It introduced Training for Impact and Compliance, a week-long training with dedicated sessions on consultancy and individual contractor contracts. HR also offered video tutorials and manuals in response to key audit findings to employ modernized learning modes. These simple and easy-to-use learning materials enabled staff training on many key administrative processes, including consultancies.

HR updated and simplified its policy on mandatory trainings to better reflect ITC's evolving needs. The week-long training also helped address staff compliance surrounding mandatory trainings. All newcomers had access to introductory modules on core processes; specific staff groups also had right of entry to in-depth modules as needed. HR tracked and provided detailed data on the completion of mandatory trainings, which revealed an improved staff compliance rate from 77% in 2019 to 95% in 2020. For other personnel, the compliance rate improved from 44% in 2019 to 89% in 2020.





The gender unit

Throughout the pandemic, ITC continued to prioritize gender equality and meet its strategic goal of being a top performer in the UN system. In 2020, ITC increased its compliance with the performance indicators framework of the UN System-Wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP 2.0). The compliance rate rose from 81% to 94% (15 out of 16 applicable indicators).

Organizational culture

Inclusion Group and 100 Coffees for inclusion

In early 2020, ITC formed its first Inclusion Group, to include the Gender Focal Point team, the Alternative Gender Focal Point, the newly appointed LGBTQI+ and Disability and Accessibility Focal Points, as well as a representative from senior management.

The Inclusion Group set out to promote effective messaging and awareness raising around gender equality, diversity and inclusion. It is committed to an intersectional approach and aims to de-silo the work of individual focal points. As its first activity, the Inclusion Group organized the 100 Coffees for Inclusion to address the creation of an inclusive organizational culture. The initiative was a series of 30-minute individual coffee conversations between members of the Group and 100 randomly selected employees across ITC. The conversations revolved around ITC's organizational culture and direction, as well as internal capacity needs related to gender equality, diversity and inclusion.

International Day Against Homophobia, Biphobia and Transphobia

In cooperation between the Gender Focal Point team, LGBTQI+ Focal Point and Communications and Events, ITC hosted a virtual brown bag lunch for employees to honour the International Day Against Homophobia, Biphobia and Transphobia on 17 May.

Capacity building and knowledge sharing

Capacity assessment and capacity development plan

In October, the Gender Unit launched an ITC-wide survey to assess the capacities of personnel related to gender equality and women's empowerment (GEWE). Together with the first findings from the 100 Coffees for Inclusion Initiative, the collected data informed a two-year GEWE capacity development plan. The plan seeks to accelerate ITC's progress towards enhancing knowledge, skills, confidence and technical tools to promote gender mainstreaming across projects and corporate operations; increasing awareness of established policies and mechanisms that support an enabling work environment, as well as strengthening awareness of individual support options; and promoting an inclusive organizational culture with zero tolerance for discrimination and harassment.

LOOKING FOR SUPPORT? REACH OUT!
Our Inclusion Group is here. Contact them!
 ★★★★★

Peoplespotting

International Trade Centre

An enabling work environment supports gender parity

Corporate materials and platforms

To celebrate International Women's Day, the Gender Unit published its updated corporate brochure Towards Gender Equality and an Enabling Work Environment, which showcased ITC's GEWE commitment and achievements. In October, the team also launched an updated gender equality, diversity and inclusion webpage on ITC's intranet.

Promoting gender parity

ITC Mentoring Programme for Women

In 2020, ITC relaunched and expanded the Mentoring Programme for Women to support women's career advancement. Recognized as a best practice by UN Women, the programme highlights the scope of talent within ITC and, through the mentoring exchange, creates a culture of inclusion.

A unique feature of the programme was the engagement of so-called fortifiers, external mentors from other UN entities and civil society organizations. To engage a more diverse base of mentors and strengthen interagency collaboration and learning, ITC also partnered with the Organization of Women in International Trade (OWIT) Lake Geneva, Geneva Centre for Security Policy (GCSP) and Joint United Nations Programme on HIV/AIDS (UNAIDS) to relaunch the programme. During the 2020 programme cycle, there were 120 participants, 64 mentees and 54 mentors.

Automated gender scorecard and gender parity dashboard

In a joint effort, ITC's Gender Unit and Information Technology and Systems (IT&S) successfully automated ITC's Gender Scorecard, linking it to an internal gender parity dashboard. The scorecard and dashboard update automatically and display gender ratios within each professional category, grade and division. To raise awareness across the organization and ensure maximum transparency, the team embedded the dashboard into ITC's new intranet page on Gender Equality, Diversity and Inclusion.



Information technology and systems

Work-from-home orders and worldwide border closures meant that suddenly everyone had to shift from face-to-face to digital. The IT&S section rapidly adapted its support and solutions to ensure business continuity and streamlining of core business operations as well as project interventions.

Putting the work-from-home shift into practice

As the world grappled with the new normal of remote working, IT&S rapidly acquired, configured and distributed IT equipment and accessories necessary to enable staff to successfully work from home. IT&S reaped the investments made during the pre-pandemic period to enable work-from-home policies. The scaling up of the solutions helped the organization be productive in a short period. IT&S also quickly integrated cloud-based

collaboration and video conferencing solutions — to support remote working and virtual meeting capabilities — and enhanced existing systems and storage infrastructure capacities. Moreover, IT&S continually provided support to project teams spread all over the world, ranging from videoconferencing solutions to hosting and cloud services. ITC's global public good platforms and services were quickly upgraded with enhanced new features including TISI Benchmarking, T4SD and SheTrades Trade Strategy Map, Ye! Platform and the Global Quality Platform.

IT security was a major concern due to the sudden change in the mode of working. Accordingly, the team raised user awareness on IT security issues and implemented industry best practices.



IT service desk replied to close to **8 000** requests from staff



IT service desk facilitated **16 800** virtual meetings



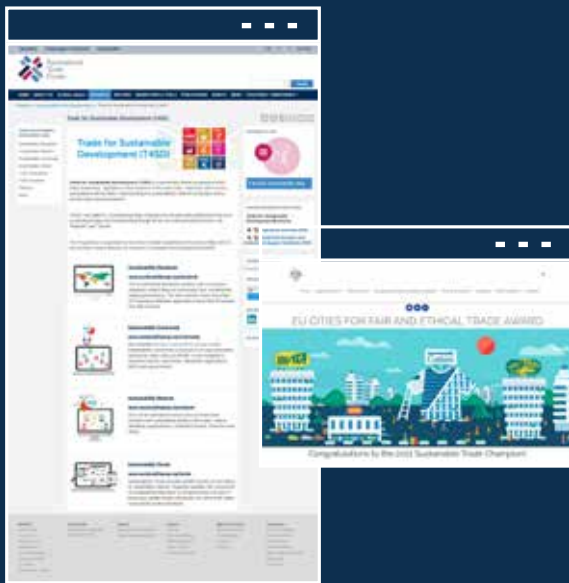
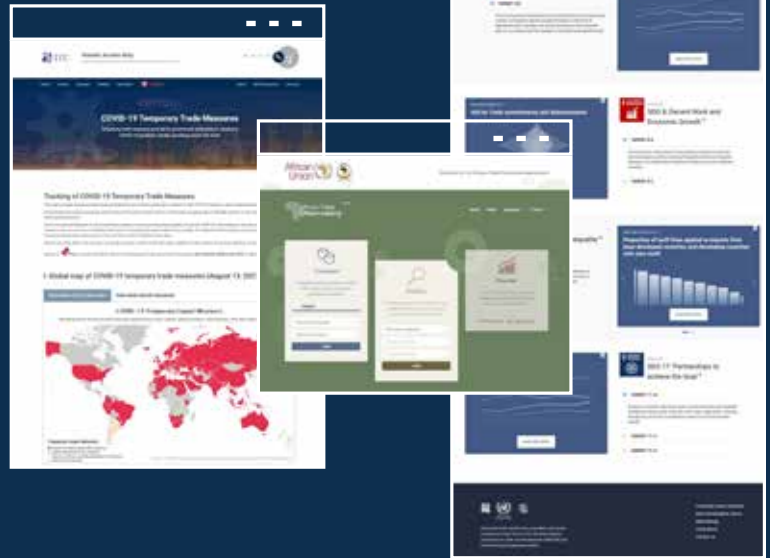
91% staff very satisfied with IT service desk

Technology enabling trade

The pandemic did not stop progress under ITC projects and programmes. Major IT&S collaborations delivered include the following:

TMI projects

- ATO Dashboard
- SDG Trade Portal
- Market Access Map for Myanmar and Bahrain
- Rules of Origin Facilitator in Spanish and French
- Market Analysis Tools Portal in Spanish and French
- Market Access Map COVID-19 webpage

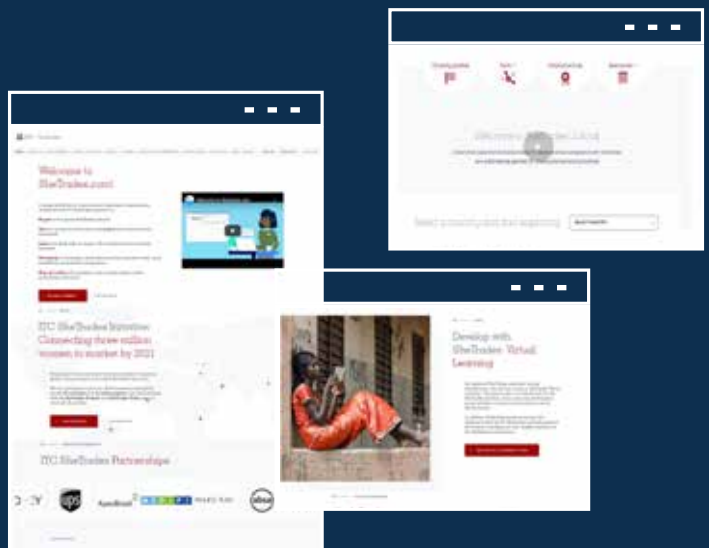


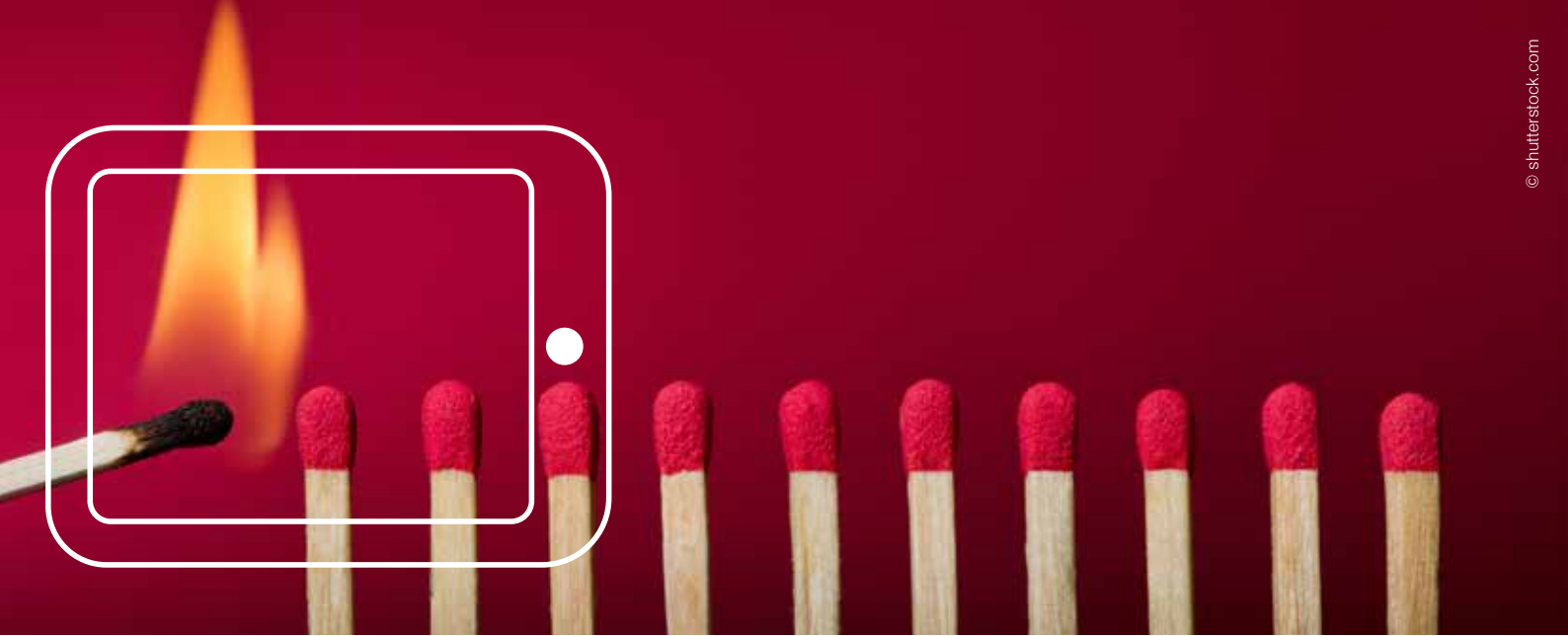
T4SD

- T4SD monitoring and alerts and disaster recovery procedures
- Certified Business Registry
 - Common company data taxonomy
 - Smart profile de-duplication
 - Integration with third -party systems
- WordPress websites
- BRELLA platform for the Good Trade Summit
- Security improvements of T4SD cloud
- Relaunch of secured Trade City Award website

SheTrades

- Software development and maintenance of SheTrades website, mobile and survey platforms
- Increased registered users from 18,000 to nearly 22,000
- SheTrades Outlook tracking policies and performance indicators in 89 countries
- Migrated data servers to in-house for better security and data integrity





Communications and events

With remote working conditions starting for ITC in mid-March 2020, and prevailing throughout most of the year, effective communications became increasingly important.

To support knowledge building and information sharing among beneficiaries, the Communications and Events section (CE) created a special newsroom and website dedicated to COVID-19 and its impact on small businesses. In late March, CE began to release bi-weekly human-interest stories and blogs written by staff and external stakeholders. By the end of 2020, the team had published 40 stories, 26 blogs, four op-eds and a COVID-19 Business Impact Survey. In addition, CE developed an action plan for MSMEs, BSOs and governments, containing 15 recommendations on immediate responses to the crisis. It also produced four issues of ITC's Trade Forum magazine, including one dedicated to COVID-19 recovery strategies.

CE also led ITC's successful commemoration of several important international days observed by the UN. In March, it delivered a campaign and event for the International

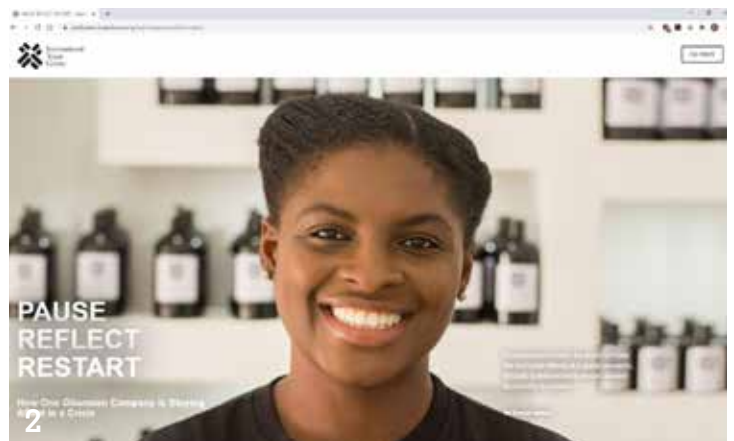
Women's Day, which engaged more than 40 women entrepreneurs from across the world. In June, ITC published a joint statement with SIDS in Geneva on the World Environment Day.

To celebrate the International Day of MSMEs, CE developed a first-time ever webTV programme that was livestreamed on Facebook to 3,000 viewers, achieving a 98% engagement rate through the live chat. The programme featured dialogue and narration from entrepreneurs in developing countries, journalists and representatives from member states, BSOs, and multinational and international organizations. To complement the webTV programme, the team coordinated the successful launch of a digital version of the 2020 SME Competitiveness Outlook.

Internally, CE also ramped up its communication with staff in 2020, producing 12 internal newsletters, 13 Monday Minutes virtual communication tips and techniques, and a virtual Staff Talk on sustainable sourcing in Ghana.



1. Behind the scenes of the webTV talkshow on "The Great Lockdown and its Impact on Small Business"



2. Launch of the first digital Trade Forum magazine

Supporting small businesses through the COVID-19 crisis

- NEWS
- Stories
- Press releases
- Opinions
- Special features
- ITC in the media
- Campaign



The continued COVID-19 outbreak is causing a global health emergency and a global economic slowdown. Trade, investment, growth, and employment are all affected and the crisis will have an impact on the achievement of the UN Sustainable Development Goals.

As the only international organization fully dedicated to supporting the competitiveness of micro, small and medium-sized enterprises (MSMEs), the International Trade Centre is closely following how the pandemic is affecting MSMEs with a particular focus on those small businesses in developing countries.

On this site, we are providing insights and guidance to small businesses searching for ways to cope with the operational stress generated by COVID-19. This will also be a useful resource for business support organizations and policymakers assisting MSMEs in these efforts.

This dedicated page summarizes analysis and market forecasting for the first semester of the COVID-19 pandemic and its impact on small businesses between March and September 2020. As the economic effects of COVID-19 persist and continue to affect businesses around the world, all of our news and reports reflect the ITC response to the consequences around the pandemic. Please see attached page here: <https://www.itccentre.org/fr/fr/news>



Key figures (compared with 2019)

Social media

FOLLOWERS



Total	157 207	+39.8%
+11 991 Twitter		+50.5%
+6 230 Instagram		+87.6%
+24 580 LinkedIn		+57.4%

POSTS



Total	4 614	+51.7%
Video views	398 174	+7.33%
Facebook likes	5 435	+30%

Media mentions



12 154 media mentions

Website



4 562 450	page views	+13%
2 451 306	user sessions	+16%

Publications



41 publications in 2020

TOP 3 PUBLICATION DOWNLOADS

1. SME Competitiveness Outlook 2020
2. Coffee Guide, 3rd edition
3. Model Contracts for Small Firms

Events



35 events in 2020

MAIN EVENTS

1. Micro, Small and Medium-Sized Enterprises Day, including launch of the SME Competitiveness Outlook 2020 (24 June 2020)
2. Good Trade Summit (7-8 October)
3. World Trade Promotion Organizations Global Awards (14 October)



Financial overview

ITC's funds consist of the regular budget (RB) and extra-budgetary resources (XB), including project support cost charges. ITC's RB is funded in equal parts by the UN and the WTO, and is approved by the UN General Assembly and the WTO General Council. ITC fundraises for RB complementary resources to increase the envelope available for fulfilling ITC's mandate. The XB consists of pledges from donor governments, governmental organizations, other international organizations and civil society, including NGOs, the business sector and a variety of foundations. The commitments for XB contributions often extend over multiyear periods.

ITC collects a programme support cost (PSC) of up to 13% on XB expenditures to recover incremental indirect costs incurred. PSC income is earned when related XB expenditures incur, not when contributions are received. The PSC budget is approved yearly.

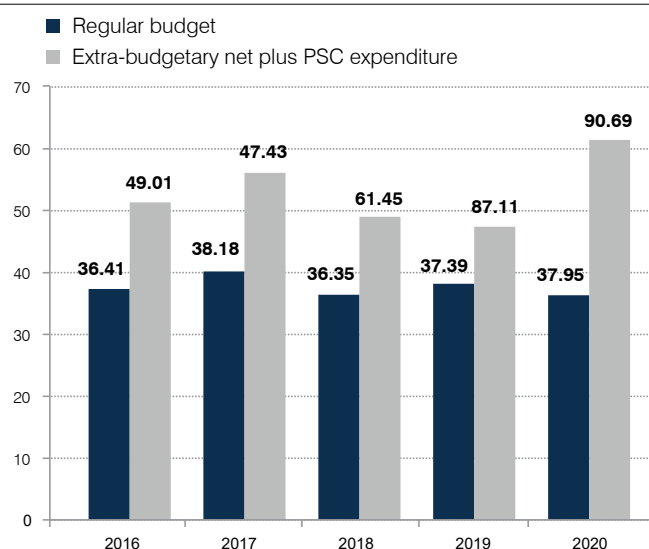
To conform with the administrative arrangements set out for ITC by the two parent organizations, ITC is subject to the Financial Regulations and Rules and the Staff Regulations and Staff Rules of the United Nations, and to the oversight system of the UN (Office of Internal Oversight Services and Board of Auditors). The accounts of ITC are reviewed and audited by the United Nations Board of Auditors. Reports of the United Nations oversight bodies and financial statements, certified by the United Nations Controller, are provided to the General Assembly and the General Council of WTO. ITC consistently receives an unqualified audit opinion on its financial statements, including in 2020, confirming sound financial management practices and full compliance with International Public Sector Accounting Standards (IPSAS).

Table 1 highlights ITC's 2020 financial information, focusing on RB, XB and PSC.

TABLE 1 Status of resources (\$ million gross) as of 31 December 2020

DESCRIPTION	Opening balance	Net income received*	Expenditures	Total cash at hand
Regular budget	-	37.97	37.95	0.02
Programme support cost	8.34	7.24	6.98	8.60
Total extra-budgetary resources	85.43	120.18	91.83	113.78
Extra-budgetary resources, Window I	9.26	16.44	13.69	12.01
Extra-budgetary resources, Window II	76.17	103.74	78.14	101.77
Total	93.77	165.39	136.76	122.40
		259.16		

*Net contribution: includes refunds to donors (\$0.37 million); excludes interest and transfers to operating reserves.

FIGURE 1 Expenditure pattern 2016–2020 (\$ million)

KEY FINANCIAL DATA FOR 2020

- **\$125.66 million:** total value of new XB agreements signed in 2020 for projects running up to 2025 (2019: \$164.59 million)
- **\$259.16 million** in overall resources available in 2020, comprised of an opening balance of \$93.77 million and \$165.39 as new contributions (2019: \$227.33 million)
- **\$165.40 million** in gross contributions received (2019: \$164.81 million)
- **\$136.76 million** in overall cumulative expenditure (2019: \$132.77 million)

ITC had a good year in 2020 despite the challenges of the pandemic. Generally speaking, COVID-19 has not had an impact on the financial situation of ITC, and the liquidity of the organization remains healthy. Contributions from funders have not been reduced, there was no impact on receivables collection, and the pandemic has not triggered further refunds to funders. However, there was a lower travel expenditure due to bans and restrictions, as well as postponement of flagship corporate events, such as the World Export Development Forum (WEDF).

Total 2020 expenditures of \$136.76 million represent a 3% increase compared to 2019. The general performance is in line with outcome targets that were set for the year 2020.

Regular budget

The RB funding is used to cover salaries and common staff expenditures for 160 staff and organizational running costs. ITC uses the RB contribution to fund core expertise and

TABLE 2 RB expenditure in 2020 (\$ million gross)*

CATEGORIES	Expenditure
Staff and other personnel costs	30.10
Operating and other direct costs	4.90
Contractual service	1.34
Equipment vehicles and furniture	1.30
Grants out	0.21
Travel	0.10
Grand Total	37.95
Resources available	37.97
% of delivery	100%

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

development, maintenance and expansion of ITC's intangible assets, global public goods offering, programme development, monitoring and evaluation, and core management and country coordination.

In 2020, RB expenditure amounted to \$37.95 million (2019: \$37.39 million).

- **\$37.97 million** in RB resources were available for 2020.
- **\$37.95 million** was recorded as expenditure as of 31 December 2020, which translates into an implementation rate of 100% of available resources.

Extra-budgetary funds

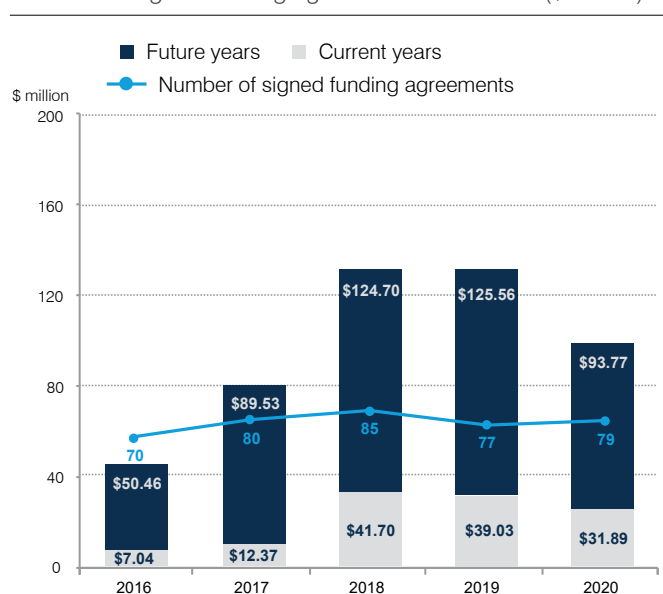
In 2020, ITC continued to build strong relations with a range of funders to secure \$125.66 million in agreements with funder governments, multilateral agencies and international foundations. Based on present negotiations with funders, it is anticipated that the current level of signed agreements will be maintained for the immediate future.

Figure 2 shows the evolution of voluntary contribution agreements signed in each year and the portion attributable to the current year and to future years.

Total XB available resources in 2020 included:

- **\$85.43 million** carried forward from 2019
- **\$120.18 million** in gross contributions received in 2020

XB contributions to ITC in 2020 reached a record high of \$120.18 million. These contributions came from an increasingly diversified base: 11 funders each provided more than \$1 million, accounting for 92% of XB funding.

FIGURE 2 Signed funding agreements 2016–2020 (\$ million)**TABLE 3** XB expenditure in 2020 (\$ million gross)

CATEGORIES	Expenditure	%
Technical experts and other personnel	69.33	76%
Travel	3.05	3%
Operating and other direct costs	5.22	6%
Contractual services	4.21	5%
Grants out	1.49	2%
Equipment vehicles and furniture	2.37	3%
Transfers and grants issued to implementing partners	5.95	6%
Supplies commodities and materials	0.21	0%
Total	91.83	100%

TABLE 4 XB expenditure by focus area in 2020 (\$ million gross)

FOCUS AREAS	Expenditure
Providing Trade and Market Intelligence	8.69
Building a Conducive Business Environment	12.44
Strengthening Trade and Investment Support Institutions	4.57
Connecting to International Value Chains	28.25
Promoting and Mainstreaming Inclusive and Green Trade	27.12
Supporting Regional Integration and South-South Links	8.62
Corporate	2.14
Total	91.83

In 2020, measured by US-dollar expenditure, ITC delivered technical assistance, capacity building and market intelligence with XB expenditures of \$91.83 million, which is at the same level as the previous year, reflecting the ability of ITC to adjust its delivery model by expanding online mechanisms in combination with interventions on the ground, in the context of the pandemic. ITC's performance continued to be supported by corporate initiatives for innovation and project development. Throughout 2020, more than \$0.4 million was approved for projects from ITC's BDF.

The multiyear nature of ITC programmes meant that a balance of \$113.78 million would be carried forward for activities in 2021. This is in addition to a remaining receivable from funders for technical cooperation projects of \$227.80 million.

Unearmarked and soft-earmarked contributions

The XB resources are divided into two so-called windows: Window I is open to contributions that are corporate in nature and not for a specific project (unearmarked or soft-earmarked at focus area, programme geographical level). Window II is open to contributions allocated to specific and clearly identifiable projects, designed to meet pre-stated and time-limited objectives to be implemented at country, regional and interregional levels.

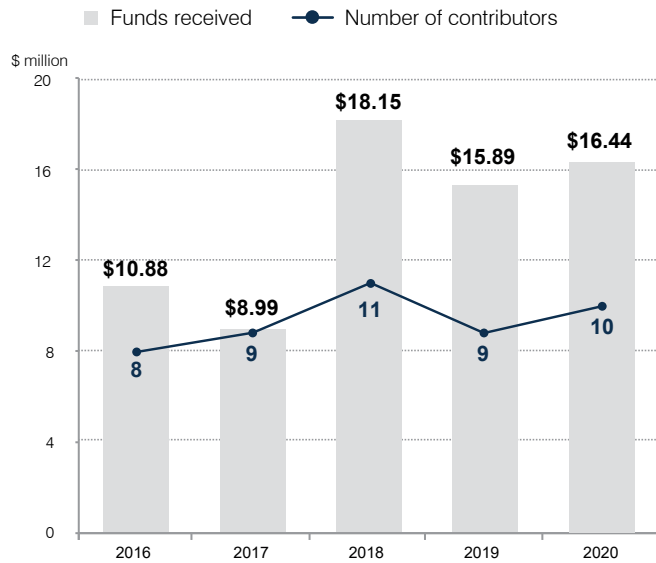
Figure 3 illustrates the evolution of unearmarked and soft-earmarked contributions (so-called Window I contributions) in terms of the number of contributors and the total value of their contributions.

Programme support account

An indirect cost recovery called a PSC is charged to extra-budgetary funds as a percentage of direct costs to ensure that the additional costs of supporting activities financed from XB contributions are not borne by RB.

In line with UN financial procedures, ITC charges standard PSC rates ranging from 7% to 13% on XB expenditures. This revenue is used to cover indirect and incremental costs associated with XB projects, such as the central administration of human, financial and IT resources, as well as monitoring and oversight.

- **\$7.24 million** received in PSC income in 2020 in addition to \$8.34 million carried forward from 2019
- **\$6.98 million** in PSC expenditure
- **\$8.60 million** balance in the PSC account at the end of the year

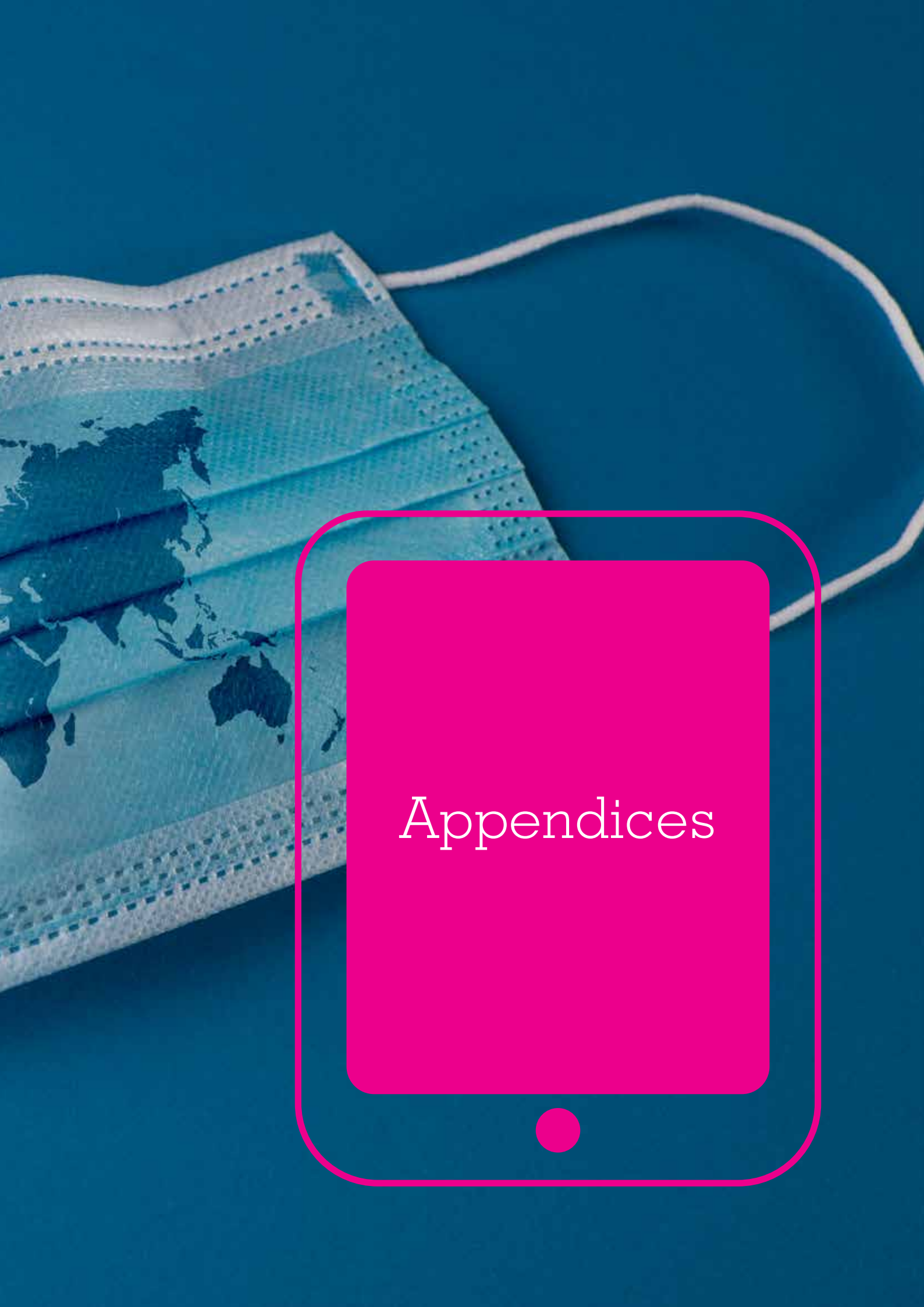
FIGURE 3 Window I - contributions 2016–2020 (\$ million)

In 2020, PSC resources continued to be used to fund additional staff required to support programmatic delivery and to fund cost-shared corporate initiatives by the UN Secretariat, as well as security and insurance of field staff. The emphasis is on full cost recovery for XB projects and inclusion of all direct operational and support costs in the budgets, to avoid the use of RB resources to subsidize XB financed activities.

Upgrading financial management

Regular financial reporting continues to highlight matters requiring management attention, enhancing management discussions and facilitating informed decision-making. ITC remains committed to transforming and automating internal processes and workflows. In 2020, improvements were made in the following areas: new reports for unliquidated obligations, launch of electronic contract management system for submission of staff funding requests and development of a funding dashboard.





Appendices



APPENDIX I

2020 EVALUATIONS

Evaluation and performance

For all ITC interventions, evaluation is a vital instrument to account for results achieved and to support organizational learning. The Independent Evaluation Unit (IEU) is the custodian of ITC's evaluation function. The unit directly manages evaluations and reviews and provides advisory services on evaluation matters within the organization.

In 2020, there were a total of 11 evaluations and 29 project completion reports conducted. Of the 11 evaluations, the IEU managed three, respective project managers managed three and funders managed five. In response to the COVID-19 pandemic and related travel restrictions, IEU designed evaluations to rely largely on remote data collection methods or recruited evaluation consultants in the region where data collection was planned. To support agile evidence-based planning and implementation, the IEU explored approaches for monitoring and evaluation that allow for faster collection of information and feedback, which has proven particularly important in times of crisis.

To strengthen the evaluation culture and skills in the organization, the IEU launched an online course to provide interactive information to staff on evaluation processes. Moreover, the IEU provided virtual training sessions on evaluation and project completion reports to staff.

The IEU contributed to the work of the UN Evaluation Group (UNEG), both to its executive steering committee and to its thematic work on gender, disability and human rights, SDGs and ethics. In particular, the unit was part of the team of authors that drafted the revision of the [UNEG Ethical Guidelines for Evaluation](#) and contributed to the drafting of the UNEG [Meta-synthesis of United Nations Development Assistance Framework \(UNDAF\) Evaluations with a Gender Lens](#).

Furthermore, ITC participated in four system-wide reviews conducted by the Joint Inspection Unit (JIU), the United Nations system independent oversight body. These reviews were on topics such as policies and platforms in support of learning, enterprise risk management, mainstreaming environmental sustainability across organizations of the UN and support to landlocked developing countries (LLDCs) to implement the Vienna Programme of Action.

2020 evaluation highlights

2020 Annual Evaluation Synthesis Report (AESR)

The AESR distils key findings and lessons learned from evaluations and project completion reports. Overall, the report concluded that ITC is a good investment. ITC projects are well aligned with the organization's results framework, but more detailed theories of change could support their implementation and strengthen the monitoring and assessment of results. Moreover, given the importance of field project management and coordination, there is a need for better alignment with the on-going UN Reform at country level. ITC senior management fully accepted and [responded](#) to the AESR recommendations.

Utility of evaluation in ITC

Complementing the AESR, the IEU also issued a [report on the utility of evaluation in ITC](#) to get insights into the perceived usefulness of evaluation in the organization and to identify areas for improvement. Overall, the vast majority of survey respondents were satisfied with the evaluation function, with the quality of evaluations perceived to have increased. There is however still a need to strengthen awareness about the benefits and learning opportunities which evaluations provide.

Sustainability reviews

The IEU developed a methodology to assess the sustainability of results for completed projects. The IEU piloted three projects that ended 3-4 years earlier and which were focused on different target groups. Overall, the results were positive, as in all projects, activities carried out had a lasting positive impact, albeit to different degrees. Challenges also emerged, mainly depending on the nature of the projects. These included the limited sustainability of capacity building to strengthen organizational performance when there has been high staff turnover.

APPENDIX II

ITC TECHNICAL COOPERATION BY REGION AND FOCUS AREA

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 2020 (\$'000)	DELIVERY 2020 (\$'000)	% DELIVERED	
Afghanistan	■	■	Afghanistan: Trade-related Assistance (A764)		■	■		■			European Union	42	232	555%	
			Afghanistan: Ethical Lifestyle Initiative for the Economic Reintegration of Returnees and Internally displaced people (B439)						■			European Union	2 428	1 923	79%
			Afghanistan: Advancing Trade (Phase II) (B946)		■	■	■	■				ITF Window 1 (BDF)	-	43	
Albania			Support to Facilitation of Trade between Central European Free Trade Agreement (CEFTA) Parties (B444)		■					■	European Union	4	6	146%	
			CEFTA: Support to Regional Integration (B973)		■						■	Germany	-	12	
Algeria			Middle East and North Africa region (MENA): e-commerce Entrepreneurship Knowledge Series (B998)				■				World Bank	-	7		
Antigua and Barbuda	■		Caribbean: Development of Value Added Products and Intra-Regional Trade to Enhance Livelihoods from Coconuts II (B407)					■			European Union	107	143	134%	
			Caribbean Forum (CARIFORUM): UK Trade Partnerships Programme (B900)		■				■			United Kingdom of Great Britain and Northern Ireland	79	32	41%
			Trade Intelligence: UK Trade Partnerships Programme (B906)		■							United Kingdom of Great Britain and Northern Ireland	74	28	38%
Armenia	■		Eastern Partnership: Ready to Trade - an EU4Business initiative (B252)				■		■		European Union	372	365	98%	
			Trade and Market Intelligence for the Eastern Partnership Countries (B802)		■							European Union	95	66	70%
Azerbaijan	■		Eastern Partnership: Ready to Trade - an EU4Business initiative (B252)				■		■		European Union	372	365	98%	
			Trade and Market Intelligence for the Eastern Partnership Countries (B802)		■								95	66	70%
Bahamas		■	Trade Intelligence: UK Trade Partnerships Programme (B906)		■						United Kingdom of Great Britain and Northern Ireland	74	28	38%	
Bahrain		■	Building "Export Bahrain" (B815)			■					Labor Fund Bahrain (Tamkeen)	237	135	57%	
Bangladesh	■	■	SheTrades Commonwealth Programme (B578)						■		United Kingdom of Great Britain and Northern Ireland	822	1 058	129%	
			Non-tariff Measures Programme (W1) (B626)		■							ITF Window 1	84	83	100%
			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)							■		European Union	18	13	76%
Barbados	■		Caribbean: Development of Value-added Products and Intra-Regional Trade to Enhance Livelihoods from Coconuts II (B407)				■				European Union	107	143	134%	
			Trade Intelligence: UK Trade Partnerships Programme (B906)		■							United Kingdom of Great Britain and Northern Ireland	74	28	38%
Belarus			Eastern Partnership: Ready to Trade - an EU4Business Initiative (B252)				■		■		European Union	372	365	98%	
			Trade and Market Intelligence for the Eastern Partnership Countries (B802)		■							European Union	95	66	70%
Belize	■		Caribbean: Development of Value-added Products and Intra-Regional Trade to Enhance Livelihoods from Coconuts II (B407)				■				European Union	107	143	134%	
			Trade Intelligence: UK Trade Partnerships Programme (B906)		■							United Kingdom of Great Britain and Northern Ireland	74	28	38%

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Benin	■	■	Economic Community of West African States (ECOWAS): West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■	■			European Union	85	50	59%	
			African, Caribbean and Pacific Group of States (ACP): Strengthening Productive Capabilities and Value Chain Alliances (B807)				■		■			European Union	176	101	58%
			ITF Window 1	2	-	0%									
			Fast Tracking Digital Entrepreneurship in Africa - Phase 1 (B898)				■				ITF Window 1	42	71	170%	
Bhutan	■	■	Bhutan Trade Support (B382)		■		■				European Union	1 331	942	71%	
Bosnia and Herzegovina	■	■	Support to Facilitation of Trade between CEFTA Parties (B444)		■				■		European Union	4	6	146%	
			CEFTA: Support To Regional Integration (B973)		■				■			Germany	-	12	
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	1 505	1 126	75%	
			ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■	■				European Union	85	50	59%
			Non-tariff Measures Programme (W1) (B626)	■								ITF Window 1	91	91	100%
			Trade Facilitation (B628)		■							ITF Window 1	166	163	98%
			Poor Communities and Trade Programme (B649)					■				ITF Window 1	16	15	94%
			ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)				■		■		European Union	176	101	58%	
			ITF Window 1	2	-	0%									
Burundi	■	■	European Union (EU) East African Community (EAC) Market Access Upgrade Programme (EU-EAC MARKUP) (B383)		■		■	■			European Union	736	938	128%	
			Burundi: MARKUP (B718)			■	■	■				European Union	627	553	88%
Cabo Verde		■	ECOWAS: WABEP (B537)	■	■	■	■	■			European Union	85	50	59%	
Cambodia	■	■	Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■			European Union	18	13	76%	
Cameroon	■	■	ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)				■		■		European Union	176	101	58%	
			ITF Window 1	2	-	0%									
			Cameroon: UK Trade Partnerships Programme (B899)	■			■					United Kingdom of Great Britain and Northern Ireland	543	280	52%
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■								United Kingdom of Great Britain and Northern Ireland	147	56	38%
			Programme Management: UK Trade Partnerships Programme (B908)	■			■				United Kingdom of Great Britain and Northern Ireland	97	98	101%	
Central African Republic	■	■	République Centrafricaine: Programme d'appui à la promotion de l'entrepreneuriat en milieu urbain et rural (PAPEUR) (B867)		■		■	■			European Union	-	377		
China			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■			European Union	177	134	76%	
Colombia		■	Colombia PUEDE: Peace and Unity through Productive Development and Commercialization (B599)	■			■	■			European Union	890	539	61%	
Comoros	■	■	Comoros: UK Trade Partnerships Programme (B901)	■			■				United Kingdom of Great Britain and Northern Ireland	334	254	76%	
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■								United Kingdom of Great Britain and Northern Ireland	74	28	38%
			Programme Management: UK Trade Partnerships Programme (B908)	■			■					United Kingdom of Great Britain and Northern Ireland	97	98	101%
			Comoros: Improving Public-Private Dialogue and Quality Management Systems to Benefit from Economic Partnership Agreement with the EU (B963)	■	■	■							ITF Window 1 (BDF)	-	10
Costa Rica			Central America: Linking Women Business Enterprises (WBE) with the Global Gifts and Home Decoration Market (A314)			■	■	■			European Union	106	69	66%	

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Côte d'Ivoire			ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■		European Union	85	50	59%
			Culture project: Identity Building and Sharing Business Initiative (B542)						■		European Union	443	508	115%
			SheTrades West Africa (B610)						■		ITF Window 1	7	9	125%
			Non-tariff Measures Programme (W1) (B626)	■							Korea	349	318	91%
			Poor Communities and Trade Programme (B649)						■		ITF Window 1	84	83	100%
			Poor Communities and Trade Programme (B649)						■		ITF Window 1	16	15	94%
			Fast Tracking Digital Entrepreneurship in Africa - Phase 1 (B898)				■				ITF Window 1	42	71	170%
		■	Côte d'Ivoire: UK Trade Partnerships Programme (B902)	■			■				United Kingdom of Great Britain and Northern Ireland	-	337	
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■							United Kingdom of Great Britain and Northern Ireland	74	28	38%
			Programme Management: UK Trade Partnerships Programme (B908)	■					■		United Kingdom of Great Britain and Northern Ireland	97	98	101%
		Sustainable Investments into Africa (SIA) (B961)							■	Germany	-	29		
		African Continental Free Trade Agreement (AfCTA) Export Training Programme for small and medium-sized enterprises (SME) from Nigeria, Rwanda and Côte d'Ivoire (B972)			■					African Export Import Bank	-	31		
Cuba		■	Cuba: Fortaleciendo capacidades de inserción internacional (B830)	■		■	■	■			ITF Window 1 (BDF)	39	(0)	0%
Curaçao		■	Curaçao: National Export Strategy and Implementation Management (B896)		■						Curaçao	293	223	76%
Democratic Republic of the Congo (the)			Poor Communities and Trade Programme (B649)						■		ITF Window 1	24	23	94%
		■	Common Market for Eastern and Southern Africa (COMESA) Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)	■	■	■					COMESA	90	18	20%
			ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)				■		■		European Union	176	101	58%
			DRC: Adding Value to Bamboo, Plastic Waste and Lifestyle Goods for Sustainable Livelihoods (B955)						■		ITF Window 1	2	-	0%
Djibouti		■	Djibouti: Projet de développement et de promotion du tourisme (A993)			■	■				Enhanced Integrated Framework	-	26	
			MENA: e-commerce Entrepreneurship Knowledge Series (B998)				■				World Bank	-	7	
Dominica			Caribbean: Development of Value-added Products and Intra-Regional Trade to Enhance Livelihoods from Coconuts II (B407)				■				European Union	107	143	134%
		■	CARIFORUM: UK Trade Partnerships Programme (B900)	■			■				United Kingdom of Great Britain and Northern Ireland	79	32	41%
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■							United Kingdom of Great Britain and Northern Ireland	74	28	38%
Dominican Republic			Caribbean: Development of Value-added Products and Intra-Regional Trade to Enhance Livelihoods from Coconuts II (B407)				■				European Union	120	161	134%
		■	ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)				■		■		European Union	176	101	58%
			CARIFORUM: UK Trade Partnerships Programme (B900)	■			■				ITF Window 1	2	-	0%
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■			■				United Kingdom of Great Britain and Northern Ireland	143	58	41%
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■							United Kingdom of Great Britain and Northern Ireland	74	28	38%

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Egypt			Global: Networking and Knowledge Management for the Global Textile and Clothing Sector (GTEX) (B451)				■				Switzerland	84	59	70%
			Egypt: Improving the International Competitiveness of the Global Textile and Clothing Sector (GTEX) and Middle East and North Africa Textile programme (MENATEX) (B673)				■				Switzerland	334	327	98%
										Sweden	334	374	112%	
			MENATEX Regional: Regional Component of the Textiles and Clothing Programme for the MENA region (B696)				■				Sweden	57	25	43%
			Egypt: SheTrades (AfTIAS) (B821)			■	■	■			International Islamic Trade Finance Corporation	167	48	29%
			Sustainable Investments into Africa (SIA) (B961)						■		Germany	-	29	
El Salvador		■	Central America: Linking Women Business Enterprises (WBEs) with the Global Gifts and Home Decoration Market (A314)			■	■	■			European Union	112	74	66%
			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■			European Union	44	34	76%
Eswatini, Kingdom of		■	Eswatini: Promoting Growth through Competitive Alliances I (B978)	■			■	■			European Union	-	12	
											ITF Window 1 (BDF)	-	27	
Ethiopia		■	Supporting Indian Trade and Investment for Africa (SITA) (A854)							■	United Kingdom of Great Britain and Northern Ireland	67	447	669%
			Partnership for Investment and Growth in Africa (Main Phase) (B340)			■				■	United Kingdom of Great Britain and Northern Ireland	627	385	61%
			Poor Communities and Trade Programme (B649)						■		ITF Window 1	16	15	94%
		■	Innovative MSME and Value Chain Development through Alliances in Cocoa, Coffee and Associated Crops Sectors in Ghana and Ethiopia (B794)			■	■	■			ITF Window 1	194	211	109%
			COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)	■	■	■					COMESA	90	18	20%
			Fast Tracking Digital Entrepreneurship in Africa - Phase 1 (B898)				■				ITF Window 1	42	71	170%
			Alliance for Product Quality in Africa (B928)				■	■			Germany	105	48	46%
			Sustainable Investments into Africa (SIA) (B961)						■		Germany	-	29	
Fiji			Fiji: UK Trade Partnership Programme (B905)	■			■				United Kingdom of Great Britain and Northern Ireland	752	522	69%
		■	Trade Intelligence: UK Trade Partnerships Programme (B906)	■							United Kingdom of Great Britain and Northern Ireland	74	28	38%
			Programme Management: UK Trade Partnerships Programme (B908)	■			■				United Kingdom of Great Britain and Northern Ireland	97	98	101%
Gabon		■	ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)				■		■		European Union	176	101	58%
											ITF Window 1	2	-	0%
Georgia			Eastern Partnership: Ready to Trade - an EU4Business initiative (B252)				■		■		European Union	372	365	98%
			Trade and Market Intelligence for the Eastern Partnership Countries (B802)	■							European Union	95	66	70%
Ghana			ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■		European Union	85	50	59%
		■	SheTrades Commonwealth Programme (B578)						■		United Kingdom of Great Britain and Northern Ireland	822	1 058	129%
			Non-tariff Measures Programme (W1) (B626)	■							ITF Window 1	84	83	100%
			Trade for Sustainable Development (T4SD) - Hubs (B694)						■		ITF Window 1	145	158	108%
			Trade Training Hub (TTH) (B736)			■					ITF Window 1	260	216	83%

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Ghana (continue)			Ghana: Developing Cocoa and Associated Crops through the Sankofa Project Empowered by Alliances for Action (B766)			■	■	■			Chocolats Halba/ Coop Genossenschaft	251	238	95%
			Innovative MSME and Value Chain Development through Alliances in Cocoa, Coffee and Associated Crops Sectors in Ghana and Ethiopia (B794)			■	■	■			ITF Window 1	376	409	109%
			ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)				■		■		European Union ITF Window 1	176 2	101 -	58% 0%
			Ghana: UK Trade Partnerships Programme (B903)	■			■				United Kingdom of Great Britain and Northern Ireland	385	267	69%
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■							United Kingdom of Great Britain and Northern Ireland	74	28	38%
			Programme Management: UK Trade Partnerships Programme (B908)	■			■				United Kingdom of Great Britain and Northern Ireland	97	98	101%
			Alliance for Product Quality in Africa (B928)				■	■			Germany	84	38	46%
			SIA (B961)						■		Germany	-	39	
Grenada			Caribbean: Development of Value-added Products and Intra-Regional Trade to Enhance Livelihoods from Coconuts II (B407)				■				European Union	107	143	134%
		■	CARIFORUM: UK Trade Partnerships Programme (B900)	■			■				United Kingdom of Great Britain and Northern Ireland	86	35	41%
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■							United Kingdom of Great Britain and Northern Ireland	74	28	38%
Guatemala			Central America: Linking Women Business Enterprises (WBE) with the Global Gifts and Home Decoration Market (A314)			■	■	■			European Union	112	74	66%
		■	Guatemala: Strengthening the Business Skills and Employability of Informal Entrepreneurs at the Ciudad Pedro de Alvarado Border (B615)				■	■			United States	165	(7)	-4%
			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■			European Union	44	34	76%
Guinea			Guinée: Programme d'appui à l'intégration socio-économique des jeunes (INTEGRA) (B463)				■	■	■		European Union	3 762	4 026	107%
			ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■		European Union	85	50	59%
		■	NTF IV Programme Management (B584)				■	■			Netherlands (the)	33	36	109%
			Mano River: Value Chain Development for Cocoa (NTF IV) (B586)				■	■	■		Netherlands (the)	214	198	92%
			SheTrades West Africa (B610)						■		Korea	349	318	91%
			Guinea: Relance de la filière ananas (REFILA) (B803)					■	■		UNIDO	-	53	
Guinea-Bissau	■	■	ECOWAS: WABEP (B537)	■	■	■	■		■		European Union	85	50	59%
Guyana			Caribbean: Development of Value-added Products and Intra-Regional Trade to Enhance Livelihoods from Coconuts II (B407)				■				European Union	120	161	134%
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■							United Kingdom of Great Britain and Northern Ireland	74	28	38%
Haiti	■	■	Haiti: Feasibility Study Exports of Mango, Horticulture and Cereals (B964)				■		■		Enhanced Integrated Framework	-	53	
Honduras			Central America: WBEs with the Global Gifts and Home Decoration Market (A314)			■	■	■			European Union	112	74	66%
			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■			European Union	44	34	76%
India			Supporting Indian Trade and Investment for Africa (SITA) (A854)						■		United Kingdom of Great Britain and Northern Ireland	84	559	669%
			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■			European Union	89	67	76%

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Indonesia			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■			European Union	18	13	76%
Iran (Islamic Republic of)			Culture project: Identity Building and Sharing Business Initiative (B542)					■			European Union	148	169	115%
			Poor Communities and Trade Programme (B649)					■			ITF Window 1	2	3	125%
			Iran: Trade-Related Technical Assistance (B782)	■	■			■			European Union	2 160	834	39%
Iraq	■		Iraq: Strengthening the Agriculture and Agri-Food Value Chain and Improving Trade Policy (B960)		■		■	■			European Union	-	232	
											ITF Window 1 (BDF)	26	23	89%
Jamaica			Caribbean: Development of Value-added Products and Intra-Regional Trade to Enhance Livelihoods from Coconuts II (B407)					■			European Union	134	179	134%
			ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)					■	■		European Union	176	101	58%
											ITF Window 1	2	-	0%
	■		CARIFORUM: UK Trade Partnerships Programme (B900)	■				■			United Kingdom of Great Britain and Northern Ireland	143	58	41%
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■							United Kingdom of Great Britain and Northern Ireland	74	28	38%
		Programme Management: UK Trade Partnerships Programme (B908)	■				■			United Kingdom of Great Britain and Northern Ireland	106	107	101%	
Jordan			Jordan: Trade for Employment Project: Improving Business Environment for SMEs through Trade Facilitation (B639)		■						Germany	502	372	74%
	■		MENATEX Regional: Regional component of the Textiles and Clothing Programme for the MENA region (B696)					■			Sweden	57	25	43%
			Jordan: Improving the International Competitiveness of the Textile and Clothing Sector (MENATEX) (B811)					■			Sweden	418	376	90%
			MENA: e-commerce Entrepreneurship Knowledge Series (B998)					■			World Bank	-	7	
Kazakhstan			Central Asia: Ready4Trade (B723)		■		■				European Union	683	760	111%
	■		Central Asian Trade Intelligence Portal (CATI) (B784)	■			■				UNDP	10	7	69%
Kenya			Supporting Indian Trade and Investment for Africa (SITA) (A854)						■		United Kingdom of Great Britain and Northern Ireland	67	447	669%
			Partnership for Investment and Growth in Africa (Main Phase) (B340)			■			■		United Kingdom of Great Britain and Northern Ireland	627	385	61%
			EU-EAC MARKUP (B383)		■		■		■		European Union	736	938	128%
			Culture project: Identity Building and Sharing Business Initiative (B542)						■		European Union	419	480	115%
											ITF Window 1	7	8	125%
			SheTrades Commonwealth Programme (B578)						■		United Kingdom of Great Britain and Northern Ireland	822	1 058	129%
			Poor Communities and Trade Programme (B649)						■		ITF Window 1	16	15	94%
	■		Trade for Sustainable Development (T4SD) - Hubs (B694)						■		ITF Window 1	145	158	108%
			Kenya: Supporting Refugees to Trade through Digital Agents Model (B776)						■		Norwegian Refugee Council	-	53	
			COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)	■	■	■					COMESA	90	18	20%
			ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)					■		■	European Union	176	101	58%
											ITF Window 1	2	-	0%
		RESI High Skills (B839)						■		ITF Window 1	50	38	77%	
		Refugee Employment and Skills Initiative: Building Solutions for Somali Refugees in a Fragile Protracted Displacement Scenario (RESI Dadaab II) (B864)						■		Japan	125	80	64%	
										Norwegian Refugee Council	188	154	82%	
										Japan	-	63		

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Kyrgyzstan	■	■	Global: Networking and Knowledge Management for the Textile and Clothing Sector (GTEX) (B451)				■				Switzerland	84	59	70%	
			Kyrgyzstan: Improving the International Competitiveness of the Textile and Clothing Sector (GTEX) (B676)			■	■					Switzerland	313	236	75%
			Central Asia: Ready4Trade (R4TCA) (B723)		■		■					European Union	683	760	111%
			Central Asian Trade Intelligence Portal (CATI) (B784)	■			■					UNDP	10	7	69%
Lao People's Democratic Republic	■	■	Lao PDR: ASEAN Regional Integration Support (Laos-ARISE Plus) (B505)		■		■		■		European Union	1 743	1 210	69%	
			ITF Window 1								ITF Window 1	20	-	0%	
			Trade for Sustainable Development (T4SD) - Hubs (B694)						■			ITF Window 1	137	148	108%
			Systematic Mechanism for Safer Trade (SYMST) (B695)	■		■	■	■		European Union	589	178	30%		
Lebanon	■	■	Lebanon: Export Competitiveness of SMEs in the IT and Nuts sectors (AFTIAS) (B607)			■	■				International Islamic Trade Finance Corporation	-	16		
			Lebanon: e-commerce for Women Entrepreneurs (B820)				■	■			World Bank	100	4	4%	
			Lebanon: Creating Sustainable Jobs and Stable Income (B870)					■	■			Japan	90	172	191%
			MENA: e-commerce Entrepreneurship Knowledge Series (B998)						■			World Bank	-	8	
Lesotho	■	■	Lesotho: National Trade Policy Implementation Programme and formulation of National Export Strategy Roadmap (B808)		■	■	■			Enhanced Integrated Framework	56	48	85%		
Liberia	■	■	ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■		European Union	85	50	59%	
			Liberia: Developing the Tourism Sector with a Focus on Surfing and Destinations (B555)				■				Enhanced Integrated Framework	341	121	35%	
			Netherlands Trust Fund IV (NTF IV) Programme Management (B584)				■	■				Netherlands (the)	33	36	109%
			Mano River: Value Chain Development for Cocoa (NTF IV) (B586)				■	■	■			Netherlands (the)	260	241	92%
			SheTrades West Africa (B610)							■		Korea	349	318	91%
			ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)						■		■	European Union	176	101	58%
									ITF Window 1	2	-	0%			
Libya	■	■	Libya: Trade Academy (B409)			■	■				France	-	18		
			Libya: Increasing Trade Transparency through the EuroMed Trade Helpdesk (B951)	■								France	92	15	16%
Madagascar	■	■	Madagascar: UK Trade Partnerships Programme (B904)	■			■				United Kingdom of Great Britain and Northern Ireland	418	381	91%	
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■							United Kingdom of Great Britain and Northern Ireland	74	28	38%	
			Programme Management: UK Trade Partnerships Programme (B908)	■			■				United Kingdom of Great Britain and Northern Ireland	97	98	101%	
Malawi	■	■	COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)	■	■	■				COMESA	90	18	20%		

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 2020 (\$'000)	DELIVERY 2020 (\$'000)	% DELIVERED		
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	1 003	751	75%		
			ECOWAS: WABEP (B537)	■	■	■	■	■				European Union	85	50	59%	
			Culture project: Identity Building and Sharing Business Initiative (B542)							■			European Union	345	395	115%
			ITF Window 1										ITF Window 1	6	7	125%
			Non-tariff Measures Programme (W1) (B626)	■									ITF Window 1	84	83	100%
			Trade Facilitation (B628)		■								ITF Window 1	166	163	98%
			Poor Communities and Trade Programme (B649)							■			ITF Window 1	16	15	94%
Fast Tracking Digital Entrepreneurship in Africa - Phase 1 (B898)							■			ITF Window 1	42	71	170%			
Mauritania	■	■	ECOWAS: WABEP (B537)	■	■	■	■	■			European Union	85	50	59%		
Mauritius		■	Trade Intelligence: UK Trade Partnerships Programme (B906)	■							United Kingdom of Great Britain and Northern Ireland	74	28	38%		
Mexico			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■			European Union	44	34	76%		
Montenegro			Support to Facilitation of Trade between CEFTA Parties (B444)		■					■	European Union	4	6	146%		
			CEFTA - Support to Regional Integration (B973)		■						■	Germany	-	12		
Morocco			Global: Networking and Knowledge Management for the Textile and Clothing Sector (GTEX) (B451)					■			Switzerland	84	59	70%		
			Morocco: Improving the International Competitiveness of the Textile and Clothing Sector (GTEX/MENATEX) (B674)					■				Switzerland	418	554	133%	
			MENATEX Regional: Regional Component of the Textiles and Clothing Programme for the MENA Region (B696)						■			Sweden	334	423	126%	
			Sweden									Sweden	57	25	43%	
			SheTrades Morocco (B937)					■	■	■		International Islamic Trade Finance Corporation	167	16	10%	
			Sustainable Investments into Africa (SIA) (B961)							■		Germany	-	29		
MENA: e-commerce Entrepreneurship Knowledge Series (B998)							■			World Bank	-	7				
Mozambique	■	■	Partnership for Investment and Growth in Africa (Main Phase) (B340)			■				■	United Kingdom of Great Britain and Northern Ireland	627	385	61%		
Myanmar	■	■	Myanmar: Inclusive Tourism Development with a Focus on Kayah State (consolidation) & Tanintharyi (extension) (NTF IV) (B386)					■			Netherlands (the)	669	591	88%		
			Myanmar Trade and Investment Project (TIP) (B494)	■	■	■						United Kingdom of Great Britain and Northern Ireland	1 547	1 338	87%	
			Myanmar: Upgrading Horticulture Supply and Sustainable Tourism to Develop Business Linkages (B566)					■				Switzerland	462	306	66%	
			Myanmar: Trade-related Technical Assistance (ARISE+ Myanmar) (B567)								■		European Union	1 505	1 431	95%
			NTF IV Programme Management (B584)						■	■			Netherlands (the)	42	45	109%
Nepal	■	■	Non-tariff Measures Programme (W1) (B626)	■							ITF Window 1	84	83	100%		
			Poor Communities and Trade Programme (B649)						■			ITF Window 1	16	15	94%	
			Trade for Sustainable Development (T4SD) - Hubs (B694)						■			ITF Window 1	137	148	108%	
			Nepal Trade-Related Assistance (B731)		■	■	■					European Union	-	531		
Nicaragua			Central America: Linking Women Business Enterprises (WBEs) with the Global Gifts and Home Decoration Market (A314)				■	■	■		European Union	112	74	66%		
			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)						■			European Union	44	34	76%	

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 2020 (\$'000)	DELIVERY 2020 (\$'000)	% DELIVERED	
Niger	■	■	ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■	■	■		European Union	85	50	59%	
			Non-tariff Measures Programme (W1) (B626)	■								ITF Window 1	84	83	100%
			Trade Facilitation (B628)		■							ITF Window 1	166	163	98%
			Niger: Développement de la chaîne de valeur de l'huile cosmétique de Marula pour l'exportation (B979)							■		ITF Window 1 (BDF)	-	18	
Nigeria	■	■	ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■	■	■		European Union	142	83	59%	
			SheTrades Commonwealth Programme (B578)						■		United Kingdom of Great Britain and Northern Ireland	822	1 058	129%	
			AfCTA Export Training Programme for SMEs from Nigeria, Rwanda and Côte d'Ivoire (B972)		■						African Export Import Bank	-	32		
			SheTrades Nigeria: Improving Women's Livelihoods in Agricultural Value Chains (C020)						■		ITF Window 1 (BDF)	-	11		
North Macedonia	■	■	Support to Facilitation of Trade between CEFTA Parties (B444)		■				■		European Union	5	7	146%	
			CEFTA: Support to regional integration (B973)		■					■		Germany	-	12	
Pakistan	■	■	Pakistan: Growth for Rural Advancement and Sustainable Progress (GRASP) (B466)		■		■	■			European Union	5 852	3 761	64%	
			ITF Window 1									88	46	53%	
			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)						■		European Union	18	13	76%	
			ITF Window 1 (BDF)									41	38	93%	
Pakistan: Revenue Mobilisation for Investment and Trade (ReMIT) (B938)		■							United Kingdom of Great Britain and Northern Ireland	-	636				
Panama			Central America: Linking Women Business Enterprises (WBEs) with the Global Gifts and Home Decoration Market (A314)			■	■	■		European Union	106	69	66%		
Papua New Guinea	■	■	ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)				■		■		European Union	176	101	58%	
			ITF Window 1									2	-	0%	
			Trade Intelligence: UK Trade Partnerships Programme (B906)		■						United Kingdom of Great Britain and Northern Ireland	74	28	38%	
			Programme Management: UK Trade Partnerships Programme (B908)		■		■				United Kingdom of Great Britain and Northern Ireland	97	98	101%	
PNG: UK Trade Partnerships Programme (B967)		■	■	■	■	■			United Kingdom of Great Britain and Northern Ireland	334	150	45%			
Paraguay	■	■	Global Trade Helpdesk (B572)		■						Switzerland	21	29	138%	
			Qatar Development Bank									18	21	119%	
Peru			Trade for Sustainable Development (T4SD) - Hubs (B694)						■		ITF Window 1	145	158	108%	
			Promperu - Institutional Benchmarking (B990)			■					PromPeru	-	18		
Qatar			Global Trade Helpdesk (B572)		■						Switzerland	43	59	138%	
			Qatar Development Bank									35	42	119%	
			Qatar: Bar Code Initiative for SME Trade Development (B743)				■				Qatar Development Bank	2	-	0%	
Republic of Moldova (the)	■	■	Eastern Partnership: Ready to Trade - an EU4Business Initiative (B252)				■		■		European Union	372	365	98%	
			Support to Facilitation of Trade between CEFTA Parties (B444)		■					■	European Union	4	6	146%	
			Trade and Market Intelligence for the Eastern Partnership Countries (B802)		■						European Union	119	83	70%	

APPENDICES

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 2020 (\$'000)	DELIVERY 2020 (\$'000)	% DELIVERED		
Rwanda	■	■	Supporting Indian Trade and Investment for Africa (SITA) (A854)								United Kingdom of Great Britain and Northern Ireland	67	447	669%		
			EU-EAC Market Access Upgrade Programme - MARKUP (B383)		■		■		■			European Union	736	938	128%	
			Fast Tracking Digital Entrepreneurship in Africa - Phase 1 (B898)						■				ITF Window 1	42	71	170%
			Alliance for Product Quality in Africa (B928)					■	■				Germany	21	10	46%
			SheTrades Rwanda (B950)					■	■				Enhanced Integrated Framework	-	36	
			Sustainable Investments into Africa (SIA) (B961)							■			Germany	-	29	
			AfCTA Export Training Programme for SMEs from Nigeria, Rwanda and Côte d'Ivoire (B972)				■						African Export Import Bank	-	31	
Saint Kitts and Nevis		■	Trade Intelligence: UK Trade Partnerships Programme (B906)	■							United Kingdom of Great Britain and Northern Ireland	74	28	38%		
Saint Lucia	■	■	St. Lucia: Strengthening the institutional Infrastructure for Export Promotion (A332)	■	■	■	■				Saint Lucia Trade Export Promotion Agency (TEPA)	197	19	10%		
			Caribbean: Development of Value Added Products and Intra-Regional Trade to Enhance Livelihoods from Coconuts II (B407)				■					European Union	107	143	134%	
			CARIFORUM: UK Trade Partnerships Programme (B900)	■			■					United Kingdom of Great Britain and Northern Ireland	107	44	41%	
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■								United Kingdom of Great Britain and Northern Ireland	74	28	38%	
Saint Vincent and the Grenadines	■	■	Caribbean: Development of Value-added Products and Intra-Regional Trade to Enhance Livelihoods from Coconuts II (B407)				■				European Union	107	143	134%		
			CARIFORUM: UK Trade Partnerships Programme (B900)	■			■					United Kingdom of Great Britain and Northern Ireland	79	32	41%	
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■								United Kingdom of Great Britain and Northern Ireland	74	28	38%	
Saudi Arabia			Saudi Arabia: Development of Dates Sector in Medina region (AfTIAS) (B605)				■			International Islamic Trade Finance Corporation	142	111	78%			
Senegal	■	■	Senegal: Export Development of IT and IT-enabled Services (NTF IV) (B390)				■	■			Netherlands (the)	373	425	114%		
			Sénégal: Programme d'appui à la Compétitivité de l'Afrique de l'Ouest (PACAO) (B461)				■	■	■			European Union	-	121		
			ECOWAS: WABEP (B537)	■	■	■	■	■				European Union	85	50	59%	
			NTF IV Programme Management (B584)				■	■				Netherlands (the)	33	36	109%	
			Sustainable Investments into Africa (SIA) (B961)						■			Germany	-	29		
Serbia			Support to Facilitation of Trade between CEFTA Parties (B444)		■				■		European Union	4	6	146%		
			CEFTA: Support to Regional Integration (B973)		■					■		Germany	-	12		
Seychelles		■	Trade Intelligence: UK Trade Partnerships Programme (B906)	■							United Kingdom of Great Britain and Northern Ireland	74	28	38%		

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 2020 (\$'000)	DELIVERY 2020 (\$'000)	% DELIVERED			
Sierra Leone	■	■	Sierra Leone: West Africa Competitiveness Programme (B457)		■	■	■		■		UNIDO	569	261	46%			
			ECOWAS: WABEP (B537)	■	■	■	■		■		European Union	85	50	59%			
			NTF IV Programme Management (B584)				■	■				Netherlands (the)	33	36	109%		
			Mano River: Value Chain Development for Cocoa (NTF IV) (B586)				■	■	■			Netherlands (the)	291	269	92%		
			SheTrades West Africa (B610)							■		Korea	349	318	91%		
Somalia	■	■	Refugee Employment and Skills Initiative: Building Solutions for Somali Refugees in a Fragile Protracted Displacement Scenario (RESI Dadaab II) (B864)								Japan	42	27	64%			
									■			Norwegian Refugee Council	63	51	82%		
												Japan	-	21			
South Sudan	■	■	South Sudan: Jobs Creation and Trade Development (B910)	■	■		■	■		European Union	-	86					
Sri Lanka			Sri Lanka: Trade-related Assistance (A306)		■		■				European Union	581	760	131%			
											Germany	33	44	131%			
										■		European Union	62	47	76%		
										■		Germany	-	96			
State of Palestine		■	State of Palestine: Reform and Development of Markets, Value Chains and Producers' Organizations (B580)	■			■	■			FAO	213	183	86%			
							■	■	■			Japan	25	54	217%		
Sudan	■	■	Supporting Sudan's World Trade Organization (WTO) Membership Negotiations and Related Trade Policy Reforms (B895)		■						Japan	138	139	100%			
Suriname		■	Caribbean: Development of Value-added Products and Intra-Regional Trade to Enhance Livelihoods from Coconuts II (B407)					■			European Union	107	143	134%			
										■			United Kingdom of Great Britain and Northern Ireland	74	28	38%	
Tajikistan		■	Tajikistan: Enabling Market Access for Agricultural Products through Improved Food Safety System (STDF) (B312)		■	■	■				Standards and Trade Development Facility	334	214	64%			
									■			Switzerland	84	59	70%		
											■		European Union	345	395	115%	
													ITF Window 1	6	7	125%	
											■		ITF Window 1	16	15	94%	
									■	■	■	■		Switzerland	361	264	73%
									■		■			European Union	683	760	111%
Thailand			Thailand: Trade-Related Assistance (Arise + Thailand) (B873)	■				■	■		UNDP	10	7	69%			
												European Union	-	59			

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 2020 (\$'000)	DELIVERY 2020 (\$'000)	% DELIVERED	
The Gambia	■	■	The Gambia: Youth Empowerment Project (YEP) (B179)		■		■	■			European Union	2 508	1 924	77%	
			ECOWAS: WABEP (B537)	■	■	■	■		■		European Union	85	50	59%	
			The Gambia: Jobs, Skills and Finance (JSF) for Women and Youth (B664)		■	■		■			European Union	1 003	720	72%	
			SheTrades Gambia (B751)	Enhanced Integrated Framework									100	95	94%
				ITF Window 1							■		142	114	80%
				OPEC Fund for International Development									151	275	183%
			The Gambia: PBF, Strengthening Sustainable and Holistic Reintegration of Returnees (B786)						■	■		MPTF	184	124	68%
The Gambia: Strengthening Community Coping Mechanisms to Mitigate Risks of Conflicts and Reduce Climate-related Tensions (B945)								■		MPTF	251	89	35%		
Togo	■	■	ECOWAS: WABEP (B537)	■	■	■	■		■		European Union	85	50	59%	
			ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)	European Union	176	101	58%								
				ITF Window 1	2	-	0%								
Trinidad and Tobago	■	■	Caribbean: Development of Value-added Products and Intra-Regional Trade to Enhance Livelihoods from Coconuts II (B407)				■			European Union	107	143	134%		
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■							United Kingdom of Great Britain and Northern Ireland	74	28	38%	
Tunisia	■	■	Global: Networking and Knowledge Management for the Textile and Clothing Sector (GTEX) (B451)				■				Switzerland	84	59	70%	
			Tunisia: Improving the International Competitiveness of the Textile and Clothing Sector (GTEX/MENATEX) (B672)	Switzerland	460	98	21%								
				Sweden	242	246	101%								
			MENATEX Regional: Regional Component of the Textiles and Clothing Programme for the MENA region (B696)				■				Sweden	57	25	43%	
			Sustainable Investments into Africa (SIA) (B961)					■			Germany	-	29		
			Tunisia: e-commerce for Women Entrepreneurs (B971)				■	■			World Bank	100	89	89%	
MENA: e-commerce Entrepreneurship Knowledge Series (B998)					■			World Bank	-	7					
Turkey			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■		European Union	89	67	76%		
Turkmenistan		■	Central Asia: Ready4Trade (R4TCA) (B723)	■			■			European Union	683	760	111%		
Uganda	■	■	Supporting Indian Trade and Investment for Africa (SITA) (A854)						■		United Kingdom of Great Britain and Northern Ireland	67	447	669%	
			EU-EAC Market Access Upgrade Programme - MARKUP (B383)		■		■	■			European Union	736	938	128%	
			Uganda: Export development of IT and IT-enabled services (NTF IV) (B387)				■	■			Netherlands (the)	385	459	119%	
			Culture project: Identity Building and Sharing Business Initiative (B542)	European Union	394	452	115%								
				ITF Window 1	6	8	125%								
			NTF IV Programme Management (B584)				■	■			Netherlands (the)	33	36	109%	
			Poor Communities and Trade Programme (B649)					■			ITF Window 1	16	15	94%	
			Uganda: Handicraft and Souvenir Development Project (HSDP) (B764)				■	■	■		Enhanced Integrated Framework	151	126	84%	
African LDCs: Cotton By-Product Development (B968)					■			ITF Window 1 (BDF)	-	6					

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 2020 (\$'000)	DELIVERY 2020 (\$'000)	% DELIVERED	
Ukraine			Ukraine: Linking SMEs in the Fruit and Vegetables Industry to Global and Domestic Value Chains (A303)	■		■					Sweden	502	228	45%	
			Eastern Partnership: Ready to Trade - an EU4Business Initiative (B252)				■	■			European Union	465	456	98%	
			Trade and Market Intelligence for the Eastern Partnership Countries (B802)	■							European Union	95	66	70%	
United Republic of Tanzania (the)	■	■	Supporting Indian Trade and Investment for Africa (SITA) (A854)						■		United Kingdom of Great Britain and Northern Ireland	67	447	669%	
			EU-EAC: MARKUP (B383)		■	■		■			European Union	736	938	128%	
			Tanzania: Kigoma Joint Programme under UNDP II (B727)				■	■			MDTF	376	479	127%	
			COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)	■	■	■					COMESA	90	18	20%	
			Fast Tracking Digital Entrepreneurship in Africa - Phase 1 (B898)				■				ITF Window 1	48	81	170%	
			Tanzania: Developing the Beekeeping Value Chain (B924)			■	■		■		ITF Window 1 (BDF)	-	15		
Uzbekistan			Culture project: Identity Building and Sharing Business Initiative (B542)						■		European Union	370	423	115%	
				ITF Window 1	6	7	125%								
		■	Poor Communities and Trade Programme (B649)					■		ITF Window 1	16	15	94%		
			Central Asia: Ready4Trade (R4TCA) (B723)		■	■				European Union	683	760	111%		
			CATI (B784)	■		■				UNDP	10	7	69%		
		Uzbekistan: Facilitating the Process of Accession to the WTO (B915)		■						European Union	-	551			
Vanuatu		■	Poor Communities and Trade Programme (B649)					■			ITF Window 1	16	15	94%	
			ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)				■		■		European Union	226	130	58%	
				ITF Window 1	2	-	0%								
Viet Nam			Non-tariff Measures Programme (W1) (B626)	■							ITF Window 1	84	83	100%	
			Trade Facilitation (B628)		■						ITF Window 1	166	163	98%	
			Trade for Sustainable Development (T4SD) - Hubs (B694)					■			ITF Window 1	145	158	108%	
			SYMST (B695)	■		■	■	■			European Union	392	119	30%	
			Viet Nam: Trade Policy and Promotion Project (B888)		■						Switzerland	-	159		
			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■			European Union	18	13	76%	
Zambia	■	■	Partnership for Investment and Growth in Africa (Main Phase) (B340)			■			■		United Kingdom of Great Britain and Northern Ireland	627	385	61%	
			Non-tariff Measures Programme (W1) (B626)	■							ITF Window 1	84	83	100%	
			SheTrades Zambia (B785)					■			Enhanced Integrated Framework	48	34	72%	
			COMESA Cross Border Trade Initiative: Facilitating Small-scale Trade Across the Borders (B796)	■	■	■					COMESA	102	21	20%	
			ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)					■		■		European Union	176	101	58%
				ITF Window 1	2	-	0%								
		Fast Tracking Digital Entrepreneurship in Africa - Phase 1 (B898)				■				ITF Window 1	42	71	170%		

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 2020 (\$'000)	DELIVERY 2020 (\$'000)	% DELIVERED	
Zimbabwe			COMESA Cross Border Trade Initiative: Facilitating Small-scale Trade Across the Borders (B796)	■	■	■					COMESA	90	18	20%	
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■							United Kingdom of Great Britain and Northern Ireland	74	28	38%	
		■	Zimbabwe: UK Trade Partnerships Programme (B907)	■			■	■			United Kingdom of Great Britain and Northern Ireland	360	304	85%	
			Programme Management: UK Trade Partnerships Programme (B908)	■			■				United Kingdom of Great Britain and Northern Ireland	97	98	101%	
Africa			Implementation of the African Trade Observatory within the African Union Commission (AUC) (B353)	■							European Union	1 003	1 133	113%	
			Trade Promotion between China and other Developing Countries along the Belt and Road Initiative (B568)	■					■		China	84	26	31%	
			SheTrades: Empowering Women in the African Continental Free Trade Area (AfCFTA) (B832)					■			Germany	502	279	56%	
			One Country, One Product, One Chef, One Plate: Connecting Consumers and Farmers (B926)				■				ITF Window 1 (BDF)	-	6		
			International Trade Centre's (ITC) Contribution to the AfCFTA (B942)						■		ITF Window 1	100	91	91%	
			Alliances for Action Service Centre (Core Network) (C032)				■				ITF Window 1	-	6		
Asia and the Pacific			Trade Promotion between China and other Developing Countries along the Belt and Road Initiative (B568)	■					■		China	84	26	31%	
			One Country, One Product, One Chef, One Plate: Connecting consumers and farmers (B926)				■				ITF Window 1 (BDF)	-	6		
			Alliances for Action Service Centre (Core Network) (C032)				■				ITF Window 1	-	6		
Latin America and the Caribbean			One Country, One Product, One Chef, One Plate: Connecting Consumers and Farmers (B926)				■				ITF Window 1 (BDF)	-	6		
			Alliances for Action Service Centre (Core Network) (C032)				■				ITF Window 1	-	6		
Global			Export Potential Map (A341)	■							Netherlands (the)	8	22	263%	
											Enterprise Greece	19	22	117%	
											Revolving Fund MAR	-	12		
			Trade in services (B026)	■								China	167	31	18%
												United States	63	59	95%
			Trade for Sustainable Development (T4SD) (B036)						■			Sustainable Agriculture Initiative (SAI Platform)	19	67	347%
												European Union	314	349	111%
												Switzerland	276	637	231%
												UNCTAD	-	27	
												Germany	418	-	0%
												ChileCarne	-	68	
												Revolving Fund MAR	-	5	
			Trade Information Service (TIS) Revolving Fund / E-learning (B155)	■								Revolving Fund TS	-	53	
												Modular Learning System – Supply Chain Management (MLS-SCM) Revolving Fund (B189)		■	

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 2020 (\$'000)	DELIVERY 2020 (\$'000)	% DELIVERED	
Global (continued)			Sector and Enterprise Competitiveness (SEC) Revolving Fund (B190)				■				Revolving Fund EC	-	8		
											Qatar Development Bank	-	31		
			Fellowship: Mo Ibrahim Foundation (B203)								■	Mo Ibrahim Foundation	-	114	
			Trade Service (TS) Revolving Fund (B205)				■					Revolving Fund TS	80	44	56%
			Improving Transparency in Trade Through Market Analysis Tools As a Global Public Good (B336)	■								European Union	945	976	103%
		Revolving Fund MAR										84	288	345%	
		ITF Window 1										665	667	100%	
			Improving Transparency in Trade through Embedded Market Analysis Tools (B352)	■								Islamic Centre for Development of Trade	-	9	
		TradeMalta										13	9	71%	
			Quality and sanitary and phytosanitary (SPS) measures (B427)				■					ITF Window 1	306	235	77%
			SheTrades Connect (Japan) (B516)								■	Japan	-	45	
			SheTrades: International Workshop Agreement on the Definition of Women Owned Businesses (B562)									Sweden	171	118	69%
		Switzerland										149	206	138%	
			Global Trade Helpdesk (B572)	■								Qatar Development Bank	123	146	119%
		Korea										217	249	115%	
			Division of Market Development (DMD) Partnership & Coordination (B620)								■	ITF Window 1	50	24	48%
			Results-based Management (RBM) (B622)								■	ITF Window 1	120	50	41%
			Office of the Executive Director (OED) Cabinet (B623)								■	ITF Window 1	300	(11)	-4%
			New York Office (B624)								■	ITF Window 1	100	84	84%
			Information Technology Services & Support (B625)								■	ITF Window 1	748	560	75%
			Support Trade Negotiations (B629)				■					ITF Window 1	250	229	92%
			Export Strategy Design and Management (B630)				■					ITF Window 1	490	480	98%
			SME Competitiveness Survey and Outlook (B631)				■					ITF Window 1	950	852	90%
			Trade in Services (B632)				■					ITF Window 1	100	146	146%
			I 4 IMPACT (AIM): Improving Institutional Performance for SME Internationalization (B633)					■				ITF Window 1	950	760	80%
			Value-added to Trade (B635)								■	ITF Window 1	444	442	100%
			E-solutions (B636)								■	ITF Window 1	338	333	98%
			SheTrades (B641)								■	ITF Window 1	1 009	852	84%
			SheTrades Coordination (B642)								■	ITF Window 1	143	151	105%
			Trade for Sustainable Development (T4SD) - Database (B645)								■	ITF Window 1	760	874	115%
			Diversity, Equity and Inclusion (DEI) Coordination and Innovation Fund (B647)								■	ITF Window 1	200	202	101%
			E-learning (B648)				■					ITF Window 1	108	108	100%
		Division of Country Programmes (DCP) Partnership and Coordination (B650)								■	ITF Window 1	260	202	78%	
		Global: Support for Innovative Methods and Tools (understanding non-tariff measures (NTM) and Accessing E-commerce) (B678)				■	■				United States	208	188	91%	

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 2020 (\$'000)	DELIVERY 2020 (\$'000)	% DELIVERED
Global (continued)			Economic Partnership Agreements (EPA) Worldwide and Rules of Origin (B725)	■							National Graduate Institute for Policy Studies (GRIPS)	-	68	
			Business Survey Study to Identify the Information Needs' Of EU Services Exporters (B734)	■							European Union	111	65	58%
			Innovation Lab (B788)								■ ITF Window 1	250	186	74%
			New ITC website (B824)								■ ITF Window 1	148	40	27%
			Division of Programme Support (DPS): Improving Operational Efficiency (B838)								■ ITF Window 1	200	114	57%
			Refugee Employment and Skills Initiative (RESI) High Skills (B839)						■		ITF Window 1	50	38	77%
			Youth & Trade: Entrepreneurship and Employability (B840)						■		ITF Window 1	475	564	119%
			Division of Market Development (DMD)/ Trade and Market Intelligence (TMI) Core Staff (B849)	■							ITF Window 1	108	85	79%
			Customer Relationship Management (CRM) (B852)								■ ITF Window 1	52	63	121%
			Benchmarking Platform Update (B891)			■	■				ITF Window 1	200	310	155%
			E-learning: Global Public Good (B892)	■							ITF Window 1	90	85	94%
			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)						■		European Union	160	121	76%
			Collecting Data on Women in Extra-EU Services Trade in Selected EU Member States (B922)	■					■		European Union	275	257	93%
			Investment Facilitation for Development (B929)		■						China	418	196	47%
			Alliances for Action: Coffee Guide (B930)					■	■		ITF Window 1	100	94	94%
			Business Development Fund (BDF 2020) (B949)								■ ITF Window 1 (BDF)	475	-	0%
			Corporate Data Management Architecture (B952)								■ ITF Window 1	260	232	89%
			SheTrades and UPS (B956)						■		UPS Foundation	-	312	
			SheTrades and Mary Kay, Inc. (B957)						■		Mary Kay, Inc.	-	54	
			UN-SWAP 2.0 (B962)								■ ITF Window 1	76	65	85%
		Trade Impact Group Publication for MC12 on the WTO Buenos Aires Declaration on Women and Trade (B965)						■		Australia	-	45		
		IE / ITC Executive Master Scholarship Programme (B977)								■ ITF Window 1	-	134		
		Secondee from Republic of Korea (B985)					■			Korea	-	228		

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 2020 (\$'000)	DELIVERY 2020 (\$'000)	% DELIVERED
Regional and Global			Associate Expert: Office for Asia and the Pacific (B880)						■		China	160	77	48%
			Associate Expert: Office for Asia and the Pacific (B773)						■		China	127	95	75%
			Associate Expert: Trade Facilitation and Policy for Business (B393)	■							Finland	58	42	72%
			Associate Expert: Trade Facilitation and Policy for Business (B699)	■							Germany	101	112	111%
			Associate Expert: E-solutions (B800)				■				Germany	120	136	113%
			Associate Expert: SheTrades (B825)						■		Germany	125	146	117%
			Associate Expert: Strengthening TISIs (B886)			■					China	123	141	115%
			Associate Expert: Research and Strategies for Export (B887)						■		China	119	47	40%
			Associate Expert: Sector and Enterprise Competitiveness (B947)				■				Netherlands (the)	106	134	126%
			Associate Expert: Sustainable and Inclusive Value Chains (B948)						■		Netherlands (the)	-	138	
			Associate Expert: External Relations (C006)							■	Germany	-	99	
			Associate Expert: Sustainable and Inclusive Value Chains (C009)						■		Finland	-	96	

ITC is grateful for contributions to the ITC Trust Fund Window 1 (ITF Window 1) in 2020 from Belgium, Canada, Chile, Denmark, Finland, Germany, Iceland, India, Ireland, Norway and Sweden.

APPENDIX III

PROFILE OF ITC STAFF

DEVELOPING AND TRANSITION COUNTRIES	WOMEN	MEN	TOTAL	% OF TOTAL
Algeria	0	1	1	
Antigua and Barbuda	1	0	1	
Armenia	2	1	3	
Argentina	1	5	6	
Barbados	0	1	1	
Bosnia and Herzegovina	0	1	1	
Bolivia, Plurinational State of	1	1	2	
Brazil	9	0	9	
Belarus	0	1	1	
Côte d'Ivoire	0	2	2	
China	3	3	6	
Colombia	3	1	4	
Congo	1	0	1	
Dominican Republic	0	2	2	
Ecuador	0	2	2	
Egypt	0	1	1	
Ghana	1	1	2	
Guatemala	1	0	1	
Honduras	1	0	1	
India	6	7	13	
Indonesia	1	0	1	
Iran, Islamic Republic of	0	1	1	
Jamaica	2	0	2	
Kazakhstan	3	0	3	
Kenya	6	3	9	
Malaysia	2	0	2	
Mauritius	3	3	6	
Mexico	4	4	8	
Mongolia	1	0	1	
Morocco	1	2	3	
Moldova, Republic of	2	0	2	
Namibia	1	0	1	
Nicaragua	1	0	1	
Pakistan	1	4	5	
Panama	1	0	1	
Peru	2	1	3	
Romania	5	1	6	
Serbia	1	1	2	
Singapore	1	0	1	
South Africa	1	2	3	
Sri Lanka	1	0	1	
Palestine, State of	1	0	1	
Syrian Arab Republic	1	1	2	
Thailand	1	0	1	
Tunisia	2	3	5	
Turkey	1	0	1	
Ukraine	2	0	2	
Uzbekistan	2	0	2	
Venezuela, Bolivarian Republic of	0	1	1	
Viet Nam	1	4	5	
Zimbabwe	1	3	4	
Developing and Transition Countries Total	82	64	146	36.14%

LEAST DEVELOPED COUNTRIES	WOMEN	MEN	TOTAL	% OF TOTAL
Benin	1	2	3	
Comoros	0	1	1	
Congo, the Democratic Republic of the	0	1	1	
Ethiopia	0	2	2	
The Gambia	1	0	1	
Guinea	1	1	2	
Madagascar	3	0	3	
Mali	0	1	1	
Nepal	0	1	1	
Senegal	1	0	1	
Uganda	1	2	3	
Zambia	3	0	3	
Least Developed Countries	11	11	22	5.45%

OTHER COUNTRIES	WOMEN	MEN	TOTAL	% OF TOTAL
Australia	2	4	6	
Belgium	1	1	2	
Canada	5	4	9	
Croatia	3	0	3	
Czech Republic	2	0	2	
Denmark	0	1	1	
Finland	1	1	2	
France	38	31	69	
Germany	17	5	22	
Ireland	4	1	5	
Italy	17	10	27	
Japan	1	1	2	
Korea, Republic of	0	1	1	
Malta	0	1	1	
Netherlands	1	0	1	
New Zealand	2	3	5	
Poland	2	3	5	
Portugal	1	0	1	
Russian Federation	8	0	8	
Slovakia	1	0	1	
Spain	5	2	7	
Sweden	1	0	1	
Switzerland	14	5	19	
United Kingdom	10	9	19	
United States of America	9	8	17	
Other Countries	145	91	236	58.42%

GRAND TOTAL	238	166	404	
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APPENDIX IV

DISTRIBUTION OF ASSIGNMENTS BY NATIONALITY AND GENDER

DEVELOPING AND TRANSITION COUNTRIES	TOTAL		WOMEN		MEN	
	NUMBER OF EXPERTS	WORK DAYS	NUMBER OF EXPERTS	WORK DAYS	NUMBER OF EXPERTS	WORK DAYS
AFRICA						
Benin	6	220	1	6	5	214
Burkina Faso	22	966	6	323	16	643
Burundi	13	557			13	557
Cameroon	8	506	2	376	6	130
Central African Republic	1	11			1	11
Comoros	3	302	1	30	2	272
Congo	1	55			1	55
Côte d'Ivoire	15	847	2	270	13	577
Djibouti	1	60			1	60
Eritrea	1	56	1	56		
Ethiopia	13	754	5	348	8	406
Eswatini, Kingdom of	2	67	2	67		
The Gambia	14	987	7	446	7	541
Ghana	24	1 730	7	610	17	1 120
Guinea	47	3 180	9	716	38	2 464
Kenya	70	4 356	38	2 154	32	2 202
Lesotho	3	28			3	28
Liberia	5	271	4	121	1	150
Madagascar	6	304	3	111	3	193
Mali	6	304			6	304
Mauritius	3	66			3	66
Mozambique	7	720	4	311	3	409
Niger	6	416	2	267	4	149
Nigeria	16	854	9	623	7	231
Rwanda	16	611	4	144	12	467
Senegal	19	671	4	90	15	581
Sierra Leone	8	559	2	257	6	302
Somalia	1	103			1	103
South Africa	13	687	4	195	9	492
South Sudan	2	38			2	38
Sudan	2	40	1	20	1	20
Togo	1	21	1	21		
United Republic of Tanzania (the)	28	860	4	63	24	797
Uganda	32	1 138	10	530	22	608
Zambia	16	378	8	191	8	187
Zimbabwe	12	884	4	389	8	495
AFRICA	(28.51% of total) 443	23 607	145	8 735	298	14 872

DEVELOPING AND TRANSITION COUNTRIES	TOTAL		WOMEN		MEN	
	NUMBER OF EXPERTS	WORK DAYS	NUMBER OF EXPERTS	WORK DAYS	NUMBER OF EXPERTS	WORK DAYS
ARAB REGION						
Algeria	4	255			4	255
Bahrain	2	28	1	12	1	16
Egypt	17	806	5	386	12	420
Jordan	19	798	4	399	15	399
Lebanon	6	379	3	315	3	64
Libya	2	26	1	12	1	14
Morocco	16	768	4	226	12	542
Saudi Arabia	2	60			2	60
State of Palestine	14	193	2	55	12	138
Syrian Arab Republic	4	311			4	311
Tunisia	37	1 516	20	857	17	659
ARAB REGION	123 <small>(7.92% of total)</small>	5 140	40	2 262	83	2 878
ASIA AND THE PACIFIC						
Afghanistan	15	1 061	1	137	14	924
Bangladesh	5	475	1	91	4	384
Bhutan	17	1 606	7	550	10	1 056
China	16	1 701	10	995	6	706
Hong Kong , SAR China	1	32			1	32
Fiji	8	647	2	216	6	431
India	53	3 801	23	2 330	30	1 471
Iran (Islamic Republic of)	11	555	3	93	8	462
Lao People's Democratic Republic	14	421	8	261	6	160
Malaysia	4	99	1	43	3	56
Maldives	1	9			1	9
Myanmar	28	1 083	19	636	9	447
Nepal	18	703	3	168	15	535
Papua New Guinea	2	95	1	70	1	25
Pakistan	29	1 549	5	186	24	1 363
Philippines	4	241	3	156	1	85
Singapore	8	628	3	196	5	432
Sri Lanka	33	2 009	9	637	24	1 372
Thailand	2	81	1	21	1	60
Viet Nam	30	1 637	18	749	12	888
ASIA AND THE PACIFIC	299 <small>(19.24% of total)</small>	18 433	118	7 535	181	10 898

DEVELOPING AND TRANSITION COUNTRIES	TOTAL		WOMEN		MEN	
	NUMBER OF EXPERTS	WORK DAYS	NUMBER OF EXPERTS	WORK DAYS	NUMBER OF EXPERTS	WORK DAYS
EUROPE AND THE COMMONWEALTH OF INDEPENDENT STATES (CIS)						
Albania	1	60	1	60		
Armenia	7	413	3	118	4	295
Azerbaijan	5	189	1	97	4	92
Bosnia and Herzegovina	1	143			1	143
Georgia	4	367	4	367		
Kazakhstan	22	642	11	419	11	223
Kyrgyzstan	29	701	17	413	12	288
Latvia	1	7			1	7
North Macedonia	1	118			1	118
Romania	6	769	4	617	2	152
Russian Federation	14	1 531	11	1 380	3	151
Serbia	2	52	1	16	1	36
Tajikistan	29	2 164	8	549	21	1 615
Turkey	6	229	4	148	2	81
Turkmenistan	7	254	3	126	4	128
Ukraine	17	766	10	529	7	237
Uzbekistan	15	288	3	169	12	119
EUROPE AND THE COMMONWEALTH OF INDEPENDENT STATES (CIS)	(10.75% of total) 167	8 693	81	5 008	86	3 685

LATIN AMERICA AND THE CARIBBEAN						
Argentina	4	222	2	63	2	159
Barbados	1	105			1	105
Belize	1	60			1	60
Bolivia (Plurinational State of)	1	100	1	100		
Brazil	5	420	3	291	2	129
Chile	1	22			1	22
Colombia	13	1 372	4	459	9	913
Costa Rica	4	157	3	143	1	14
Dominica	1	35	1	35		
Dominican Republic	5	273	2	148	3	125
El Salvador	4	289	3	247	1	42
Grenada	1	56			1	56
Guatemala	2	311			2	311
Guyana	1	22	1	22		

APPENDICES

DEVELOPING AND TRANSITION COUNTRIES	TOTAL		WOMEN		MEN	
	NUMBER OF EXPERTS	WORK DAYS	NUMBER OF EXPERTS	WORK DAYS	NUMBER OF EXPERTS	WORK DAYS
Honduras	2	65	2	65		
Jamaica	4	224	2	104	2	120
Mexico	4	513	4	513		
Nicaragua	1	42			1	42
Peru	7	295	5	221	2	74
Uruguay	1	20	1	20		
Saint Lucia	2	64	2	64		
Saint Vincent and the Grenadines	1	12			1	12
Trinidad and Tobago	1	5	1	5		
LATIN AMERICA AND THE CARIBBEAN	(4.38% of total) 68	4 708	38	2 524	30	2 184
TOTAL DEVELOPING AND TRANSITION COUNTRIES	(70.79% of total) 1 100	60 581	422	26 064	678	34 517

APPENDIX V

SCHEDULE OF VOLUNTARY CONTRIBUTIONS TO THE ITC TRUST FUND (MAY 2021)

FUNDERS	JAN - DEC 2019 (\$ '000)			JAN - DEC 2020 (\$ '000)		
	WINDOW I	WINDOW II	TOTAL	WINDOW I	WINDOW II	TOTAL
Governments and National Development Agencies	15 890	39 295	55 185	16 441	27 453	43 891
Australia				-	47	47
Canada	711	-	711	682	12	694
Chile				50	-	50
China	100	1 039	1 139	-	658	658
Curaçao	-	155	155	-	285	285
Denmark	5 204	-	5 204	5 514	-	5 514
Ethiopia	-	22	22	-	-	-
Finland	1 260	-	1 260	648	177	825
France	-	633	633	-	230	230
Germany	2 169	2 279	4 448	2 205	3 188	5 393
Iceland	-	-	-	100	-	100
India	50	-	50	50	-	50
Ireland	910	-	910	1 092	-	1 092
Japan	-	1 396	1 396	-	423	423
Korea	-	2 774	2 774	-	1 110	1 110
Netherlands (the)	-	3 155	3 155	-	2 615	2 615
Norway	1 641	-	1 641	1 697	-	1 697
Sweden	3 845	1 904	5 749	4 402	1 551	5 953
Switzerland	-	3 160	3 160	-	3 844	3 844
United Kingdom of Great Britain and Northern Ireland	-	22 063	22 063	-	12 996	12 996
United States	-	716	716	-	318	318
International organizations including financial institutions, partnerships and funds, regional organisations, UN system and related	-	62 076	62 076	-	74 165	74 165
African Export Import Bank	-	31	31	-	555	555
Enhanced integrated Framework	-	1 008	1 008	-	660	660
European Union	-	56 671	56 671	-	69 552	69 552
Food and Agriculture Organization	-	253	253	-	-	-
International Labour Organization		45	45	-	-	-
International Islamic Trade Finance Corporation	-	350	350	-	290	290
International Organization for Migration	-	241	241	-	-	-
Multi-Partner Trust Fund	-	885	885	-	1 133	1 133
OPEC Fund for International Development				-	350	350

FUNDERS	JAN - DEC 2019 (\$ '000)			JAN - DEC 2020 (\$ '000)		
	WINDOW I	WINDOW II	TOTAL	WINDOW I	WINDOW II	TOTAL
Standards and Trade Development Facility	-	445	445	-	-	-
West African Monetary and Economic Union	-	69	69	-	254	254
United Nations Development Programme	-	204	204	-	-	-
United Nations Industrial Development Organization	-	662	662	-	237	237
United Nations Capital Development Fund	-	990	990	-	971	971
World Bank	-	197	197	-	163	163
World Trade Organization	-	25	25	-	-	-
Academia, training and research institutions, nonprofit organizations and businesses	-	972	972	-	1 967	1 967
AMC Ernst & Young				-	33	33
Boston Consulting Group				-	3	3
Chocolats Halba/ Coop Genossenschaft	-	362	362	-	265	265
Finance in Motion	-	-	-	-	37	37
DHL	-	35	35	-	-	-
IBF International consulting	-	21	21	-	-	-
Mary Kay Inc.				-	350	350
Mo Ibrahim Foundation	-	76	76	-	114	114
National Graduate Institute for Policy Studies (GRIPS)	-	160	160	-	125	125
Norwegian Refugee Council	-	-	-	-	468	468
Physikalisch-Technische Bundesanstalt (PTB)	-	-	-	-	40	40
Swisscontact	-	18	18	-	139	139
UPS Foundation	-	300	300	-	392	392
Business Support Organizations	-	1 165	1 650	-	248	248
Andorra Desenvolupament i Inversio	-	25	25	-	-	-
ChileCarne				-	70	70
China Council for the Promotion of International Trade	-	15	15	-	16	16
Enterprise Greece	-	28	28	-	17	17
European Feed Manufacturers' Federation (FEFAC)	-	6	6	-	6	6
Investchile	-	25	25	-	-	-
Bahrain Labor Fund, Tamkeen	-	700	700	-	-	-
Marketing and National Import Board of Grenada	-	156	156	-	-	-
New Zealand Trade and Enterprise	-			-	12	12
PromPeru	-	-	-	-	20	20
Saint Lucia Trade Export Promotion Agency	-	115	115	-	-	-

FUNDERS	JAN - DEC 2019 (\$ '000)			JAN - DEC 2020 (\$ '000)		
	WINDOW I	WINDOW II	TOTAL	WINDOW I	WINDOW II	TOTAL
Spirit Slovenia	-	-	-	-	12	12
Sustainable Agriculture Initiative (SAI Platform)	-	62	62	-	72	72
The Swiss Platform for Sustainable Cocoa	-	-	-	-	11	11
Switzerland Global Enterprises	-	5	5	-	13	13
TradeMalta	-	29	29	-	-	-
Revolving Funds	-	479	479	-	282	282
TOTAL XB FUNDING RECEIVED	15 890	103 987	119 877	16 441	104 116	120 557

The designations employed and the presentation of material in this publication do not imply the expression of any opinion whatsoever on the part of the International Trade Centre concerning the legal status of any country, territory, city or area or of its authorities or concerning the delimitation of its frontiers or boundaries.

July 2021
Original: English

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ITC/AG(LV)/282

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

