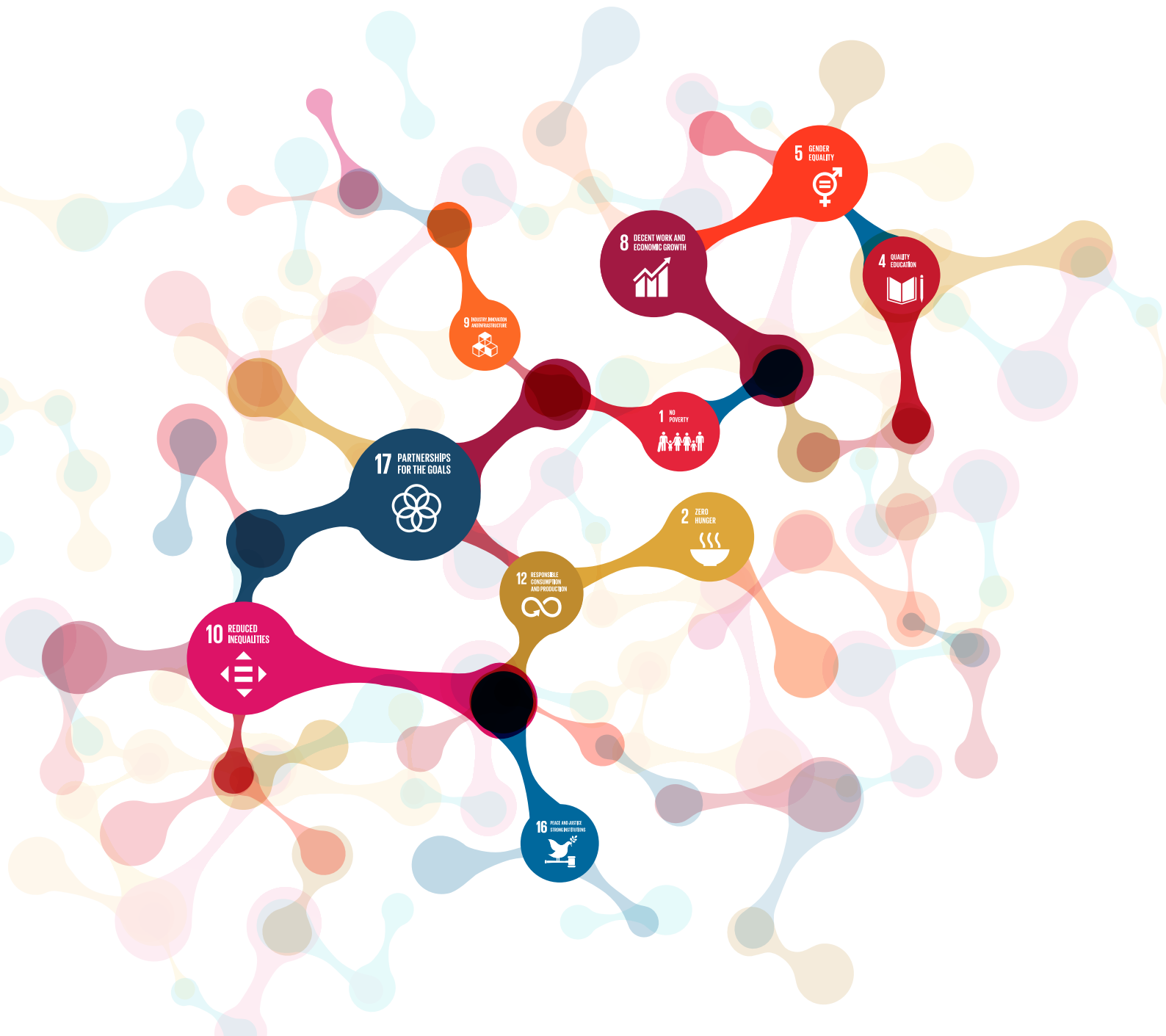
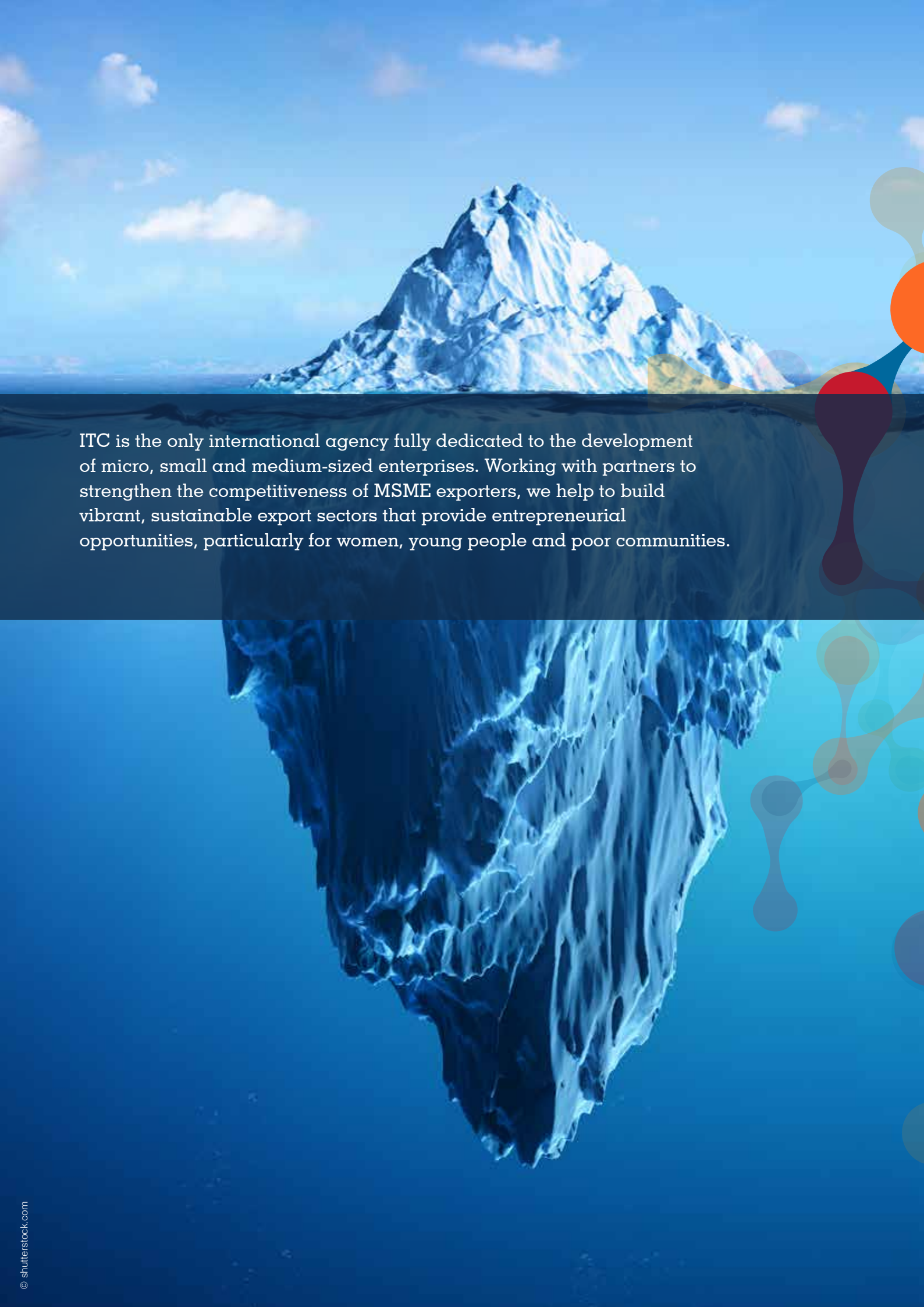




# Annual Report 2017





ITC 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.



# Trade impact for good

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# Foreword

For the global economy, 2017 was a year in which the long aftermath of the financial crisis finally showed signs of receding. After nearly a decade of slow progress, growth rates ticked upwards around the world, pulling trade volumes sharply higher in their wake.

And yet the year was marked by the strongest headwinds in decades for trade and for multilateral cooperation more generally. The value of rules-based global trade was openly called into question. International obligations of all kinds – on trade, on the environment, on migration – were frequently depicted as weakening individual countries and governments, instead of as enhancing their ability to cope with interconnected challenges.

The fact is that to achieve the Sustainable Development Goals (SDGs) – to eliminate poverty and reduce socioeconomic inequality while shifting our economies towards environmental sustainability – we need more and better cross-border cooperation coupled with more effective action at home.

Ensuring that all people, in all countries, are able to share in the gains from trade and technological progress would in turn go a long way towards calming the storms now buffeting global economic relations. Connecting micro, small, and medium-sized enterprises (MSMEs) to international value chains is particularly important for making trade inclusive, since these firms employ the bulk of the labour force just about everywhere.

The International Trade Centre (ITC) remains committed to making trade work for the 99%. Since our founding in 1964 we have worked to empower businesses from developing and least developed countries to seize the opportunities presented by the global economy. This is done not as an end in itself, but as a means to raise incomes and expand life opportunities, particularly for people at the base of the economic pyramid.

At a moment of uncertainty around future international market opening, our approach – equipping businesses to make the most of whatever market access terms they receive – is more relevant than ever. Our new Strategic Plan for 2018 to 2021 charts a clear course for how ITC will make trade work to achieve the SDGs.

On issues at the heart of making trade more equitable and inclusive – MSMEs, e-commerce and women's economic empowerment – ITC is advocating for better policies and practices at the domestic level while working to inform and influence future international rules.

The United Nations system in 2017 formally recognized MSMEs' importance and ITC's role in supporting them when it designated ITC as the agency responsible for the first international MSME Day. The now-annual event will shine a regular spotlight on the importance of promoting dynamic small business sectors.

By shedding light on the practical problems MSMEs encounter when trying to trade online, ITC analysis is helping set the agenda for nascent international engagement on e-commerce governance.

Another highlight for the year was the adoption, by more than 120 governments, of the Buenos Aires Declaration on Women and Trade during the World Trade Organization (WTO) ministerial meeting in the Argentinian capital. ITC had been at the forefront of this effort to place women on the global trade agenda. The declaration builds on ITC's SheTrades initiative, which since 2015 has helped women-owned businesses connect to new buyers, while challenging governments, the private sector and civil society to do more to empower women as equal actors in the economy. Our advocacy for women begins at home: ITC efforts to achieve gender parity at all professional levels have been hailed as a model by United Nations Secretary-General António Guterres.

This report summarizes how ITC worked to make trade happen in 2017. We delivered over \$46 million of extra-budgetary expenditures on technical assistance, capacity support and innovative analysis designed to equip policymakers and businesses to make better decisions. Unexpected reductions in voluntary support prompted restraint in spending that was prudent at the time, though it may in hindsight appear excessively cautious in light of new contributions agreed during the year.

Within this report you will find key results from each of the 15 programmes into which ITC interventions have been organized. A theme that cuts across many of them is work to promote intraregional trade in the West African Economic



1. MSME Day 2017 2. Global Trade Helpdesk launch, Eleventh WTO Ministerial Conference 3. ITC Executive Director Arancha González and UN Secretary-General António Guterres 4. Adopting the Buenos Aires Declaration on Women and Trade

and Monetary Union, an example of how different parts of the organization are complementing each other to deliver as one in pursuit of shared objectives.

A dozen case studies from across the six focus areas of our work illustrate the impact of ITC projects, from equipping diplomats with the analytical skills to better pursue their countries' commercial interests to helping Colombian cocoa farmers earn the price premiums that come with more sustainable production. Three 'ITC Innovates' stories look at new initiatives that promise to yield substantial dividends in the future. One of them describes the Global Trade Helpdesk, a multi-agency trade intelligence platform that will become a one-stop shop for businesses seeking the information they need to sell into target markets.

The report reflects the growing prominence of the digital economy in ITC's work, from building information technology skills to using online auctions to help coffee producers secure higher prices. Triangular cooperation is another increasingly important part of the ITC portfolio, reflected in initiatives to boost African trade and investment with China and India and a project leveraging the expertise

of Costa Rica's investment promotion agency to boost the effectiveness of its counterparts in four African countries.

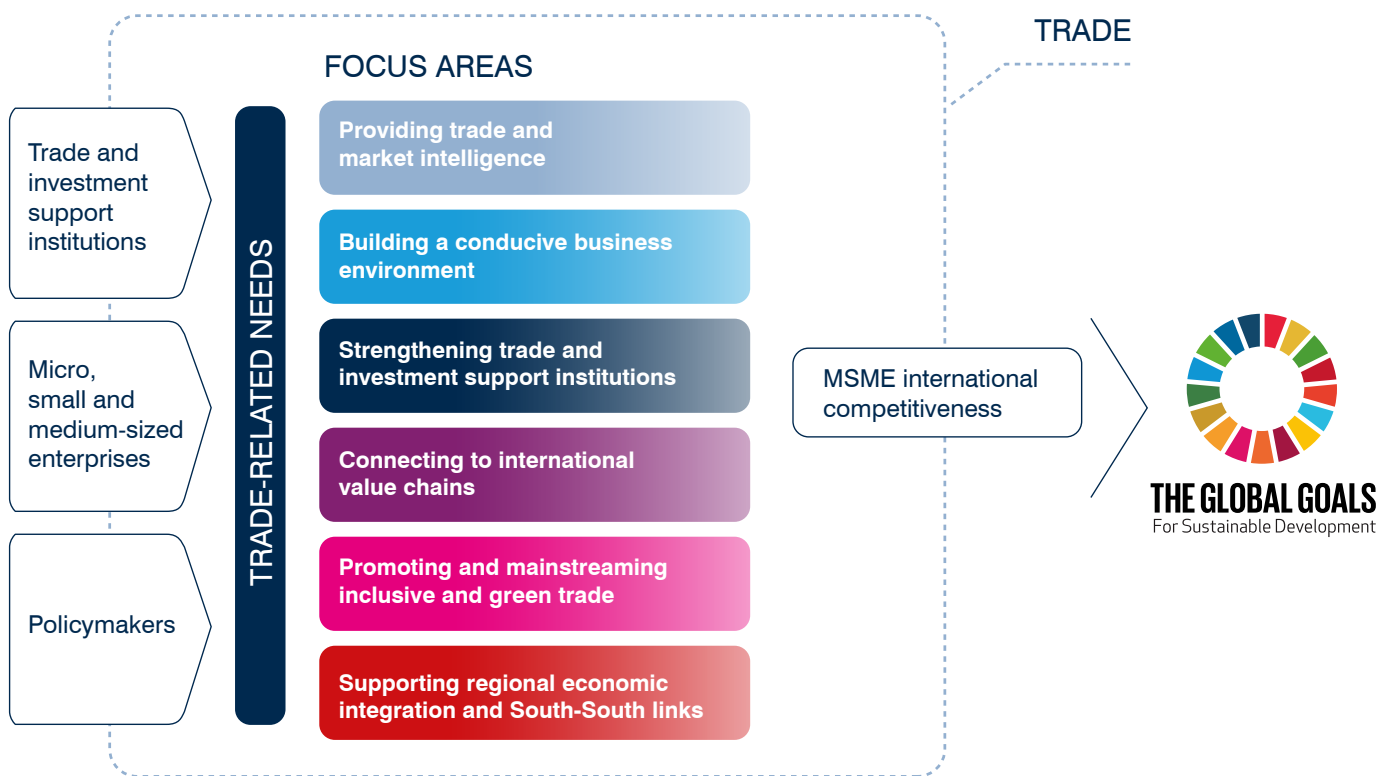
ITC's efforts to increase and diversify funding sources are yielding results in financial commitments, but more importantly, in impact on people's lives. We hope that you will continue to see ITC as your partner for delivering trade impact for good.

Arancha González  
Executive Director

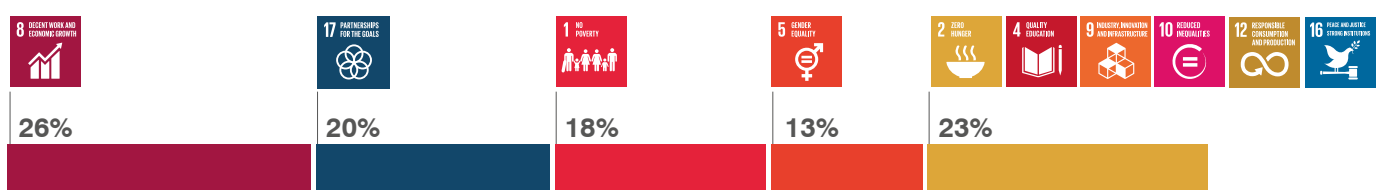
# The Global Goals are ITC's goals

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

ITC contributes to the Global Goals via its support to micro, small and medium-sized enterprise (MSME) international competitiveness for inclusive and sustainable growth through value addition, trade, investment and global partnerships. It has systems in place to monitor results and assists the global community in tracking advances towards achieving the SDGs. A code of conduct guides ITC interventions.



## How ITC projects link to individual SDGs







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#### GOAL 1

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



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#### GOAL 2

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- Double productivity and incomes of small-scale food producers, in particular women.
- Provide access to knowledge, markets and opportunities for value addition.
- Ensure sustainable food production systems.



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#### GOAL 4

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- Ensure youth and adults have relevant skills for employment, decent jobs and entrepreneurship.



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#### GOAL 5

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- Ensure women's full and effective participation in business and trade and equal opportunities.
- Support women's equal rights to economic resources.
- Enhance use of enabling technology to promote the empowerment of women.



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#### GOAL 8

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- Achieve higher levels of economic productivity through diversification, technological upgrading and innovation.
- Promote policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation.
- Encourage formalization and growth of micro, small and medium-sized enterprises.
- Implement policies to promote sustainable tourism that creates jobs and promotes local culture and products.
- Increase Aid for Trade support.



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#### GOAL 9

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- Ensure a conducive policy environment for industrial diversification and value addition.
- Increase access of SMEs to financial services and integration into value chains and markets.



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#### GOAL 10

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- Achieve income growth of the bottom 40%.
- Implement special and differential treatment for developing countries, in particular least developed countries (LDCs), in accordance with World Trade Organization (WTO) agreements.



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#### GOAL 12

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- Achieve sustainable management and efficient use of natural resources.
- Support companies in adopting sustainable practices and integrating sustainability information into their reporting cycles.



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#### GOAL 16

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



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#### GOAL 17

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- Ensure a universal, rules-based, open, non-discriminatory and equitable multilateral trading system under the WTO.
- Support significantly increased exports of developing countries, doubling the LDCs' share of global exports by 2020.
- Realize timely implementation of duty-free and quota-free market access on a lasting basis for all LDCs.



# The global context

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## World trade bounces back

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World trade showed signs of recovery in 2017 after years of weak growth. Global merchandise exports expanded by an estimated 4.7% in 2017 compared to a lacklustre 1.3% in 2016. With services included, global exports grew by 5%, a level that still falls short of the 25-year average of 5.6% (all figures in volume terms).

Exports and imports rose in most regions in 2017, albeit with considerable variation. In North America, exports increased by 4.2% while imports grew by 4.0% compared to the previous year. In Europe, they gained 3.5% and 2.5% respectively. Driven by China and regional supply chains, Asian exports and imports rose the fastest, by 6.7% and 9.6% respectively. Imports in South and Central America and the Caribbean recovered, posting positive import growth figures for the first time in three years after Brazil exited a prolonged recession. Exports from sub-Saharan Africa rose 2.8%, a strong rebound from the previous year's 0.2% decline. Meanwhile, the region's imports stagnated, recording a minor decline of 0.2% after 2016's 7% contraction.

Taken as a group, developed economies experienced export growth of 3.9% and import gains of 3.3%. The figures for developing economies were 5.8% and 6.6% respectively.

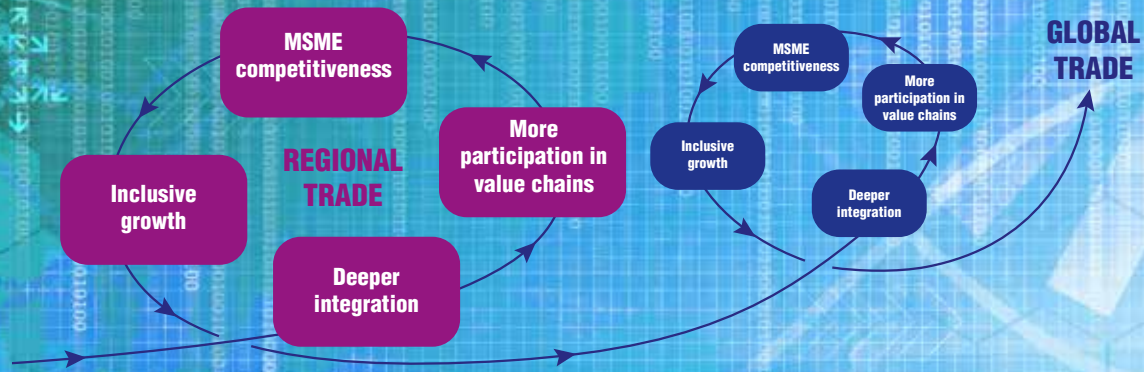
It is noteworthy that the uptick in trade outpaced gross domestic product (GDP) growth: trade grew an estimated 1.5 times faster than overall output in 2017. This breaks with a post-crisis trend for world trade and GDP to grow at about the same rate – in 2016, trade grew more slowly than GDP – following a generation-long span during which trade grew much faster than output.

The improved outlook for trade should help assuage fears that a 'global trade slowdown' might diminish the ability of international commerce to propel growth and development. Nevertheless, substantial risks still exist and could overwhelm the trade recovery. Monetary policy in developed economies appears likely to tighten, while rising interest rates in the United States and the phase-out of monetary stimulus in the euro area could cause large fluctuations in exchange rates and prices, in turn fuelling trade tensions. More broadly, there is a risk that the protectionist rhetoric that marked 2017 could turn into large-scale trade restrictions.

Policymakers and businesses are responding to the political uncertainty around global trade. Many governments have moved forward with bilateral and regional trade agreements, such as the European Union's deals with Canada and Japan, the Regional Comprehensive Economic Partnership in Asia, and the 11 remaining parties to the Trans-Pacific Partnership following the United States' withdrawal.

While multilateral agreements remained elusive, smaller subgroups of countries used the World Trade Organization (WTO) ministerial meeting in Buenos Aires to start plurilateral discussions on e-commerce, investment facilitation, and micro, small and medium-sized enterprises (MSMEs). Meanwhile, businesses have sought to reduce their vulnerability to protectionism risks by strengthening operations where policy environments are stable, access to sizeable markets is assured and trade costs are low. For many lead firms this may imply strengthening their regional operations. For MSMEs, this can be good news: regional trade has typically been their stepping-stone to international value chains.

# The virtuous development spiral



## The region: A door to global trade

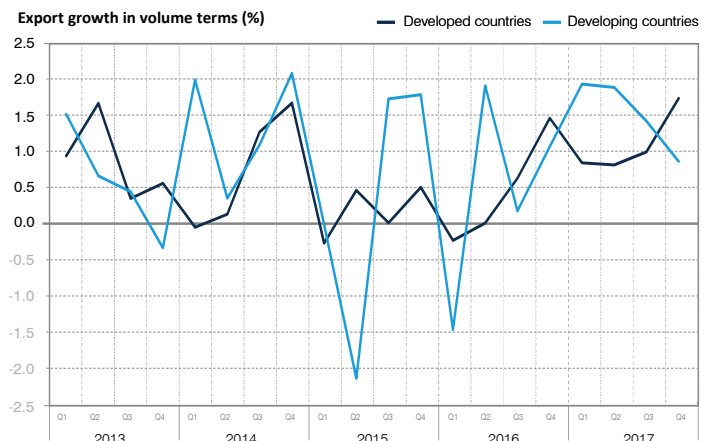
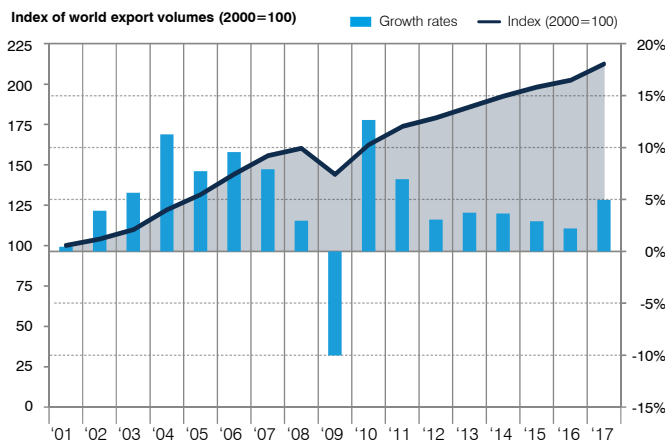
The 2017 edition of the *SME Competitiveness Outlook*, ITC's annual flagship research report, sheds light on how regional trade agreements affect value chain activity and MSMEs. Titled *The region: A door to global trade*, the report found evidence that 'deep' trade agreements – those that go beyond tariff cuts to include rules on investment, non-tariff measures and other areas – are linked to greater value chain activity in participating economies. Greater value chain activity is in turn found to provide MSMEs with new opportunities to enter international markets, and to boost their competitiveness more than that of larger businesses. Lifting MSME competitiveness is a precondition for higher wages and better working conditions in the firms that collectively employ most workers in any economy, and thus is a requirement for inclusive growth. Together, deep integration, rising value chain activity and improved MSME competitiveness can create a virtuous development spiral of inclusive growth through trade.

The most tightly integrated regions typically are bound together by formal trade agreements covering policy areas relevant for value chain activity, such as investment and services. The *SME Competitiveness Outlook*'s analysis shows deep regional trade integration in fact spurs value chain activity: for each additional policy area covered by a country's trade agreements, its integration into value chains increases by 2.5%. This increased value chain activity is in turn linked to a 1.25% decrease in the competitiveness gap between large and small firms. It also highlights the significant effects of including investment provisions within trade agreements: bringing trade and investment under the same umbrella is associated with a 2% increase in the domestic content of value-chain exports. Meanwhile, stand-alone bilateral investment treaties, which provide investment protections but do not address trade barriers, have no measurable effect on domestic value added in exports.

**FIGURE 1** Global trade growth: Medium- and short-term trends

Left panel: (left axis) Index of world export volumes of goods and services where 2000=100. (right axis) Percentage change of year-on-year export volumes. Source: IMF World Economic Outlook, October 2017.

Right panel: Quarter-on-quarter seasonally adjusted merchandise export growth volumes for developed and developing economies. Source: World Trade Organization.





## Trade agreements with investment provisions are powerful

Preferential trade agreements with investment provisions have a stronger effect on value chain integration than stand-alone bilateral investment treaties.

Domestic value added (for intermediate exports)

Foreign value added (imported for exports)



### Making integration initiatives inclusive and sustainable

While the depth of trade agreements is associated with value chain activity and broad-based growth, such deals can be designed to include specific inclusiveness- and sustainability-oriented objectives. For example, the share of preferential trade agreements that include references to gender equality, and to MSMEs, has more than tripled since the late 1990s. Trade agreements have also deepened their provisions on environmental sustainability.

Though taxation has important implications for supply chain managers and government social spending, the issue has been largely left out of even the deepest trade agreements. Instead, corporate taxation has been the subject of a growing array of bilateral treaties. While these were set up to prevent corporations with cross-border operations from being taxed on the same profits in two separate jurisdictions, companies have used them creatively to minimize their tax liabilities globally. In response, the recent 'Multilateral Convention to Implement Tax Treaty Related Measures to Prevent Base Erosion and Profit Shifting' promises to modify how those double tax treaties are applied.

Effective regional integration that meaningfully eases cross-border value chain activity is not just about striking and implementing trade agreements. Policymakers can lower trade costs by building strong regional transport infrastructure and region-wide technical institutions for standard-setting and certifying regulatory compliance.

The *2017 SME Competitiveness Outlook* also highlights how trade and investment support institutions (TISIs) and businesses themselves can help ensure MSMEs are better able to tap the potential offered by regional markets.

### An action plan for MSMEs

Ultimately MSMEs themselves decide whether to seek to break into value chains. The report offers an action plan for success, spelling out first how to maximize their chances of joining a value chain and then how to make the most of the opportunities presented by value chain participation.

- 1. Get selected by buyers:** Buyers look for numerous factors, with quality foremost, followed by reliable delivery and price. The trend among buyers is to build long-term relationships with a small number of reliable suppliers. MSMEs can demonstrate quality through certification to relevant international standards. Pointing to past contracts can prove a track record of reliability. Indicating commitment to comply with private supply chain standards could also increase MSMEs' attractiveness as suppliers; once selected, lead firms may offer technical and financial assistance for compliance.
- 2. Operate successfully:** Once in a value chain, MSMEs should work to meet buyers' needs for volume, quality and efficiency. MSMEs must ensure they strike contractual terms on which they are able to deliver. A useful rule of thumb is to under-promise and over-deliver.

## Coherent policies benefit everyone

**For the widest benefits, economic and inclusiveness policies should be developed in coherence.**



**3. Upgrade or expand:** To capture more value from value chain participation, MSMEs should endeavour to climb up to higher-value activities within a chain (such as producing parts instead of assembling them), or to insert themselves into new value chains. In hierarchical chains, MSMEs' dependence on technology controlled by the lead firm may make upgrading unrealistic. Selling to multiple chains strengthens MSME suppliers' hand in price negotiations.

### An action plan for TISIs

TISIs such as trade promotion agencies, chambers of commerce, and business associations play a critical role in helping companies, especially smaller ones, to trade and invest. They provide a range of services to exporters, from training to acting as brokers for information about trade-related rules and prospective business partners. With the growth of international value chains and the emergence of deep regional integration agreements, the importance of trade and investment support has increased. The *SME Competitiveness Outlook 2017* looks at the role TISIs play in helping MSMEs take advantage of regional integration and point to ways a region's TISIs can work together to strengthen its competitive position within global trade:

**1. Regional information exchange:** By cooperating with each other to make information more readily available, TISIs can foster regional trade. For instance, creating

region-wide information portals can help companies keep track of constantly-updated rules and regulations; regional business directories can help firms find buyers or suppliers.

**2. Joint strategies:** TISIs across a region can work together to develop joint strategies for export promotion and regional branding, as well as to identify new business opportunities and regional complementarities. One example of this is the Caribbean's joint tourism promotion strategy. Regional cooperation and institution-building can help align national policies with regional development objectives and vice versa.

**3. Joint capacity building at regional level:** Regional cooperation on trade-related technical assistance to help firms take advantage of export opportunities leads to economies of scale in curriculum development and delivery.

**4. Joint trade and investment promotion:** As trade and investment promotion converge – in line with their conjoined role in the multi-country value chains that increasingly dominate merchandise production and trade – regional cooperation at home and abroad could help regions draw in value chain-oriented investment that individual countries might struggle to attract.





ITC interventions:  
Doing more, better



## What ITC delivered in 2017

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The figures below provide a snapshot of how ITC delivered in 2017 on its mandate to promote inclusive trade. Many of the goals and indicators are drawn from ITC's strategic framework 2016-17, which responds to the United Nations system's two-year cycles for planning and budgeting.

While initial targets were defined in ITC's Strategic Plan 2015-17, they have subsequently been raised – often quite substantially – to ensure that they are not left behind by ongoing delivery trends.

### Strengthened integration of the business sector into the global economy

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157 000



additional users of trade intelligence have greater awareness of international trade as a result of ITC support  
(biennium target: 175 000)

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### Improved performance of trade and investment support institutions (TISIs) for the benefit of enterprises

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219



TISIs indicated ITC support helped them improve operational and/or managerial performance  
(biennium target: 400)

---

### Improved international competitiveness of enterprises

---

15 200



additional enterprises were supported to improve their international competitiveness or to meet buyers with whom they subsequently transacted business  
(biennium target: 14 000)

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27 000



participants in ITC training courses  
(biennium target: 20 000)

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### Empowering women in the global economy

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41%



of the 15 200 additional enterprises referenced above were owned, operated and controlled by women  
(biennium target: 40%)

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980 000



Signatories to the SheTrades initiative pledged to connect 980 000 women entrepreneurs to international markets by 2021  
(2021 target: 3 million)

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## Leveraging funding into trade

ITC has estimated the value of international business transactions generated through its interventions in 2017. The projection is based on three components: feedback from users of ITC market intelligence tools; documented

business leads and deals; and additional exports generated through the operational and managerial efficiency gains achieved by the 18 TISIs that worked closely with ITC.



**\$646 million**

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



**\$1 → \$14**

ITC leverages each dollar in extra-budgetary funding into \$14 of international export and investment transactions

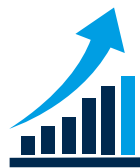
## Key performance indicators

The below indicators track ITC's delivery of technical assistance and effort to enhance organizational effectiveness.



**\$85.6 million**

ITC's delivery across all budgets



**\$170 million**

in pipeline projects laying foundation for future growth (target: **\$175 million**)



**\$137 million**

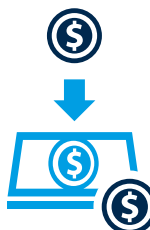
extra-budgetary funds secured for 2018 and beyond (target: **\$90 million**)



**86%** of country-specific assistance went to priority countries (target: **80%**)



**96% of clients** rated ITC services positively (target: **85%**)



**\$1 → \$22**

Each dollar invested in ITC's Business Development Fund catalyzed \$22 in extra-budgetary funding (2016 actual: **\$21**)



# Providing Trade and Market Intelligence

## Transparency in Trade

The ITC Transparency in Trade Programme aims to improve the trade and investment decisions of companies, notably micro, small and medium-sized enterprises (MSMEs), trade and investment support institutions (TISIs) and policymakers. In particular, it assists MSMEs to better target their products towards the most promising markets, and to diversify and add value to their exports. ITC has developed a suite of online tools and databases to make global trade more transparent and facilitate access to new markets.

### Key results



**\$288 million** in trade transactions facilitated by ITC market intelligence tools



**> 700 000** registered users of ITC market analysis tools



**> 200 000 minutes** of animated tutorials, including 43 new videos, viewed in 107 countries



Rules of origin from **20 trade agreements** classified and disseminated through a new web application

## Highlights

ITC tools helped companies realize an estimated \$288 million in trade transactions in 2017, based on responses to an annual survey of users. ITC trained government officials, personnel from TISIs and MSMEs, academics and journalists from close to 70 least developed and developing countries in the use of the trade and market intelligence tools, equipping them better to analyse demand trends and potential competition across more than 220 markets.

ITC, in partnership with the **World Trade Organization (WTO)** and the **United Nations Conference on Trade and Development (UNCTAD)**, launched the Global Trade Helpdesk in late 2017 (see ITC Innovates). Currently in a beta version, the system will be a one-stop shop for MSMEs to find information on target markets ranging from applicable tariffs and local taxes to step-by-step explanations of how to obtain health and safety approval, complete pre-shipment formalities and identify potential importers.

In 2017, ITC worked to extend the methodology underpinning its export potential assessments beyond merchandise to identify high-potential markets and sectors in services trade. In parallel, the methodology was expanded to identify vertical diversification opportunities for value chain development. By applying innovative statistical techniques to available services data, ITC can estimate the value of potential services trade between any pair of countries; the gap between that figure and actual export value indicates room for additional exports. The analysis finds, for instance, that Greece could diversify away from other European Union countries for exports of travel services by targeting China and India, which respectively offer \$2.9 billion and \$98 million in additional export potential. ITC's new Value Chain Indicator identifies possibilities for



1



2

1. Training experts on NTMs, Nepal 2. Workshop on market analysis tools for LDC officials, WTO

diversification as well as potential sources for complementary inputs needed to realize said opportunities, like packaging materials for processed food products. The method was piloted in Malawi, where it found that instead of exporting oilseeds, the country could diversify into soybean oil and target high-demand Asian markets such as Bangladesh, China and India, or Mozambique and Zimbabwe, closer to home.

ITC bolstered its Procurement Map tool, which provides real-time information on public tenders across 202 countries, by adding 700,000 contract awards for 2015 to 2017, with information about winning bidders, financial scores and contract values.

Finally, ITC started to build the world's first comprehensive database of rules of origin for bilateral and regional free trade agreements. The objective of the web-based application will be to provide MSMEs with information, at the tariff-line level, about the requirements products must meet to qualify for favourable tariff treatment.

## Non-Tariff Measures in Goods and Services

The Non-Tariff Measures (NTMs) Programme brings the concerns of MSMEs about regulatory and procedural trade obstacles to the attention of policymakers and other stakeholders, enabling concrete, specific responses. It increases the transparency of NTMs through company-level data collection and dissemination while providing thought leadership through applied research and analysis, thus contributing to evidence-based policymaking and reduced trade costs.

## Key results



**31 472** trade-related regulations covering **100 countries** now documented in Market Access Map



**4 223** WTO notifications on Members' NTM policies channelled to businesses, trade support institutions and policymakers through the ePing system



**8 countries** in West Africa connected to a regional trade obstacles alert mechanism

## Highlights

While the term 'non-tariff measures' originated to describe policies other than import duties affecting trade in merchandise, the fact is that cross-border services trade is subject to a range of regulatory policies and procedures with analogous effects. ITC has therefore been developing a services component for its NTM programme, starting with the information technology, tourism and logistics sectors. In 2017 this became ready for multi-country roll-out, with a survey method to capture company experiences with services trade tested across over 75 companies and business associations around the world. Preliminary results suggest the survey will, in addition to identifying trade obstacles, gather novel data and evidence on the activities of developing-country MSMEs in international services trade. As of 2018, the services survey will complement ITC's longstanding NTM survey for goods.

Increasing the evidence base on NTM-related trade obstacles remains an important part of ITC's work. New publications in 2017 for **Bangladesh, Benin, Nepal and the Philippines** brought the NTM series total to 32. These



1. NTM stakeholder event, Nepal 2. Launching reports on NTMs and export strategies in Nepal

reports document the regulatory and procedural trade obstacles that MSMEs encounter and provide recommendations on ways to alleviate those effects without undermining the legitimate objectives that NTMs serve. Survey results informed ITC contributions to strategic policy documents, such as four sector export strategies in Nepal, as well as the content of ITC training programmes and interventions in policy debates. With over 22,000 web visits in 2017, [www.ntmsurvey.org](http://www.ntmsurvey.org) remains one of the most important dissemination tools for information on business experiences with NTMs.

In 2017, ITC continued to invest in ensuring transparency around trade-related regulations. ITC's suite of market intelligence tools now include NTMs applied by 100 countries. In addition, the ePing system that ITC operates in partnership with the **WTO** and the **United Nations Department of Economic and Social Affairs** sends real-time information on governments' formal WTO notifications about changes to health and safety and regulatory measures – over 4,000 in 2017 alone – to a growing pool of more than 3,000 registered users. ITC leads a working group of international experts on rules of origin, contributing to conceptual work on systematically classifying and understanding NTMs.

In addition, 2017 saw the creation of the first regional trade obstacles alert mechanism, covering eight countries in the **West African Economic and Monetary Union (WAEMU)**, better known by its French acronym **UEMOA**. The system allows MSMEs to report trade-related bottlenecks to national and regional institutions so that they can be addressed in real time. It builds on ITC's experience in creating similar mechanisms for individual countries such as Côte d'Ivoire and Mauritius, and will be fully rolled out in 2018 to support a range of trade facilitating reforms ITC is supporting across the region.

## Competitive Intelligence

The Competitive Intelligence Programme delivers training, advisory services and online solutions to strengthen the capacity of TISIs to provide clients with customized intelligence about their competitive environment. It works closely with other ITC programmes to complement projects with the trade intelligence MSMEs need to make the most of international market opportunities. The programme also assists MSMEs to define their information needs, identify opportunities and anticipate risks.

### Key results



16 **UEMOA officials** trained to create trade information monitoring systems



5 **381 user sessions** on the Bahamas Trade Information Portal



3 online competitive intelligence courses through the ITC SME Trade Academy

### Highlights

ITC in 2017 worked with several TISIs that had requested support to strengthen their competitive intelligence management capacity.

In **the Bahamas**, ITC created a Bahamas Trade Information Portal ([www.bahamastradeinfo.gov.bs](http://www.bahamastradeinfo.gov.bs)), designed to be a one-stop shop of information for local businesses seeking to trade. The portal provides entrepreneurs with information on target markets such as other Caribbean islands, Canada,



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3. © shutterstock.com 4. Bahamas Trade Information Portal

the United Kingdom and the United States, covering key sectors including cosmetics, pharmaceuticals, beverages, seafood, the creative industries and financial services.

In addition, the portal showcases local companies, products, services and business opportunities for prospective international investors and business partners. The online information system also serves as a gateway to access other trade intelligence services such as ITC's own Trade Map as well as databases run by the US government and the Netherlands government's Centre for the Promotion of Imports from developing countries (CBI).

In the **UEMOA** bloc, ITC laid the groundwork for a regional information portal called ConnectUEMOA. It organized and trained a network of TISIs to collect and pool information on the 20 top exports of each of the eight participating countries: Benin, Burkina Faso, Côte d'Ivoire, Guinea Bissau, Mali, Nigeria, Senegal and Togo. To promote trade and support better informed decision-making, the new portal, which will go live in 2018, will provide up-to-date market information and news, and a database of regional companies and business opportunities. The system will also include a virtual store for merchandise such as coffee capsules from Côte d'Ivoire, shea butter from Burkina Faso, pineapple juice from Benin and baobab products from Senegal.

The ITC SME Trade Academy now includes a course on competitive intelligence, which equips participants, who mainly work for TISIs, to create online solutions to track and disseminate information on products and markets of interest to their clients.

## 2017 Funders

### Core funders

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

### Project-specific funders

Caribbean Development Bank, European Union, European Feed Manufacturers' Federation, International Labour Organization, Indonesia, Islamic Centre for Development of Trade, ITHRAA Oman, National Graduate Institute for Policy Studies, Republic of Korea, Sime Darby, South Africa, United Nations Development Programme, United States

# CASE STUDY

## Training South African diplomats to help businesses enter new markets



### The challenge

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Like many developing countries, South Africa is keen to use trade to help meet voter expectations for growth and jobs and to diversify its economy away from reliance on primary commodities. While the country is an active participant in international diplomatic and economic forums such as the Group of 20 leading nations and the World Trade Organization, South African policymakers want to leverage global markets to increase flows of trade and investment, particularly in labour-intensive sectors.

South Africa's 2011 White Paper on Foreign Policy tasks diplomats with providing guidance to the government and business sector on economic and market developments and markets, as well as enhancing the competitiveness of South African goods and services in regional and global markets. South Africa currently has \$31.4 billion in untapped export potential according to ITC estimates, much of it in non-mineral sectors such as manufacturing and agriculture, which would represent a sizable addition to the country's \$74.1 billion in merchandise exports in 2016.

As part of the shift towards more economically oriented diplomacy, the government sought to better equip its diplomats to identify trade opportunities and help South African businesses pursue economic interests in international markets. At the same time, it wanted to create an internal training programme to ensure diplomats and other officials had the tools and understanding of the country's position in the global economy to formulate appropriate policies.

### The response

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South Africa's Department of International Relations and Cooperation (DIRCO) engaged ITC to lead two training workshops for 36 of its officials in 2017. The first introduced country desk and executive officers to the use of ITC market intelligence tools such as Trade Map, which provides up-to-date statistics and market trend indicators for 220 economies, and Market Access Map, which covers data on tariffs and import regulations. The goal was to equip them to conduct research and respond to requests about export opportunities; develop market entry feasibility studies in high-potential sectors; and contribute to designing effective strategies for South African companies seeking to break into new markets.

The second workshop trained a smaller group of participants to train others to use ITC market intelligence tools. Eight of them were certified to teach other DIRCO officials to perform market analysis and showcase the attractiveness of South Africa's economy to prospective investors and trading partners.

### The results

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Participants report that the training, which concluded in June, has enabled them better to analyse markets and make trade-related decisions. In October 2017 DIRCO charged one of the certified trainers, Ogaufi Masibi-Mampane, with training DIRCO colleagues, including future heads of diplomatic missions, to conduct market analysis.

'The overall reception of the training was very good,' she said. 'The heads of mission were very keen to use the ITC tools themselves. They commended both the training and the tools and called for more of this type of training to be carried out.'



1.-3. Training South African diplomats on ITC market intelligence tools

*‘I believe the training I received on the ITC market analysis tools has prepared me to examine opportunities for trade and investment. I will be able to effectively promote South Africa’s exports and encourage sustainable, inclusive and mutually beneficial trade and investment.’*

Andrew Adams, South African trade official

Andrew Adams, another official, joined the South African consulate in Milan as trade consul in January 2018.

‘Diplomacy has changed in the modern era, from a political focus to more of an economic focus,’ he said. ‘If a diplomat is to succeed at selling their country, they need the relevant skills, appropriate training, and importantly, tools.’

‘There have been occasions where economic opportunities have been hampered due to a lack of preparation and planning with regards to market analysis – situations that could have been avoided with some sound research and analysis. I believe the training I received on the ITC market analysis tools has prepared me to examine opportunities for trade and investment. I will be able to effectively promote South Africa’s exports and encourage sustainable, inclusive and mutually beneficial trade and investment.’

## The future

ITC conducted similar training work in Nepal and Ukraine in 2017, with programmes planned in 2018 for seven Central Asian countries and the Caribbean island of Saint Lucia.

Looking ahead, ITC plans to create a network of certified trainers in market analysis and research. The programme will aim to add as many as 25 trainers in developing countries each year as well as an online network portal offering refresher courses, teaching support and updates on new developments in ITC’s suite of market analysis tools.



Funder

South Africa

# CASE STUDY

## Using business surveys to help Philippine MSMEs overcome export obstacles



### The challenge

For companies around the world, meeting technical regulations and product standards is an increasingly important part of doing business, whether internationally or at home. Micro, small and medium-sized enterprises (MSMEs) in developing countries often struggle with the fixed costs of complying with complex and changing quality requirements in target markets.

Businesses surveyed by ITC regarding non-tariff measures (NTMs) typically report that technical requirements and conformity assessment procedures are important obstacles to export success. This was particularly true for companies in the Philippines, where almost three-quarters of the 1,150 companies interviewed in 2015 and 2016 by ITC in collaboration with the Philippines Department of Trade and Industry (DTI) said burdensome regulations were impeding their ability to trade. Almost 60% of export obstacles reported by Philippine businesses pertain to measures including product certification, testing and labelling requirements. While the regulations that businesses find burdensome typically originate from trading partners, many of the domestic procedures associated with cross-border trade are also unnecessarily complicated.

For Oryspa Spa Solutions, a Philippine health and beauty products company, the effects of high local manufacturing costs on its export competitiveness are compounded by complex documentation requirements for export procedures as well as shipping and logistics.

### The response

After the business survey, ITC and DTI used the results to formulate concrete recommendations to address the trade obstacles identified, with a focus on speeding up the compliance of Philippine products with foreign regulations. The recommendations, which called for technical assistance and capacity upgrading for MSMEs to comply with testing, certification, fumigation and labelling requirements, fed into the country's export development plan aimed at rebalancing the economy away from consumption towards investment and exports.

At the same time, ITC worked to help selected Philippine companies put the recommendations into practice. As part of its export quality management consulting initiative, in partnership with the Republic of Korea, experts from the Small & Medium Business Corp. (SBC) of the Republic of Korea were brought to the Philippines in late 2017 to provide in-depth consulting services to five MSMEs. These companies included Oryspa and Herbanext Laboratories, a Philippine producer of herbal extracts looking to break into international markets.

The experts from SBC, a government-funded non-profit that supports the growth and competitiveness of the MSME sector in the Republic of Korea, trained staff from the five companies on how to build and maintain quality management systems in line with ISO 9001, a key international standard for quality management systems. The goal was to equip the companies to improve product quality and manufacturing processes.





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1. Quality management training at Herbanext Laboratories, Philippines 2. Quality management training at Oryspa, Philippines 3. National roundtable on NTMs, Philippines

## The results

Nora K. Terrado, undersecretary of DTI, viewed the recommendations as an exercise in collaborative evidence-based policymaking to lower domestic and external barriers to trade.

‘It is through working together that we can identify concrete projects, remedies and solutions that will enable the formulation of better policies, as well as national and sectoral action plans,’ she said. Her department has sought to respond to recommendations arising from the survey by holding seminars on fumigation and new international standards and working towards mutual recognition agreements that would allow Philippine certifying agencies to be more widely recognized in international markets.

The Philippine firms that participated in the SBC-led training expressed confidence that the training from the experts of the Republic of Korea would help them overcome export bottlenecks.

Pat De Ramos, a franchise relations officer at Oryspa, said the training would help her company improve quality management systems and corporate culture; it is now refining its key performance indicators.

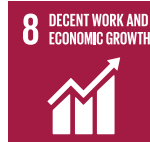
Philip S. Cruz, president of Herbanext Laboratories, said the training on improving plant layout and sanitation would help the company get better at meeting international quality requirements. One of the techniques dealt with implementing 5S methodology, a Japanese-pioneered workplace organization method designed to maximize efficiency and safety while minimizing waste.

*‘It is through working together that we can identify concrete projects, remedies and solutions that will enable the formulation of better policies, as well as national and sectoral action plans.’*

Nora K. Terrado, Undersecretary, Departement of Trade and Industry, Philippines

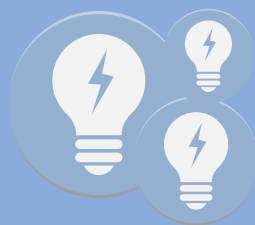
## The future

In addition to the Philippines, ITC’s export quality management consulting initiative is providing training to MSMEs in Peru, similarly informed by the lessons learned from business surveys on NTMs. Continuing the model of triangular cooperation, SBC of the Republic of Korea will continue to provide advisory support, broadening it to new businesses and countries upon request. NTM survey findings will be used to tailor training activities and identify companies likely to benefit from it.

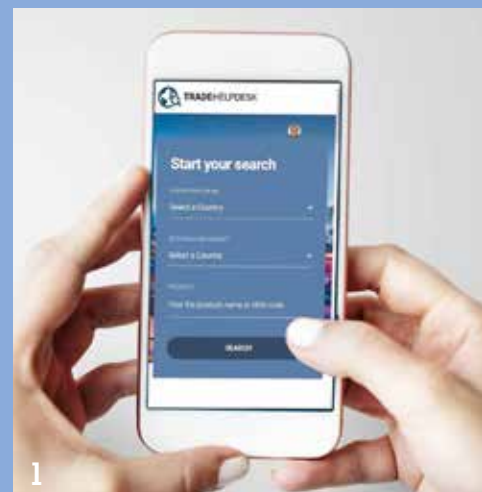


## Funders

Republic of Korea, United Kingdom



## Global Trade Helpdesk: A one-stop shop for MSMEs to access market information



### The challenge

In business, time is money and knowledge is power. Acquiring the information needed to trade internationally is a time-consuming and costly process for businesses, disproportionately so for micro, small and medium-sized enterprises (MSMEs). Simply put, for MSMEs, access to information is a barrier to participation in global markets.

Over the past decade, many trade-enabling information resources have been developed and placed online by national governments, private companies and international agencies. These range from ITC's own suite of digital information resources to fee-charging commercial services to tariff navigation tools offering data on imports or exports. The plethora of separate tools, each providing answers to different questions with varying degrees of quality, presents MSMEs with an unintended labyrinth of online digital services, defeating the objective of easing access to information.

Businesses surveyed by ITC routinely point to access to information as a key obstacle to increasing their participation in cross-border trade; delegates from countries belonging to the Friends of MSMEs working group made a similar point at a World Trade Organization (WTO) workshop in October 2017, adding that solutions needed location-specific customization.

### The solution

In conjunction with the United Nations Conference on Trade and Development (UNCTAD) and WTO, ITC in December 2017 launched the Global Trade Helpdesk initiative. Designed to be an easy-to-use, centralized tool to solve the access to information problem, the helpdesk will be a one-stop-shop for MSMEs to access information on tariffs, non-tariff market requirements, trade procedures and documentation, business opportunities and the policy environment.

ITC, UNCTAD and WTO bring complementary perspectives to addressing trade information. The three organizations already work together to compile and disseminate data on applied tariffs and non-tariff measures. By teaming up on the Global Trade Helpdesk, they will increase their impact on transparency for businesses.

The helpdesk's information is customizable by product and for the source and destination country in question. For instance, a Bangladesh-based company seeking to export shrimp to France would be able to access information on any applicable tariffs (zero, thanks to the European Union's trade preferences for least developed countries), relevant taxes such as France's 20% value-added tax, and European health and safety standards with which the shrimp will have to comply. Through the helpdesk, the company would be able to find step-by-step explanations for the trade-related procedures and documentation requirements it would need to meet in order to ship shrimp to the EU. It would also find a list of shrimp importers in France along with data about demand trends and the dates and locations of trade fairs. These are all types of information that MSMEs typically struggle to find.



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1.&3. Global Trade Helpdesk mobile application and desktop ©shutterstock.com 2. Launching the Global Trade Helpdesk initiative, Buenos Aires

To date, the helpdesk available online is a beta build, meaning it is a preliminary version to which data will steadily be added over a three-year period, initially by ITC and progressively by organizations within the countries covered by the system. Future functions will include e-mail alerts on sectors and markets of interest to users and customized dashboards featuring the information most relevant for a user's business.

The helpdesk has been demonstrated to the Friends of MSMEs working group and to audiences at the WTO Public Forum as well as its Ministerial Conference in Buenos Aires. The response has been overwhelmingly positive.

*The Global Trade Helpdesk will be a one-stop-shop for MSMEs to access information on tariffs, non-tariff market requirements, trade procedures and documentation, business opportunities and the policy environment.*

### The future

In addition to drawing on data from ITC, UNCTAD and WTO, the helpdesk will pull resources from a number of international organizations and development banks, including the Inter-American Development Bank (IDB), the United Nations Industrial Development Organization (UNIDO) and the World Bank Group. The HelpMeTrade.org portal is scheduled to be fully functional in 2020.

The helpdesk initiative is not only about disseminating information but also about collecting it. In developing and least developed countries, ITC and its partners will offer tailored support to national administrations, as well as to educational and other institutions such as trade promotion agencies to overcome capacity constraints in sourcing and updating trade information. The goal is to empower local stakeholders to update the helpdesk and develop country- or region-specific interfaces. Meanwhile, national and regional interfaces would simultaneously serve to meet governments' commitments under the WTO Trade Facilitation Agreement to publish information about border procedures online in a clear and accessible manner.



#### Funders

Germany, Switzerland

#### Partners

IDB, UNCTAD, UNIDO, World Bank, World Customs Organization, WTO



# Building a Conducive Business Environment


## Trade Development Strategy

The Trade Development Strategy Programme enables partner country decision-makers to identify priorities, set policy directions and act to further integrate their economies into international trade and investment. Through the design and management of sector, national and regional strategies, the programme aims to achieve higher levels of market-led trade performance – especially of micro, small and medium-sized enterprises (MSMEs) – to improve growth, job creation and living standards.

### Key results

 **\$130 million** earmarked by Sri Lanka to implement National Export Strategy recommendations

 **11 strategy solutions** delivered in 8 countries

 **7 public-private dialogue platforms** set up to manage and monitor strategy implementation

## Highlights

In **Sri Lanka**, ITC facilitated the design of a new National Export Strategy (NES), incorporating perspectives from hundreds of stakeholders including government; trade promotion organizations; private-sector groups (such as chambers of commerce); and sector business associations, and development partners including the World Bank. The Sri Lankan government has allocated \$130 million to implement NES initiatives in areas such as infrastructure, legal reforms and branding.

In **Mauritius**, ITC supported the development and launch of a NES, the country's first. Several NES recommendations were written into the national budget. The budget provides funding for initiatives including the creation of export-based business incubators; the implementation of reforms to attract foreign direct investment (FDI); simplifying certification for exporters in priority industries; and supporting trade promotion for women's business associations.

In **Nepal**, ITC facilitated the development of four Sector Export Strategies to raise the international competitiveness and market penetration of the country's tea, coffee, large cardamom and handmade-paper sectors. ITC provided value chain analysis and ensured that each of the policy roadmaps reflected public- and private-sector input.

As part of ITC's Youth Empowerment Programme (YEP) in **the Gambia**, a Strategic Youth and Trade Development



1. National Export Strategy, Mauritius 2.&3. Lokta paper production, Nepal

Roadmap identified sectors with high growth and employment potential and set out specific policy reforms and educational investments required to convert opportunities into business activity and jobs. These recommendations, which will be implemented starting in 2018, will cover sectors including agriculture; light manufacturing; tourism; information and communications technology (ICT); and transport and logistics.

ITC supported **Ukraine** in the development of a Strategic Trade Development Roadmap that articulates the country's vision, objectives and priorities for export development and competitiveness. The document was so well received that Ukraine asked ITC to support it in developing a comprehensive NES in 2018. In **Saint Lucia**, ITC and the government are building on a similar roadmap to develop a jointly funded NES. In **Mali**, a Strategic Trade Development Roadmap set out a market-led plan to promote value addition and exports in sectors such as hides and skins; shea; mango; sesame; textiles and clothing; and ICT.

In **Afghanistan**, ITC coordinated a consultative process involving industry leaders, small business owners, farmers and policymakers from across the nation to understand obstacles and opportunities to the country's integration into regional and global markets (see case study). These perspectives guided the development of Afghanistan's NES, which will be finalized in 2018, as well as a complementary document, a National Trade Policy, which will support the policy and institutional reform process.

ITC and the **World Tourism Organization** (UNWTO) developed a tourism export strategy methodology that provides a blueprint for countries seeking to develop competitive tourism sectors.

## Trade Facilitation

The Trade Facilitation Programme works with policymakers and the private sector to reduce the cost of doing business across borders by addressing non-tariff barriers and simplifying cross-border procedures, including through implementation of the World Trade Organization (WTO) Trade Facilitation Agreement (TFA). It also assists regional institutions to establish processes and mechanisms to implement the TFA in a harmonized manner at the regional level.

### Key results



Trained businesses from **19 countries** on the WTO Trade Facilitation Agreement



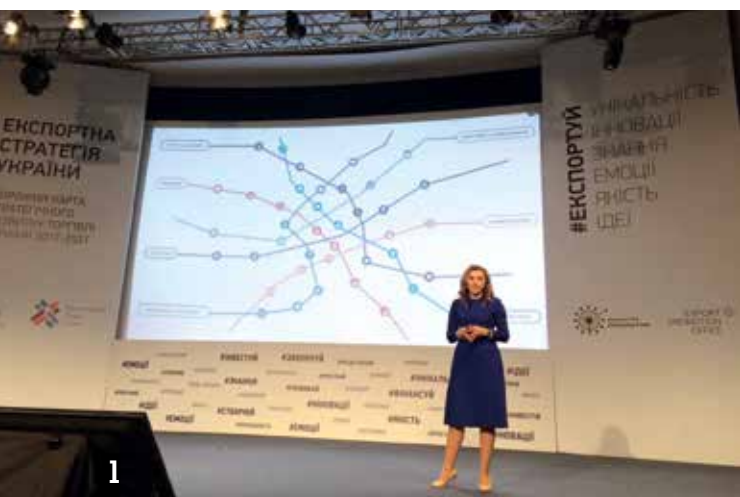
Supported establishment of a **Regional Trade Facilitation Committee** for the West African Economic and Monetary Union



Developed a model for regionally harmonized **trade facilitation information portals** in the East African Community

### Highlights

In 2017 ITC built on earlier work with the eight-member **West African Economic and Monetary Union** (WAEMU, also known as UEMOA) to help it set up a Regional Trade Facilitation Committee (RTFC). This will be the first such committee to coordinate and monitor TFA implementation at the regional level. The rationale is to create a more predictable trading environment across the region, in turn boosting intraregional trade as well as commercial



1. Strategic Trade Development Roadmap launch, Ukraine 2. Workshop on Strategic Trade Development Roadmap, Saint Lucia

exchanges with the rest of the world. UEMOA members in 2017 approved the RTFC governance structure and mandate; the committee is set to be formally established in 2018. ITC had previously supported UEMOA members to achieve bloc-wide consensus on which TFA commitments to implement immediately and which to implement after receiving technical and financial assistance.

ITC also assisted UEMOA's preparations to digitize its certificate of origin, the document that allows merchandise originating from member states to circulate freely within the region without attracting the bloc's common external tariff. ITC reviewed existing laws and made recommendations for how to implement the new electronic certificate, which will lower costs for traders across the region.

In the **East African Community**, ITC partnered with the United Nations Conference on Trade and Development (UNCTAD) to create a harmonized model for the online platforms the TFA requires every WTO member to set up to provide traders with easy access to customs documentation and information about border procedures. The first portal was launched in Kenya in late 2017, with three other national portals due to go online in 2018. A common model for these platforms across the region will make cross-country comparisons easier.

ITC published a detailed methodology for implementing the TFA at the regional level. The report *Charting a roadmap to regional integration with the WTO Trade Facilitation Agreement*, will help policymakers boost trade among neighbouring countries by implementing the TFA regionally.

ITC has also continued its work to train businesses – over 450 in 2017 alone, from 19 countries – on the benefits of trade facilitation (see case study).

## Supporting Trade Negotiations and Policy Reform

The Supporting Trade Negotiations and Policy Reform Programme assists chambers of commerce and other business organizations to articulate business views and engage effectively with policy processes to ensure that trade negotiations, national policies and regulatory reforms reflect a well-informed private-sector perspective. ITC also works with policymakers to help them better understand business perspectives.

### Key results



2 National Trade Policies, in Afghanistan and Tonga, produced with ITC technical support



2 bilateral WTO accession negotiations concluded by Sudan with ITC support

### Highlights

In **Tonga** and **Afghanistan**, ITC supported the respective commerce ministries to develop National Trade Policy documents. Both papers set out trade-enabling reforms aimed at enhancing the capacity of domestic institutions, creating business-enabling policy environments and implementing regulations in line with international and regional commitments. They were drafted through an iterative process involving input from private-sector associations; local and international experts; and national as well as regional stakeholder consultations. Tonga's prime minister has endorsed the National Trade Policy for implementation in the Pacific island kingdom. The



3.–4. Pineapple label launch, Benin 5. National Export Strategy, Afghanistan

Afghanistan document will be presented to the country's High Economic Council for endorsement in early 2018.

In 2017, ITC continued to support **Sudan's** ongoing bid to join the WTO, providing advisory services to Khartoum as it concluded two of the bilateral market access negotiations that are a central component of the accession process. ITC also assisted Sudan in formulating its offer of services market-opening commitments, as well as in responding to WTO Members' questions about the Memorandum of Foreign Trade Regime it submitted to the global trade body in 2016.

Following the EU's re-extension of preferential trade access to **Sri Lankan** exports under Brussels's General Scheme of Preference Plus (GSP+) programme, ITC worked to enable Sri Lankan businesses to maximize the use of this scheme. ITC supported Sri Lankan government officials to better understand EU GSP+ compliance requirements, complementing this with a business guide published in English, Sinhala and Tamil to explain how key export sectors could use the scheme.

Also in Sri Lanka, ITC supported two local institutions, the Postgraduate Institute of Management and the National Institute of Exports, to include new curriculums on trade policy formulation in their training offers. ITC will work with them to develop further training modules.

## 2017 Funders

### Core funders

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

### Project-specific funders

Caribbean Development Bank, European Union, Finland, Germany, Italy, Japan, Qatar Development Bank, Switzerland, United Nations Conference on Trade and Development

# CASE STUDY

## Including the private sector voice in trade facilitation reforms



### The challenge

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Speed and efficiency are of the essence in modern goods production and trade. Cumbersome customs procedures and outdated border infrastructure raise trading costs and times, negatively affecting businesses' ability to plug into international value chains.

Fixed costs arising from border delays and compliance with export and import procedures weigh disproportionately on micro, small and medium-sized enterprises (MSMEs), which by definition have fewer resources and scale economies than their larger competitors. These effects can be particularly strong in developing and least developed countries, where the business environment is often less conducive to cross-border trade in the first place.

Border inefficiencies discourage trade among neighbours even as diplomats pursue regional economic integration, damping the potential for companies to form regional value chains and prosper in new markets.

The World Trade Organization (WTO) Trade Facilitation Agreement (TFA), which entered into force in February 2017, promises to slash border delays and costs by making border procedures simpler and more transparent. The accord includes novel provisions promising developing and least-developed countries technical and financial assistance to implement their future TFA obligations. While necessary, such assistance is an insufficient condition for trade facilitating reforms to have the greatest possible effect. It is the private sector that accounts for the bulk of trade and that consequently encounters border delays in practice. Too frequently, however, it is excluded from the reform process, limiting policymakers' understanding of the practical burdens traders face in cross-border operations.

### The response

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ITC works to bridge the gap between traders and border agencies to ensure the inclusion of private-sector views in the design, formulation, implementation and monitoring of reforms. It builds the capacity of exporters, importers, freight forwarders and shipping agents to understand the cost of cross-border inefficiencies; the legal obligations set out in the TFA; and best practices with regard to cross-border trade procedures.

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***ITC works to bridge the gap between traders and border agencies to ensure the inclusion of private-sector views in the design, formulation, implementation and monitoring of reforms to comply with the WTO Trade Facilitation Agreement.***

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An important component of ITC's activities has been to support the inclusion of private sector voices in the institutionalized platforms for trade facilitation planning and monitoring that the TFA requires WTO members to establish.

In 2017, ITC held two-day interactive training sessions on the TFA for over 450 businesses in 19 countries including Argentina, Myanmar, Papua New Guinea, Saudi Arabia and the United Republic of Tanzania. A key aim of the short course was to equip the business community to understand the requirements and potential benefits arising from the TFA, as well as to be able to engage constructively with policymakers on the domestic implementation process. Participants, mainly small traders and officials from border agencies, took part in exercises based on real-life examples. Special attention was paid to enabling businesses to understand technical issues and advocate for concrete policy recommendations that reflect the border issues they deal with on the ground.





1. Trade facilitation training, Kigali 2. ©shutterstock.com 3. Private sector workshop on trade facilitation, Monrovia, Liberia

## The results

In Sri Lanka, ITC created an eight-module e-learning course aimed at helping food, spice and garment exporters improve their export management practices. The course gathers in a single digital platform all of the step-by-step regulations and procedures, as well as institutions, involved in exporting from Sri Lanka to regional and European markets. With a view to enhancing the effectiveness of the course, customs authorities were interviewed to identify the most common mistakes made by traders when exporting. Their technical feedback has been incorporated into the e-learning course material. Trainees report that the course, which will be housed in the National Institute of Exports, provided a clear view of the whole exporting process and equipped them to avoid costly mistakes related to regulatory and procedural requirements when exporting.

As a result of ITC support, the Sri Lankan private sector has been closely involved in the government's determination of how best to sequence its reforms to implement the TFA.

At an October 2017 workshop where ITC facilitated discussions on how to prioritize TFA measures based on complexity and impact, 14 business representatives shared the sector's priorities with officials from the government. This discussion helped inform the content of the Sri Lankan Government's formal notification to the WTO of its remaining TFA commitments.

ITC's TFA-related training work for the private sector has had a discernible impact on businesses' capacity to organize and pursue their interests. For example, during the workshop in Kenya in November 2017, participating businesses submitted suggestions to the national

authorities on how to improve the newly established National Trade Facilitation Portal (itself the product of a joint project by ITC and the UN Conference on Trade and Development). The portal, which responds to transparency requirements set out in the TFA, is a digital platform describing the step-by-step procedures to import and export specific commodities, along with costs, waiting times and legal sources for each. The businesses asked for the portal to track additional commodities and add new functionalities to better respond to their needs.

As part of a broader initiative to boost trade within the West African Economic and Monetary Union (WAEMU, also known as UEMOA), ITC supported embedding public-private engagement in a ground-breaking region-wide (as opposed to national) trade facilitation committee.

## The future

Looking ahead, ITC remains committed to supporting the TFA implementation. ITC will continue to support national and regional trade facilitation committees to work with the private sector in TFA implementation and monitoring. In the East African Community, ITC will support the improvement of national and region-wide trade facilitation portals. In addition, ITC will assist some West African and Arab states to implement specific TFA requirements such as those for pre-arrival processing and the electronic exchange of certificates of origin. ITC is also developing an e-learning course designed for MSMEs.



Funder

Finland

# CASE STUDY

## Laying the policy groundwork to advance Afghan trade



### The challenge

Like many post-conflict states, Afghanistan views economic growth, job creation and social stability as deeply intertwined. Increased trade in goods and services could make an important contribution to the country's economy and the livelihoods of its citizens.

Expanding Afghanistan's trade ties has been a priority for President Ashraf Ghani's government since it took office in September 2014. The landlocked country acceded to the World Trade Organization (WTO) in 2016, giving it predictable access terms to most of the world's economies. Kabul has also sought to establish trade routes to its key markets. The government has signed transit agreements with Turkmenistan, Azerbaijan and Georgia as part of a proposed land and sea trade route to Europe, dubbed the Lapis Lazuli Corridor. It has inked trade and transit agreements with neighbouring Uzbekistan and Tajikistan, improving access to China and the Russian Federation. Trade with India has begun to flow via Iran's Chabahar Port and the Afghanistan-India Air Corridor, which since June 2017 has provided subsidized air transport for cargo departing from Kabul and Kandahar for Delhi and Amritsar.

Yet improved market access and transportation links will not suffice to revive Afghan trade at scale. Decades of conflict have exacted a toll upon the country's labour force, disrupted its historic trade patterns and left its businesses with limited knowledge of international markets. Would-be exporters must overcome security instability, crumbling infrastructure, a poor business environment and high trading costs.

Even budding success stories, such as the Afghan saffron sector, have had shipments barred from some European markets due to contamination that exceeded regulatory health and safety limits. Afghan dried fruits, particularly raisins, have met a similar fate due to substandard processing and storage.

For the Afghan private sector to compete in international markets, increased firm-level capacity – for instance, to meet market requirements – will need to go hand-in-hand with a more supportive policy and institutional environment. This combination is especially important for the micro, small and medium-sized enterprises (MSMEs) that account for the lion's share of jobs in Afghanistan.

### The response

Building on its support for Afghanistan's WTO accession process, ITC has been working with the Afghan Ministry of Industry and Commerce, the Afghanistan Chamber of Commerce and Industries (ACCI) and the Afghanistan Women Chamber of Commerce and Industry (AWCCI) to enable Afghan MSMEs to participate in international trade and reap the benefits of regional economic integration.

The primary goal of the Advancing Afghan Trade initiative, launched in November 2016, is to enhance national capacities to design and implement policy reforms and institutional investments to improve the policy environment and support infrastructure for MSMEs to trade.

ITC and its partners first worked to develop two overarching policy reform papers – a National Export Strategy and a National Trade Policy – that would establish the overall policy framework for the country's efforts to increase output and trade in sectors with high potential to generate exports and jobs.

To shape the content of these documents, the project partners actively sought to include views from Afghanistan's private sector, which had long felt marginalized in the country's trade policy process. The ACCI organized consultations with business leaders and investors in Kabul, Mazar-e-Sharif, Herat and Kandahar, ultimately meeting with over 500 Afghan small business owners and industry leaders who collectively shaped the consensus on the main issues impeding Afghanistan's trade competitiveness.



1.– 3. Consulting Afghan trade stakeholders in Herat, Kandahar and Kabul

## The results

The National Export Strategy (NES) identifies sectors with high potential for exports and job creation, particularly for women and young people. For each of these sectors – carpets, dried fruits and nuts, fresh fruits and vegetables, saffron, marble and granite, precious stones and jewellery – it proposes measures to overcome weaknesses currently weighing on international competitiveness. For instance, the strategy calls for organizing or strengthening farmers’ associations to overcome fragmentation, foster economies of scale and facilitate the delivery of technical assistance in the saffron sector. The carpet sector, meanwhile, would benefit from better branding, simpler customs procedures, and more support – such as trade attachés – within foreign markets. The strategy also identifies how to remedy key cross-cutting factors impeding Afghan exports. Establishing mechanisms to provide trade- and market-related information, and strengthening trade and investment support institutions would for example help MSMEs better understand demand trends and make connections in unfamiliar markets.

The National Export Strategy was presented to the Afghan Council of Ministers and the country’s Executive Committee of Private Sector Priorities in November 2017. This was an essential last step prior to final endorsement by the country’s High Economic Council, presided over by President Ghani.

Afghanistan’s National Trade Policy was also developed over the course of 2017 and finalized early the following year. The paper examines factors inhibiting Afghan trade and proposes solutions. For instance, to balance revenue generation and industrial development needs, it calls for

rationalizing the country’s tariff regime, currently marked by a haphazard and unevenly applied regime of duty exemptions. It also recommends simplifying border procedures and documentation requirements.

For the Afghan private sector, the consultative process that informed the two documents has been almost therapeutic.

‘We were treated as a teammate of the government in this process, not a competitor,’ said ACCI chief executive Atiqullah Nusrat.

Afghan Minister of Industry and Commerce Humayoon Rasaw said the documents would promote ‘a balanced relationship between trade integration and sustainable domestic economic development.’

## The future

Following the official endorsement of the NES, ITC and its partners will organize a donor round table to seek coordination and support for implementing the measures in the strategy. ITC will provide technical and advisory support to the Afghan government on issues including trade facilitation and modernizing the country’s health and safety regulations, as well as on building competitiveness in the saffron sector.

Like the NES, the National Trade Policy will first be presented to the Council of Ministers and then go to the High Economic Council for approval.



Funder

European Union



# Strengthening Trade and Investment Support Institutions

## Strengthening Trade and Investment Support Institutions

The Trade and Investment Support Institutions (TISIs) Programme aims to improve the managerial and operational performance of TISIs so they can better assist micro, small and medium-sized enterprises (MSMEs) internationalize. The AIM for Results benchmarking approach helps TISIs assess, improve and measure their performance. Other interventions work to foster dialogue among TISIs to support the creation of new organizations when needed and to strengthen particular aspects of individual or groups of TISIs.

### Key result



**219** TISIs reported improved managerial and operational performance as a result of ITC interventions



**100%** of TISIs surveyed would recommend ITC support to peer institutions

## Highlights

In 2017, TISIs from across the globe benefited from ITC assistance to assess and manage performance, develop clearer strategies, upgrade service portfolios, establish results measurement systems, strengthen networks and optimize resource use. This left them better equipped to enable MSMEs to engage with global value chains, attract investors and export successfully.

ITC support to TISIs took multiple forms including regional workshops, establishing and supporting multi-country TISI networks and providing services to other organizations. ITC works with TISIs at many different levels, from direct engagement with an organization's operations over a multi-year period to 'light touch' advice and the sharing of good practices. In addition, ITC's SME Competitiveness Survey helps TISIs understand how to target their client support for maximum effectiveness (see case study).

Eighteen TISIs, including sector associations, chambers of commerce and trade and investment promotion organizations, participated in intensive engagement under ITC's AIM for Results programme in 2017, benchmarking their performance and implementing plans to improve their services. The countries represented included Bangladesh, Botswana, Costa Rica, the Gambia, Kenya, Mali, Mongolia, Nepal, Pakistan, Peru, the Philippines, Rwanda, Senegal, Sri Lanka, Uganda and Zambia.

In line with the trend towards combining trade and investment promotion, Costa Rica's investment promotion agency, the Coalición Costarricense de Iniciativas de



1. AIM for Results training for chambers of commerce and industry associations, Casablanca 2. TISI regional workshop, Accra, Ghana

Desarrollo (CINDE) became the first purely investment-focused organization to work with ITC on a benchmarking assessment. It also served as a key partner in ITC support to trade and investment promotion organizations in Eastern Africa (see case study).

ITC conducted regional workshops in Ghana, Morocco, Saint Lucia and Sri Lanka, bringing together representatives from over 60 TISIs to focus on how to demonstrate value to members; develop strategies and value propositions; and deliver services that support financial sustainability.

Together with Swisscontact, a foundation for international development cooperation, ITC assessed the reliability and commitment of 56 potential partner institutions in 11 countries to implement a Swiss import promotion programme.

Furthermore, ITC and the members of the West African Economic and Monetary Union (WAEMU, better known as UEMOA) established Africa's first official regional network of trade promotion organizations. In support of the UEMOA network of trade promotion agencies, ITC also facilitated partnerships between it and the Ibero-American and Caribbean equivalent, REDIBERO.

FIGURE 2 TISI clients approach



2017 Funders

**Core funders**

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

**Project-specific funders**

African Guarantee Fund, Barbados Investment and Development Cooperation, Caribbean Development Bank, CINDE Costa Rica, Enhanced Integrated Framework, European Union, Fundación Argentina para la Promoción de Inversiones y Comercio Internacional, One UN Zambia, PROCORDOBA Argentina, Promperu Peru, Saint Lucia, Swisscontact, Switzerland, Trademark East Africa, United Nations Development Programme, Standards and Trade Development Facility

# CASE STUDY

## Bringing Costa Rica's formula for investment promotion to Eastern Africa



### The challenge

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Most countries have public, semi-public or private agencies dedicated to promoting trade and attracting foreign investment. When they perform well, they are a critical bridge between government and the private sector, helping their business clients overcome information asymmetries, share risks and access government services.

In many developing countries, notably in Africa, investment promotion agencies face daunting challenges. The policy and business environment for investment are often unclear. A country's brand may not distinguish it from regional competitors. Investment incentives may be inappropriately targeted. In these places investment promotion agencies frequently lack strong connections to local economic players, even though such linkages are essential for foreign direct investment to lift productivity and deliver sustained benefits.

On the operational front, investment promotion agencies with limited resources may struggle to hire, train and retain good personnel and to develop a reputation for reliability. They tend to be marked by fractured, intermittent service to clients, with weak or absent mechanisms for record-keeping, information-sharing and institutional learning. Such institutions can struggle to offer cohesive solutions to prospective investors or provide aftercare to support existing investors. Suboptimal managerial systems can mean such agencies do not measure their performance accurately, making it hard for them to demonstrate and improve results.

While it is possible for investment agencies to learn from top performers elsewhere, they typically lack the resources and access to role models needed to emulate best practices.

### The response

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As part of a broader project to foster greater trade and investment between China and Africa, ITC is working to support investment promotion agencies in Ethiopia, Kenya, Mozambique and Zambia to improve their capacity to attract and sustain foreign direct investment. ITC decided to connect the African organizations to a role model – a top-performing agency from Costa Rica.

Coalición Costarricense de Iniciativas de Desarrollo (CINDE), the Costa Rican investment promotion agency, has won several awards for its services, results and corporate culture. Its excellence was confirmed by an ITC benchmarking assessment specially adapted to gauge the capabilities of investment promotion agencies. The August 2017 assessment took stock of CINDE's managerial, governance and service delivery capacities and provided focused recommendations for improvement. Despite its boutique size, limited resources and large regional competitors, CINDE delivers exceptional results with a focus on customer service; interagency cooperation; and a determined approach to results measurement and continuous improvement. CINDE's 'magic formula' relies on smart use of online platforms, social media and existing information sources. Innovation is core to its culture: ideas, rather than money, generate results. This approach has strong relevance for African agencies.

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***‘This collaboration is very exciting for us because it builds on that growth process. In teaching and sharing we are learning about new perspectives, new cultures and creative ways to face challenges.’***

Jorge Sequeira, Managing Director, CINDE

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1.-3. Triangular cooperation in action: officials from CINDE and African investment promotion agencies

With input from CINDE, ITC created a new tool to assess the four African investment promotion agencies across the full investment promotion lifecycle, taking into account their limited resources and the complex political environments in which they operate. Each assessment provided a baseline of current practices and identified areas for improvement.

In light of the array of technical skills and knowledge needed to conduct the assessments, ITC asked CINDE – whose leadership team was interested in supporting institutional capacity building in Africa – to be its partner. Through this triangular cooperation, CINDE officials helped ITC design and deliver training workshops; provided peer-to-peer mentoring and coaching; and worked with their African counterparts to prepare performance improvement plans. ITC used the Dubai conference of the World Association of Investment Promotion Agencies (WAIPA) in November to arrange a problem-solving workshop for African CEOs and CINDE’s managing director, Jorge Sequeira.

‘Continuous improvement is an element which we work hard to make part of our corporate DNA and which helps us to aim for excellence,’ Sequeira said. ‘This collaboration is very exciting for us because it builds on that growth process. In teaching and sharing we are learning about new perspectives, new cultures and creative ways to face challenges.’

### The results

This initiative, while still in its early stages, has already produced new tools and modes of collaboration, contributing to ITC’s continuous efforts to innovate and refine its service delivery to clients.

The process of benchmarking CINDE served as a pilot to refine good practice indicators for investment rather than trade promotion, such as institutional ability to foster links to local suppliers or simplify inward investment processes. This in turn yielded dividends when carrying out assessments of the African agencies and will inform monitoring throughout their reform processes.

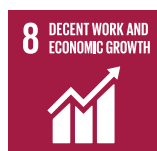
Roadmaps for improvement have been put in place for the four African agencies, drawing on practices tried and tested in Costa Rica. Common themes include implementing processes and behaviours to develop a strong customer focus; improving presentation to potential investors; and learning how to respond to specific needs of investors in the target market, including understanding its business culture. Developing a better basis for measurement will be a continuing underlying theme.

Involving counterparts from other countries to share practices has been shown to be an effective way of bringing knowledge, empathy and credibility to the conversation within African investment promotion agencies. For ITC, working with one TISI to deliver impact for another tested new models of procurement and engagement with partner institutions.

### The future

ITC’s engagement with CINDE will continue in 2018, with targeted workshops and advisory services addressing areas for improvement identified in each of the African agencies.

ITC plans to replicate this partnership model in other countries working to attract investment to promote sustainable growth.



### Funders

Canada, China, Finland, Germany, India, Ireland, Norway, Sweden, United Kingdom

# CASE STUDY

## Understanding how TISIs can help small businesses become more competitive



### The challenge

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Micro, small, and medium-sized enterprises (MSMEs) are the backbone of any economy; they make up the vast majority of enterprises and account for large shares of output and employment. They tend to employ the most vulnerable segments of the workforce, including low-skilled workers, women and young people.

Productive MSMEs are critical to economic growth and inclusive development. Trade can help businesses become more competitive through learning by doing and exposure to superior technology, quality and competition. However, MSMEs, particularly in developing countries, often encounter barriers when trying to trade across borders.

Trade and investment support institutions (TISIs) play a crucial role in enabling MSMEs to compete abroad. Effective TISIs provide services such as market intelligence, advocacy and training. They also connect export-ready MSMEs with potential buyers and investors.

In advanced economies, TISIs typically maintain MSME databases with descriptions and contact details. Knowing their clients helps them offer services MSMEs need. In many developing and least developed countries, however, TISIs do not have such information, limiting their ability to broker connections with international buyers and investors.

### The response

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ITC has developed an SME Competitiveness Benchmarking tool to help TISIs better understand their clients' needs, making it possible to tailor services for maximum return on investment.

As part of this process, ITC equips TISIs with the hardware and software necessary to maintain an active MSME database. More specifically, ITC assists TISI staff with using the survey software, selecting a sample of firms to survey and training the team of interviewers.

Specially designed e-learning courses help interviewers become familiar with the survey questionnaire, which enables ITC to score MSMEs across several dimensions of competitiveness (for example, the ability to meet quality requirements) and to measure the effectiveness of the support they receive from TISIs. By comparing gaps in TISI service delivery with areas where enterprises are weak, the survey identifies the TISI services that would yield the greatest dividends in terms of increased business competitiveness.

SME Competitiveness Benchmarking is designed to combine information at the macro (national business climate), meso (local support ecosystem for businesses) and micro (firm capacity) levels to provide a nuanced picture of the capacity of a country's private sector to compete in international markets. Policymakers and TISIs can use the findings to identify and address bottlenecks to competitiveness; to compare the competitiveness of firms based on size, sectors and location; and to better match firms with potential investors and buyers.

ITC is currently conducting benchmarking exercises in Argentina, the Gambia, Ghana, Morocco, Nigeria, Rwanda, Saint Lucia, Senegal and Zambia, in some cases building on recent collaborative data collection with national institutions.

### The results

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The benchmarking exercises have already generated insights that TISIs can use to define priorities and better target their services.

In Hungary, where ITC partnered with the Hungarian National Trading House to survey domestic enterprises, the results showed that firms operating within value chains paid less in transportation costs than similar businesses operating outside of value chains. Attracting value chains and helping MSMEs plug into these chains thus lowers the trade costs smaller companies face.





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1. ©shutterstock.com 2. TISI benchmarking tool 3. ©shutterstock.com

In Kenya, ITC is collecting SME competitiveness data in partnership with the Kenya National Chamber of Commerce and Industry (KNCCI). The collaborative initiative has already led to the establishment of a coalition of public and private sector institutions. These include the trade ministry, a small business authority and the Export Promotion Council, which have pooled their members' lists into a shared database. KNCCI has said the exercise contributed to updating its own database, enabling it better to reach out to the firms that would benefit most from its support.

In the Gambia, the SME Competitiveness Survey was deployed in tandem with the country's National Export Strategy, a policy roadmap for increasing exports and job creation. The survey included a specially designed module to analyse skills gaps for young people in the agriculture, tourism and information-technology sectors. Would-be employers in the tourism sector said unsuitable qualifications were their top obstacle, while in the information technology and agriculture sectors, labour costs posed the greatest challenges. These findings have informed the Gambia Investment and Export Promotion Agency's Youth and Trade Development Roadmap (2017-2021). Suwaibou Cham, a senior manager at the agency, said the benchmarking results 'have allowed us to better assess the skill gaps along the value chain and ultimately identify youth employment opportunities.'

The survey's gender-related questions have filled gaps in the data on the bottlenecks faced by women entrepreneurs in the services sector in Kenya and Indonesia. For example, it emerged that women-owned companies in Kenya have a poor understanding of national intellectual property processes, with the result that fewer than 15% of them have

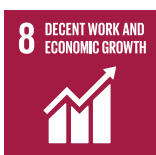
a domestically registered patent. Meanwhile, women exporters in Indonesia are 10 percentage points more likely than non-exporters to have a business website, underscoring the importance of being connected to sell globally. TISI programmes in the two countries can now work to remedy these shortcomings.

### The future

The SME Competitiveness Benchmarking tool is currently being deployed or finalized through ITC projects in several countries. Jerson Badal, from the Saint Lucia Trade Export Promotion Agency (TEPA), which recently completed the data collection phase of the exercise, has expressed confidence that the ability to better target support programmes for MSMEs would help his agency attract donor funding.

By strengthening the capacity of local institutions and associations to assess and address MSME needs, the tool offers a lasting solution for countries seeking to boost the competitiveness of their MSMEs.

A planned extension of the tool will make it possible for MSMEs to assess their own competitiveness and understand what they need to do in order to become export-ready.



### Funders

Australia , Canada, China, European Union, Finland, Germany, India, Ireland, Norway, Saint Lucia, Sweden



# Connecting to International Value Chains

## Value Added to Trade

The Value Added to Trade Programme enhances the ability of micro, small and medium-sized enterprises (MSMEs) to meet market requirements and integrate into local, regional and global value chains. It works to make them more competitive by upgrading sector and enterprise-level capabilities, improving the ecosystem in which MSMEs operate at each step of the value chain and building public-private dialogue platforms for wide-scale transformational change.

## Key Results



**\$918 000** of additional exports recorded for Nepalese cashmere companies



**\$350 000** of new contracts for Ukrainian fruit and vegetables companies

## Highlights

In 2017, ITC worked with partners at every step of the value chain to enable MSMEs in developing countries to tap into regional and global production networks for value-added goods and services, so as to create jobs and raise incomes.

In **Guinea**, ITC facilitated the country's first shipment of air-freighted mangoes, helping to restore the nation's status as an internationally recognized exporter of quality fresh exotic fruits to the European Union (EU) and elsewhere. Five tons of Kent mangoes, worth €20,000, were dispatched by

air in three separate shipments to France. ITC had trained the Guinean mango producers on meeting market requirements and supported their participation at Fruit Logistica, an important trade fair in Berlin, where they connected with the French buyers. With global mango demand booming, the future looks rosy for Guinean producers: in a few years, the country should be able to export as many as 15,000 tons per year, on par with the amounts Senegal and Mali export today.

More exports typically lead to more jobs. In **Nepal**, ITC supported the cashmere industry to develop products, find buyers and improve business development skills (see case study). The 26 companies involved with the project diversified their product portfolio from shawls and scarves to include pullovers, cardigans and other knitted items. This boosted their exports by 16%, or \$918,000, creating 214 new jobs. In addition, 11 students from a design college where the project provided training on product design and development were recruited to work in the sector.

In 2017, ITC also assisted fruit and vegetable growers in **Lesotho** and the **United Republic of Tanzania** to raise their incomes through increased productivity and value addition.

In Lesotho, providing fruit and vegetable farmers with greenhouses hail nets and technical training on how to deploy them led to substantial income gains. The approach is now being emulated by the private sector and other implementing agencies. In the United Republic of Tanzania, ITC provided greenhouses and training to 18 farmers growing sweet peppers and worked to connect them to potential customers in the local tourism industry. The farmers have subsequently supplied 5.1 tons of peppers to hotels in Dar es Salaam, thus achieving successful integration into a tourism value chain.

In partnership with the **African, Caribbean, and Pacific Group of States (ACP)**, ITC and the **Caribbean Agricultural Research and Development Institute** improved the competitiveness of thousands of family farms and small-scale processors in the **Caribbean** coconut industry.

In **Fiji**, ITC-facilitated policy roadmaps for the livestock sector have been incorporated into the national livestock development strategy. Three lead farmers working with the project reported substantially reduced fattening time and average increases of 20% or more in livestock weight and sales prices. Honey producers working with ITC increased production volumes by up to 10 times and sales prices by more than 5%. Some started selling to resorts on the island.

In **the Comoros**, ITC assisted farmers' cooperatives growing cloves, vanilla and ylang-ylang to obtain access to credit from financial institutions; four cooperatives secured funding worth about \$900,000. ITC also supported cooperatives to improve operations and form a common registry.

## E-Solutions

Trade in goods and services via digital networks has created major new business opportunities. But businesses in poorer countries, particularly MSMEs, are hampered by factors such as weak logistics and a lack of access to payment systems. The E-Solutions Programme helps overcome these barriers through capacity support and partnership with local trade and investment support institutions (TISIs).

### Key results



**\$200 000** in sales generated by 'E-Commerce Caravan' for SMEs from Morocco, Côte d'Ivoire, Senegal, Ethiopia and Syria



**58** internally displaced women in Syria trained to prepare handicrafts sold online

### Highlights

In **Jordan, Morocco** and **Tunisia**, ITC worked to enable MSMEs to tap the potential of e-commerce through virtual marketplaces such as eBay, Etsy and Alibaba. The project took a two-pronged approach. It supported governments in building an enabling environment for e-commerce through policy reforms to improve access to international payment mechanisms, lower postal rates and simplify export procedures. Starting in Tunisia, it also worked directly with MSMEs to equip them to meet the requirements of online retail platforms. E-commerce export advisers trained and certified by ITC assisted firms to open accounts; access

payment solutions (such as PayPal); develop attractive merchandise listings; price products; and offer clear shipping rates as well as ready returns. In 2017, 39 Tunisian firms made sales worth close to \$200,000, sending products such as olive wood handicrafts and canned tuna to the United States through Amazon and Etsy; furniture, spirulina, and handicrafts to businesses in Europe via Monoqi and other sites; and fouta towels to Australia. Similar work is underway with additional advisers and firms in Morocco and Jordan.

In the same three countries, ITC supported high-level inter-institutional bodies on e-commerce to define reforms and create initiatives to boost access to e-commerce. A national study in Tunisia led to reforms to improve transparency on export procedures for e-commerce; revise procedures for handicraft export permits; expand access to e-payments; and review relevant legal texts.

ITC supported **Syria**-based entrepreneur Rania Kinge in training internally displaced women in the production of handicrafts, jewellery and apparel suitable for e-commerce. Building on previous advisory work to prepare online listings and improve inventory management, ITC helped her company start using cloud-based tools for stock management and order handling. A series of online and offline promotional events in Switzerland and Japan drove awareness and sales, which totalled over \$20,000 and supported employment for 30 women.

In the **West African Economic and Monetary Union (WAEMU, also known as UEMOA)**, ITC is working to create a locally managed business-to-business (B2B) online marketplace. The ConnectUEMOA platform will go live in 2018. Some 55 companies in Mali, Guinea-Bissau and Senegal had been assisted to create product listings as of the end of 2017, with training underway in Benin, Burkina Faso, Côte d'Ivoire, Niger and Togo.

### 2017 Funders

#### Core funders

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

#### Project-specific funders

African Guarantee Fund, Canada, Caribbean Development Bank, COMESA Madagascar, DHL, Enhanced Integrated Framework, European Union, Food and Agriculture Organization, Germany, Japan, the Netherlands, One UN Rwanda, Physikalisch-Technische Bundesanstalt (PTB) Germany, the Republic of Korea, Sime Darby, Sweden, Switzerland, UEMOA, UN Development Programme, United States, World Bank, Standards and Trade Development Facility

# CASE STUDY

## Connecting MSMEs to international markets to create jobs in North Africa



### The challenge

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Young people in North Africa are confronted with high rates of unemployment as their countries struggle to generate the economic growth needed to employ a demographic bulge of labour-market entrants. Improving business competitiveness in labour-intensive sectors and connecting micro-, small, and medium-sized enterprises (MSMEs) to export opportunities would support job creation and inclusive growth. At the same time it would reduce incentives for irregular migration.

North African countries have large and established diaspora populations living and working in lucrative potential markets, notably Europe. While the development policy community has tended to focus on financial remittances, there is also scope – albeit underexploited – for diaspora communities to share skills and help build transnational business networks.

Linking up with potential cross-border customers and suppliers is not straightforward for MSMEs, for reasons ranging from poor access to finance to limited management expertise. For handicraft artisans in North Africa, even operating in domestic markets can be difficult. They frequently do not know how to price their products appropriately and, because they typically lack access to markets, are vulnerable to intermediaries who capture the bulk of the gains from their work.

### The response

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ITC is working with MSMEs in the handicrafts sector in Egypt, Morocco and Tunisia to help them enhance business skills and connect to foreign buyers. Artisans and entrepreneurs were trained to price products, standardize quality, improve packaging and meet market trends for the colours and materials that buyers would be seeking.

In Tunisia, 30 prospective exporters worked with ITC to prepare for major European trade fairs. In Morocco, 20 companies sought to learn more about export markets, with special emphasis on Spain. In Egypt, ITC supported 20 young designers and artisans, 80% of them women, to collaborate on home décor concepts and develop homeware products to offer to prospective buyers.

The training activities involved entrepreneurs from the North African diaspora in Paris. The purpose of doing so was two-fold: to leverage their market knowledge and skills for participants' benefit and to lay the groundwork for cross-border business networks.

ITC supported the training work by facilitating the participation of 44 MSMEs – 17 from Morocco, 20 from Tunisia and seven from Egypt – at the Maison et Objet Trade Fair, a major furniture industry trade fair in Paris, and the Ambiente Trade Fair in Frankfurt. At both, ITC arranged business-to-business (B2B) sessions for the MSMEs with prospective buyers.

### The results

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The project has resulted in €373,000 worth of total sales for the Moroccan and Tunisian MSMEs – already 50% more than the project's total funding – with promising leads for future transactions. The bulk of these sales occurred through the B2Bs organized during the trade fairs in Paris in September 2017 and Frankfurt in February 2018.

Tomorrowland, a Japanese retailer of high-end clothes, accessories and home décor, placed a test order of 11 carpets from Centre 3T after meeting personnel from the Tunisian MSME at the Paris trade fair.

'We love their handmade product with natural colours,' said Akiko Ono, Tomorrowland's Paris representative. The company, which plans to sell the carpets in their shops, was 'delighted to discover that artisans are receiving new know-how through ITC,' she said.



1. Samia Mestiri, founder of handicrafts company Tunisie Autrement, Tunisia 2. Artisanal soap production, Morocco  
3. Maison et objet trade fair, Paris

Other buyers at the Paris B2B meetings, including Le Club 55, Minelli, Salt and Lemon, and Caravane, also expressed interest in the products sold by the MSMEs in the ITC-supported delegation. Minelli, a French shoe and accessory brand, ordered 500 baskets from a Moroccan company. Salt and Lemon, a home-décor and accessory shop based in the French territory of Reunion, placed an order for 2,000 foutas, a type of thin, patterned towel, from a Tunisian company. Tunisian firms also met and initiated deals with buyers from Lebanon, Luxembourg and the United States.

At Ambiente, Tunisian MSMEs confirmed sales of €43,000, with additional transactions worth €150,000 under negotiation. Interested buyers included Nature & Découverte, a French retailer, and Kusiner, a Danish carpet maker, for products including foutas, olive-wood table sets and interior decorative items.

The training activities have bolstered participants' business and marketing skills while introducing them to new markets – and to each other.

'Thanks to the training provided by ITC, artisans can now price their products appropriately,' said Sonia Latrous, director of marketing at the National Office of Tunisian Handicraft, who supported the workshop and shared insights on using e-commerce to reach markets. 'They also learned about packaging and labelling, and meeting market trends and quality requirements.'

Many Egyptian participants have banded together under the label 'Artisans from Egypt' and are working to market their joint catalogue of home-décor and home-textile products to international buyers. The catalogue was presented to buyers in Spain, France and Germany through B2Bs organized by



**€373 000**

**in sales for Moroccan and Tunisian MSMEs, with further deals in the pipeline**

the ITC project team. The artisans' work has attracted the attention and support of the Bank of Alexandria, or Alexbank, a major Egyptian bank, that has sponsored the travel of seven artisans to meet prospective buyers in Europe.

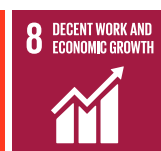
'Alexbank is proud to have started supporting a group of young promising Egyptian designers in the ambit of a plan aiming at enhancing the Egyptian handicrafts sector by widening their chances to access the export markets,' said Laila Hosny, who heads the bank's corporate social responsibility and sustainable development office. She indicated that the bank looked forward to offering its trade finance expertise to the designers.

## The future

ITC is finalizing a Handicrafts Export Guide to provide artisans with practical information about exporting their products.

A capacity-building workshop is scheduled in Algiers ahead of the project's March 2018 conclusion.

ITC is developing follow-up projects in Algeria, Egypt, Morocco and Tunisia that will also use B2B meetings and capacity building to stimulate trade deals and job creation.



Funder

Japan

# CASE STUDY

## Supporting value addition and export growth in Nepal's pashmina sector



### The challenge

Even when they produce raw materials for products that command high prices in global markets, agricultural communities in developing countries frequently capture only a small share of the gains.

Pashmina, a particularly fine type of cashmere wool that is prized in global fashion for its softness and warmth, comes from four related breeds of goats in the Himalayas. Nepal is renowned in the luxury market for its high-quality pashmina wool. The fine fibres that come from its chyangra mountain goat are particularly well regarded.

However, the sector has been volatile. After peaking at \$82 million in 2001, Nepal's pashmina exports fell to \$30 million in 2010, in part due to competition from lower-quality imitation products. As competitive pressures on the sector mounted, the country's longstanding reputation as a trusted source for high-quality pashmina products suffered.

The Government of Nepal and the Nepal Pashmina Industries Association (NPIA) recognized that concerted action was needed to regain market share and restore export revenues and the sector's reputation. This required Nepal to re-position itself in the market, targeting high-value luxury segments. Thriving in these niche markets has the potential to be lucrative for Nepalese pashmina producers but requires them to be able to provide high-quality, unique products together with exceptional service to buyers.

### The response

ITC has since 2013 been working with the Nepal Ministry of Commerce, Industry and Supplies, the NPIA, selected pashmina producers and other stakeholders in the sector to design and deliver interventions across the value chain to stimulate both export revenues and product and market diversification.

To remedy one important competitiveness gap for Nepal's pashmina industry, ITC supported the development of branding and a trademark for Chyangra Pashmina to distinguish the product on international markets from lower-quality competitors. The Chyangra Pashmina brand was backed by marketing materials, a website, a promotional film and a social media promotion campaign in Japan and the United States.

ITC supported the NPIA to develop its business and service portfolio to better respond to the needs of its clients. It brought experts in fashion design, marketing and trademark protection to train Nepalese companies to develop high-quality product collections that meet demand trends and technical regulations in the international luxury market. ITC support also enabled 42 Nepalese pashmina producers to participate in trade fairs in France, Hong Kong SAR, Japan and the United States.

To bolster product development capabilities in Nepal, ITC connected the Namuna College of Fashion Technology to the NPIA and the broader pashmina industry to develop a specialized course on pashmina design.

During the project planning process, ITC identified a gap in backward linkages between the pashmina industry and



1. Chyangra Pashmina trademark label © Lucent Pictures 2. Woman spinning fibre into thread, Nepal © Lucent Pictures 3. Nepalese pashmina exhibitors at Apparel Sourcing trade fair, Paris

primary producers. As a result, ITC brought farmers into the process with the NPJA and relevant ministries, enabling direct market connections and a better response to their needs. ITC also helped set up the Mustang Chyangra and Pashmina Farmers' Association to serve as a vehicle for farmers to articulate their priorities.

### The results

The Pashmina Enhancement and Trade Support project has demonstrated that Nepal can regain market share provided sector stakeholders have a clear, shared vision for how to do so. The project has contributed to the growth and diversification of Nepal's cashmere sector. Use of the rebranded and standardized Chyangra Pashmina trademark has more than quadrupled; the sector has evolved from a cash-and-carry model of ad hoc sales of pashmina products to any willing buyer towards a more structured customer-focused approach with a collective commitment to promote the sector under a 'Made in Nepal' banner.

The country's exports of knitted – as opposed to woven – cashmere products, such as pullovers, cardigans and jerseys increased from under \$2 million in 2012 to over \$5 million in 2016/17 despite the fall-off in trade that occurred around the devastating earthquake that struck the country in 2015. Twenty-six of the companies ITC supported to participate in international trade fairs reported additional exports of \$918,000. Overall, the 42 companies involved with the project increased exports by 16% in 2017, creating 214 additional jobs. Through the links established between NPJA members and Chyangra Pashmina producers, farmers have received prices as much as 80% higher.



**\$918 000**

**in additional export sales for 26 companies supported by ITC**

The Namuna fashion college has trained 35 students in Chyangra Pashmina product development, the majority of whom have secured employment or internships in the industry.

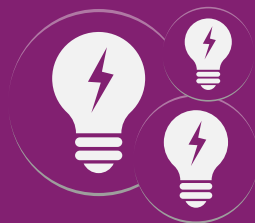
### The future

ITC is planning to build on the success of the project by expanding the reach and extent of capacity-building activities. For Chyangra Pashmina farmers this would involve more backward linkages, marketing and support to add value to fibres by washing, de-hairing and baling. Not only would this allow farmers to charge more for their products, it would allow Nepal's pashmina industry to respond to global consumer demands for traceability from fibre to product. For the broader business environment, it would mean improving testing facilities for international quality certification and developing an export strategy for the sector.



Funder

Enhanced Integrated Framework



## Getting African coffee producers higher prices through online auctions



### The challenge

One of the most important roles markets play in the economy is to enable price discovery: interactions between buyers and sellers establish the price of a given commodity. But price discovery only works as intended for sellers when they are well informed and can choose from multiple prospective purchasers.

The producers of high-value specialty coffee in developing countries typically do not have direct price discovery opportunities with international importers and roasters. The traditional trade model, based on relationships, puts sellers – especially MSMEs that lack resources and marketing networks – at a disadvantage in price negotiations, leaving them unable to secure optimal prices for their coffee beans.

The African Fine Coffees Association (AFCA), a non-profit group of stakeholders from across the coffee value chain, works to promote exports from Eastern and Southern Africa of specialty coffee. The group runs the Taste of Harvest competition, a regular tasting event designed to showcase high-quality African coffee with a view towards building ties

to international buyers who might otherwise look to more traditional source countries. A key feature of these events is cupping, the term for organized tastings of brewed coffees by certified tasters who determine whether a coffee's flavour profiles qualify as specialty grade.

ITC has worked with AFCA since 2014 to support better connections between coffee vendors and international buyers. However, while initiatives such as Taste of Harvest successfully raised the profile of the winning producers and enabled international buyers to meet and make direct purchase offers to them, the competition was not a platform that supported competitive bidding for African specialty coffee.

### The solution

ITC and AFCA developed a partnership with Bean Auction, a London-based specialist provider of online auction services, insurance and logistics for coffee.

As before, AFCA organizes the Taste of Harvest cupping competitions. ITC helped design stricter protocols for the

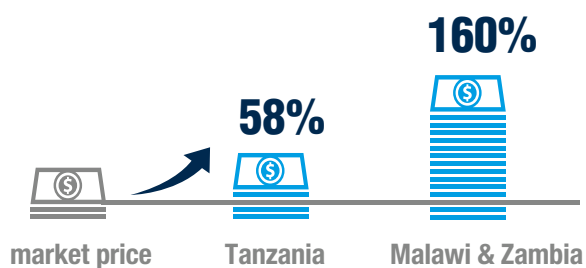


Assessing coffee quality, World of Coffee 2017, Budapest





1.–4. Coffee quality assessment process, United Republic of Tanzania



### Price premiums over normal market rates through pilot online auctions

competition – and provided a mobile laboratory – to provide quality assurances to buyers who may not be physically present. The coffees deemed to be specialty grade are then offered for sale through Bean Auction’s online platform. Once a sale is made, Bean Auction facilitates export contracting and logistics.

In 2016 and 2017, pilot competitions and auctions were held in several eastern and southern African countries. Involving 13 active international bidders for lots put up for sale by 18 companies, the auctions led to more approximately \$110,000 in sales for 16,200 kilograms of coffee. They served to build awareness among governments, sellers and buyers while allowing the three partners to refine their protocols surrounding the competition and auctions. More importantly, they led to higher prices for producers. The coffees that won an initial competition in the United Republic of Tanzania were sold to buyers in Switzerland and the United Kingdom, fetching prices 58% above market rates, with the top quality lot achieving a price premium of 108%.

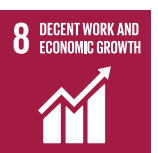
Building on the initial pilots, tasting competitions and auctions were held in November 2017 for coffee from Zambia and Malawi, leading to nearly \$60,000 in sales – at a 160% premium above normal market rates – to buyers from Chinese Taipei, South Africa and the United Kingdom.

### The future

Similar competitions and auctions are planned for the Democratic Republic of the Congo, Kenya and Uganda. Ugandan government authorities view the platform as contributing to their strategy to promote the specialty coffee market segment to international buyers accustomed to thinking of Uganda as a source of mainstream robusta coffee.

Under the SheTrades initiative, ITC is partnering with Bean Auction and the Ethiopian Women in Coffee Association to test whether the platform can help women-owned coffee companies in Ethiopia find new international buyers.

Bean Auction is introducing a new feature that would allow sellers to hold multiple lots of coffee on the site for extended periods of time instead of only during a timed auction. In principle, this should allow more buyers to bid for lots, enhancing the effectiveness of price discovery.



Funder

United Kingdom



# Promoting and Mainstreaming Inclusive and Green Trade

## Empowering Women to Trade

The Empowering Women to Trade Programme contributes to poverty reduction, economic growth and the economic empowerment of women by increasing the participation of women in trade, raising the value of the international business they transact and diversifying the markets they access.

### Key results



Over **120 countries** adopted a Joint Declaration on Trade and Women's Economic Empowerment during the WTO Ministerial in Buenos Aires



**1 million:** number of women SheTrades partners have pledged to connect to international markets (original target date: 2020)



**\$17.1 million** in business leads for women-owned companies

## Highlights

ITC advocacy continued to drive the global agenda on women's economic empowerment in 2017. Together with **Iceland** and **Sierra Leone**, ITC co-chaired the Trade Impact Working Group, established under the **International Gender Champions Geneva**, to foster collaboration across the policy community on issues related to trade and the empowerment of women. This work bore fruit at the World Trade Organization (WTO) Buenos Aires Ministerial Conference in December, where over 120 governments endorsed a Joint Declaration on Women and Trade, firmly placing women on the global trade agenda. Earlier in the year, ITC and the **European Commission** worked together to organize an International Forum on Women and Trade which brought together hundreds of policymakers, private-sector representatives and civil society groups from over 40 countries to galvanize support for using trade policy to advance gender equality. Under Germany's presidency of the Group of 20 leading economies (G20), ITC provided technical advice and leadership to the group's official engagement group for women's economic empowerment, the Women 20 (W20).

Through the SheTrades initiative, ITC continued to connect women entrepreneurs to markets, with networking and business matching events generating trade leads worth \$17.1 million. Over \$7 million of these leads were generated through work in the field, in partnership with trade and investment support institutions (TISIs). This enabled women-owned businesses in the coffee, services, textiles and garments sectors to become more competitive and find new international buyers (see case study). Close to \$10 million of these leads were generated at the SheTrades Global



1.–2. Making Camper shoes as part of the Ethical Fashion Initiative, Ethiopia © Nader Adem & CAMPER 3. Ethical Fashion Initiative, Burkina Faso

conference (formerly the Women Vendors Exhibition and Forum) in Istanbul in February. SheTrades partners in 2017 committed to connecting 115,000 women entrepreneurs to international markets, bringing the total to about 1 million well ahead of the initial 2020 target date.

Leveraging partnerships remained a key focus in 2017 as ITC struck 20 new agreements with corporations, government agencies, women's associations, and other United Nations entities to work together to empower women as economic actors. With **eBay**, the e-commerce site, ITC is working to help 150 women entrepreneurs digitize their businesses through individualized coaching and a year of free access to an eBay online shop for their products. Together with the **International Telecommunication Union**, **UN Women**, **UN University**, and the **GSM Association**, a trade body for mobile operators, ITC in 2017 founded the EQUALS Global Partnership to bridge the gender-digital divide by fostering access to technology, skills and leadership opportunities for women and girls.

ITC and logistics firm **UPS** initiated a partnership on advocacy, capacity building, client engagement and business development aimed at connecting 20,000 women entrepreneurs to international markets.

In **Nigeria**, ITC continued working with the Nigerian Export Promotion Council to implement its commitment to connect 200,000 Nigerian women to markets, undertaking six countrywide workshops on accessing foreign markets. An additional component of this work seeks to link women to financial institutions; as part of this partnership, **Fidelity Bank** will identify and recommend women business groups for grants. The **Association of Nigerian Women Business Network**, a network of 920,000 women entrepreneurs, has committed to enrolling 10,000 women entrepreneurs on the SheTrades platform by 2020.

Following a SheTrades workshop in Accra, **Ghana**, in November, **EximBank of Ghana** committed to connecting 10,000 women entrepreneurs to markets and offering \$10 million in loans to women entrepreneurs by 2020.

## Empowering Poor Communities to Trade

The Empowering Poor Communities to Trade Programme aims to create sustainable income opportunities for marginalized communities by connecting them to international markets. It fosters market-driven connections and helps micro-scale producers, often in the informal sector, add value to goods and services in supply chains from fashion and agribusiness to tourism and business process outsourcing.

### Key results



> 1 660 jobs created through the Ethical Fashion Initiative



38 international brands partnered with the Ethical Fashion Initiative

### Highlights

In 2017, ITC's Ethical Fashion Initiative (EFI) focused on implementing activities in **Burkina Faso**, **Ethiopia**, **Haiti**, **Kenya** and **Mali**, with a continued emphasis on investing in technical training to develop the skills of artisans to meet the demanding standards of the global fashion industry.

EFI directly and indirectly contributed to the creation of over 1,660 jobs. Export market connections led to measurable reductions in poverty. Project impact assessments found that micro-entrepreneurs working with the initiative reported income increases of 287%. For many of them, the higher earnings meant the ability to pay their children's education fees.

Some 540 cooperatives, micro and social enterprises – 472 of them women-owned – transacted international business in 29 new markets because of EFI support.



1



2



3

1.–3 Ethical Fashion Initiative, Ndomo Atelier, Mali © ITC Ethical Fashion Initiative & Coralie Rabadan

The Ethical Fashion Initiative contributed to improving the operational and managerial performance of six social enterprises that serve as production coordination hubs for the initiative and reinvest revenues into training artisans from poor communities. This helped increase the number of buyers producing through them for domestic and global fashion markets. In 2017, 38 buyers were associated with the Initiative, including EDUN, Vivienne Westwood, Stella

McCartney, Camper, Karen Walker, United Arrows, Yestadt Millinery, Brooklyn Circus, Marina Rinaldi, Urban Zen, Kevin Allwood, Brother Vellies, and MIMCO .

ITC has continued initiatives to use international markets to improve livelihoods in refugee communities as well as for displaced women within **Syria** (see ITC Innovates.)

### Using trade to create alternatives to irregular migration in West Africa

Though the relationship between economic growth and migration is complex, evidence suggests the availability of employment opportunities reduces irregular migration by young people.

With funding from the European Union, ITC is working in **Burkina Faso**, the **Gambia** and **Mali** to use international market demand to create job opportunities, particularly for youth and women.

In Burkina Faso and Mali, the Ethical Fashion Initiative has already put 800 artisans to work supplying fashion brands EDUN, Brother Vellies, United Arrows and Sindiso Khumalo. Production is planned to scale up to create around 4,000 jobs.

Within Europe, ITC is partnering with Lai-momo, a Bologna, Italy-based social enterprise, to equip West African migrants in Italy with new skills in leather crafting and small business management they would need to start businesses or work in the fashion value chain as potential voluntary returnees in their countries of origin.

As part of the Youth Empowerment Project (YEP) in the Gambia, ITC is encouraging entrepreneurship, supporting MSMEs and coordinating market-oriented vocational and skills training for young people. Priorities include encouraging value addition and internationalization in the agribusiness, business services and tourism sectors.

ITC is working with Gambian technical and vocational training institutions to develop new curriculums, improve service delivery, and put in place tracking systems to better understand labour market outcomes. In partnership with them, ITC has trained young people in skills including mobile phone and laptop repair; installing satellite and closed circuit television; soil preparation; animal and crop production; post-harvest handling; and tool maintenance. In total, 1,037 youth in the Gambia gained skills in agribusiness, tourism, information and communications technology, fashion and construction. Through ITC's e-learning platform, YEP signed up over 200 participants for an online entrepreneurship programme backed up by interaction with local tutors.





4. Youth and trade workshop, The Gambia 5. Ndeyfatou, a young Gambian fashion designer 6. Agrocenta, winner of the WEDF pitching competition

## Youth and Trade

The Youth and Trade Programme takes a market-led approach to employment opportunities for young people by supporting vocational training and entrepreneurship and by connecting youth-owned businesses to value chains at home and abroad. For increased reach and lasting impact, ITC works through digital channels including its own SME Trade Academy as well as on the ground with local technical and vocational education and training providers.

### Key results



**806** young Libyans trained on entrepreneurship and market analysis



**1 037** young people in the Gambia gained skills in agribusiness, tourism, information and communications technology, fashion and construction



**2** pitching competitions for young entrepreneurs from Hungary, Zimbabwe, Ghana and the Gambia to win advisory services and a cash prize

## Highlights

In **Senegal**, ITC worked with the Agence sénégalaise de promotion des exportations (ASEPEX), Trade Point Senegal (TPS) and the Organisation internationale de la Francophonie (OIF) to develop a technical assistance package to enable youth and women entrepreneurs to seize the opportunities presented by e-commerce. As part of the initiative, a virtual market place called Made in Senegal ([www.made-in-senegal.org](http://www.made-in-senegal.org)) was set up to provide institutional support and an online presence to Senegalese MSMEs.

ITC held its first pitching competition for young social entrepreneurs during the World Export Development Forum in Hungary in partnership with Impact Hub's Accelerate 2030 Programme and the Budapest-based Design Terminal incubator. Agrocenta, a Ghanaian start-up with an online platform that lets farmers use their phones to market their products and access trucking services, was awarded the €5,000 prize by the jury of impact investors and business leaders. Agrocenta and the other three finalists, also in the agri-food sector, will receive free mentorship from ITC and its partners to improve their products, services, and business models.

In **the Gambia**, ITC is strengthening the institutional ecosystem for technical and vocational training to better link it to labour market needs through curriculum development, training programmes and apprenticeship schemes. The broader goal is to help tackle irregular migration by young Gambians by fostering economic opportunities and empowerment at home.

ITC is an active member of the **Global Initiative on Decent Jobs for Youth**, a United Nations system-wide alliance for the promotion of youth employment.



1. Peruvian quinoa in a Sao Paulo warehouse 2. Peruvian trade office, Brazil

## Trade for Sustainable Development

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

### Key results



**2 000** active users of Sustainability Map, ITC's new sustainability-oriented market linkage platform



**257** policymakers, industry associations and enterprises trained on voluntary sustainability standards, market access opportunities and the use of ITC sustainability tools



**7 million tons** of European Union soybean imports from countries including Argentina, Brazil, India, Paraguay, Uruguay, and Ukraine deemed compliant with EU sustainability requirements

## Highlights

The Standards Map database continued to expand; it now covers 240 sustainability initiatives across more than 80 sectors and 180 countries. ITC launched a new online gateway, Sustainability Map, to connect producers and buyers and provide information on how to comply with sustainability standards that are widespread in users' target markets.

ITC was invited to partner with the **European Union (EU)** to organize the EU Cities for Fair and Ethical Trade Award, which will recognize and reward local authorities for supporting sustainable trade. It will also work with the EU to conduct research and analysis of EU demand for certified fair and ethically traded products.

In **Ghana**, ITC launched the first phase of the Chocothon initiative, a multi-partner initiative with the Google Food Lab, Business School Lausanne, Future Food Institute and the Crowdfunding platform to find new solutions to enable cocoa farmers to produce more sustainably and connect to buyers.

After supporting 600 cocoa farmers in **Colombia** to assess and improve their sustainability performance, ITC and Swisscontact launched the Basic Guidelines for Sustainable Quinoa in Peru. The guidelines enable quinoa producers to conduct preliminary sustainability diagnostics before initiating formal certification processes.

In **Cambodia** and **Nepal**, ITC began implementing pilot projects to enable MSME suppliers, including smallholder farmers, to participate in sustainable value chains by using the Sustainability Map platform to signal their practices to potential buyers and create long-term business partnerships.



3-5. Chocothon Ghana

In partnership with the **European Feed Manufacturers' Federation (FEFAC)**, ITC established a system for benchmarking the sustainability of soybean production. Through it, 7 million tons of EU soybean imports from countries including Argentina, Brazil, India, Paraguay, Uruguay, and Ukraine were found to comply with EU sustainability requirements, opening the door to greater market share and price premiums for producers.

In partnership with **Denmark**, ITC worked with Danish pork and dairy companies and farmers to equip them to compare domestic regulation and industry codes with international sustainability standards, as well as to understand how they themselves measured up against both.

ITC collaborated on two reports on sustainability standards in 2017. *Social and Environmental Studies: From Fragmentation to Coordination*, published with the European University Institute, sheds light on how standard-setting organizations and private companies can work together to reduce unnecessary duplication in sustainability standards and producer audits. *The State of Sustainable Markets 2017: Statistics and Emerging Trends*, an annual publication with the Research Institute of Organic Agriculture and the International Institute of Sustainable Development, provides market data for commodities linked to 14 major sustainability standards.

## 2017 Funders

### Core funders

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

T4SD: European Union, Germany, Switzerland

### Project-specific funders

Australia, Denmark, European Union, France, Germany, Japan, Mali, the Netherlands, Organisation internationale de la Francophonie, PepsiCo, Sustainable Agricultural Initiative Platform, Switzerland, Trademark East Africa, United States

# CASE STUDY

## Empowering women entrepreneurs across the Indian Ocean region



### The challenge

Over the past century, women around the world have taken dramatic strides forward in voting rights, in social status and as economic actors. And yet they remain less likely than men to have a paid job and when they do, they earn less than men in similar occupations. Gender-based legal impediments and job restrictions too often confine women to low-paying work in the informal sector. Women are 20% less likely than men to have a bank account and less likely than men to belong to formal business networks.

In addition to the consequences for individual girls, women and families, these inequalities have an immense economic cost: by some estimates, achieving gender equality in the economy would add as much as one-quarter to global GDP. The Sustainable Development Goals rightly recognize that eradicating extreme poverty is impossible without substantial progress towards gender equality in the home, school and workplace.

### The response

ITC has since mid-2016 been working with the Indian Ocean Rim Association (IORA) to tackle the specific barriers experienced by women entrepreneurs. The project focuses on three IORA countries – Indonesia, Kenya and Sri Lanka – with the aim of improving the competitiveness of women-owned businesses and connecting them to markets and investors in the services sector, in particular tourism and information technology. As part of ITC's global SheTrades initiative to promote women's economic empowerment, the project has been able to use the SheTrades brand and network to build bridges among women entrepreneurs, international buyers, public institutions and other enablers, such as Facebook.

One key pillar of the project has been to collect gender-disaggregated data by working closely with trade and investment support institutions in the three focus countries to report on the competitiveness of 300 women. This sort of granular data makes it possible to identify bottlenecks specific to women-owned businesses and to design

### An e-commerce platform built on flowers

After founding a successful online florist ([www.sendflowers.co.ke](http://www.sendflowers.co.ke)), Phyllis Mwangi decided to set up a platform for other online businesses in Africa. The result: Tandao Commerce, a platform offering web hosting; domain names; payment processing; catalogue and inventory management software; and easy linking to social media.

Through the support of SheTrades, Tandao Commerce attended CeBIT Hannover in March 2017. At the fair, the company was able to secure a \$60,000 grant from Salesforce, the San Francisco-based cloud computing company, and Vito Ventures, a German venture capital firm, to fund its social programme to get 100 women-owned businesses online and train them to run sustainable enterprises.

Tandao Commerce was also able to identify new technologies and solutions to improve its own offering of services.







1. Woman entrepreneur, CeBIT trade fair, Germany 2. Panel discussion, CeBIT trade fair, Germany 3. SheTrades Indonesia-Sri Lanka stand at ITB Berlin trade fair

context-specific policy recommendations and technical assistance to boost their competitiveness.

Business-to-business (B2B) meetings are another important component of the project, to compensate for the difficulties women entrepreneurs in the region have when attempting to connect to prospective international buyers. In addition to identifying promising partners and organizing B2Bs at trade fairs, ITC helps women-owned companies lay the groundwork for success, assisting them with preparing comprehensive company profiles and providing them with tailored capacity support to approach and impress buyers.

### The results

The project's B2B activities generated confirmed sales worth over \$1.1 million in 2017, with further deals in the pipeline, as 103 MSMEs owned or led by women connected to 328 international buyers from 66 countries. For example, ORA Dive, an Indonesian company that organizes diving tours around the Komodo National Park, secured close to \$150,000 in sales to buyers from Australia, the Philippines, the Republic of Korea and the United States after receiving ITC training in marketing and negotiation and participating in B2B meetings at major tourism trade fairs in Berlin and Macao. Representatives from Saraii Village, a hotel in southern Sri Lanka, struck \$60,000 worth of sales to European buyers.

Tailored capacity-building activities have drawn in a wide range of partners and contributed to strengthening partnerships with the private sector and amplifying the project's results. Digital marketing and e-commerce training in Sri Lanka, for example, was delivered in partnership with

Google. Participants report having broadened their knowledge of e-commerce and upgraded their websites, leading to greater contact with potential buyers.

The SheTrades SME competitiveness studies developed by the project have unveiled country-specific findings about how women-owned businesses operate, paving the way for targeted solutions to help them thrive. For instance, in Indonesia small women-owned firms were found to be twice as likely to use social media as compared to traditional advertising to promote their products. As a result, the project teamed up with the Facebook Asia Pacific #SheMeansBusiness initiative to develop materials on digital marketing and e-commerce for women entrepreneurs. The project has so far supported 411 MSMEs in the three countries to enhance their skills and capacity to connect to international markets.

### The future

Technical assistance activities and trade fair participation will continue through the project's June 2018 conclusion. Women entrepreneurs in the region can continue to use the SheTrades app to find potential buyers, access information on market events and participate in online learning. This allows SheTrades to sustain its positive impact for women entrepreneurs in the region long after the project closes.

ITC will replicate its work in the region through other projects under the SheTrades umbrella as well as through partnerships with the private sector and trade and investment support institutions. The IORA Secretariat has invited ITC to present its work to the group's member states at its workshop in May 2018.



Funder  
Australia

# CASE STUDY

## Colombian cocoa producers use sustainability guidelines to earn price premiums



### The challenge

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Consumers around the world increasingly want to know where the food they eat and the products they use come from and how they were made. One consequence has been a proliferation of public and private standards, codes of conduct and other sustainability initiatives seeking to assure consumers their purchases respond to priorities ranging from organic production to rainforest protection or decent wages.

While producers can obtain lucrative price premiums by meeting these sustainability standards, doing so is not straightforward. Beyond the expenses related to complying with the often-exacting demands of a given initiative, there are costs associated with audits to prove compliance as well as receiving the formal certification that opens the door to niche markets. Even finding out which standards matter in a given market can be complicated.

In Colombia, demand for sustainably produced cocoa presents opportunities for farmers. However, producers have had mixed experiences with sustainability certification. The requirements of some certification schemes are difficult to implement, creating confusion for producers. In other cases, farmers' cooperatives did not obtain the financial returns they expected on their investments, in part because they started the certification process without lining up prospective buyers.

### The response

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ITC, together with the Colombia office of Swisscontact, a Swiss non-profit foundation that promotes private sector development, developed a customized online tool to help cocoa producers understand and comply with international sustainability standards, as well as to connect to potential buyers. The tool, called Basic Guidelines for Sustainable Cocoa (LBCS, for the Spanish acronym), is based on ITC's Sustainability Map, which aggregates information on hundreds of sustainability standards and codes of conduct for users to access.

The LBCS guidelines enable producers and their cooperatives to understand the various criteria sought by international sustainability certifications and conduct self-assessments that provide an initial diagnostic on practices they need to upgrade before seeking formal certification.

Because connections to buyers willing to pay a premium for sustainable cocoa are crucial for producers to realize a return on their investments in being certified, users of the LBCS tool are able to connect to prospective international buyers via the ITC Sustainability Map platform. In addition, the project supported cocoa producers to participate in key international trade fairs, such as the Salon du Chocolat 2017 in Paris.

This work sprang from an early-2017 agreement by ITC, Swisscontact Colombia and the Red Cacaotera, a Colombian network of cocoa producers, to promote the LBCS guidelines among organizations of cocoa producers with the aim to implement sustainable production practices while improving access to international markets. This built on earlier work with other farmers' groups in the country.



1.-4. Cocoa production in Colombia

## The results

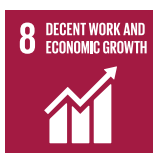
Technicians from three cocoa organizations developed diagnostic reports for 600 farmers, a third of them women, whose work supports the livelihoods of around 1,600 people. Users say the LBCS system has helped them make better use of resources by enabling them to make a realistic assessment of their capabilities.

‘It also shows us what we can really achieve,’ said Luis Martinez of the cooperative Corpoteva. ‘What sense would it have to engage in an organic certification if we see we are far from obtaining it? After self-assessment, we saw it was more realistic to look for a fair trade certification.’

The Salon du Chocolat in Paris and other networking opportunities led to \$175,000 worth of sales for producers affiliated with the Red Cacaotera to buyers in Belgium, the Netherlands, Switzerland and the United Kingdom. An additional \$200,000 of deals are expected to mature. Several chocolate companies in Europe, the United States and Colombia are now aware of the LBCS tool and are interested in buying from cooperatives that have been using the system. Similar work in the past has paved the way for international recognition and sharp increases in prices received by producers. Producers affiliated with the Alianza Exportadora de Tumaco in the country’s southwest have more than doubled their sale prices since winning an award for cocoa quality at the Salon du Chocolat in 2015. The LBCS diagnostics helped them regain organic and fair trade certifications they had lost due to inconsistent implementation of sustainability requirements.

## The future

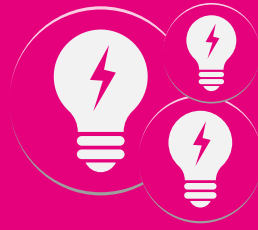
In 2018 ITC, Swisscontact Colombia and Red Cacaotera plan work with organizations representing around 1,600 farmers and their families in the departments of Bolivar, Cesar and Magdalena to implement the LBCS guidelines and improve cocoa quality and productivity. The goal is for at least 25 of the network’s 54 organizations to use the LBCS tool to help their members comply with basic sustainability guidelines and gain access to international markets.



Funder

Switzerland

# ITC INNOVATES



## Improving livelihoods for displaced Syrian women through trade



### The challenge

Around the world, over 65 million people have been forcibly displaced from their homes. Two-thirds of them remain within the borders of their country of origin. Internally displaced persons confront many of the same challenges faced by the refugees who have crossed international borders: the loss of jobs, businesses and networks, as well as of property that might have served as collateral for financing new ventures.

Since the start of civil conflict in Syria in 2011 more than half of the country's population of around 18 million people has been displaced, 5.4 million as refugees and over 6 million within the country. For most of them economic life is severely disrupted but it does not stop: they run down whatever savings they were able to retain and seize whatever work opportunities they can, often on the fringes of the informal economy.

Peace and stability are prerequisites for the kind of sustained economic growth that transforms societies from relative poverty to prosperity. Even in more fragile settings, however, economic opportunities make a major difference to individual livelihoods and family well-being. Better jobs

and wages mean improved nutrition and education, and skills that will stand workers in good stead in the future. Connecting to international market demand, while especially complicated, can expand economic opportunities for people in regions affected by conflict. Social entrepreneurship can make these market connections possible.

### The solution

ITC has since 2016 been working with Rania Kinge, a Swiss-Syrian designer and entrepreneur, to bring jewellery, bags and other accessories hand-made by internally displaced women in Syria to international buyers. ITC has helped Kinge's social enterprise, Damascus Concept, and its I Love SYRIA brand, connect to new international customers through e-commerce as well as a series of pop-up stores in Europe.

Kinge, a former computer programmer, recognized that traditional Syrian crafts offered a route for the women she employs – many of whom did not have jobs in their hometowns – to make goods that international customers would want to buy.





1. Syrian craft booth at Fêtes de Genève 2.–3. Displaced women working for I Love SYRIA and Damascus concepts, Syria  
4. ITC Deputy Executive Director Dorothy Tembo speaking at Geneva Peace Week 2017

*Increased demand has led to higher incomes as well as job creation. Having started out working with 20 women in Damascus, Rania Kinge's social enterprise now employs the services of over 130 women in the capital as well Latakia.*

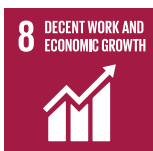
ITC partnered with Kinge to bolster her businesses' online presence through advisory services on preparing online listings and using cloud-based tools for inventory management and order handling. At the same time, ITC organized a series of events where potential buyers could discover and purchase products made by I Love SYRIA and Damascus Concept, and share customer experiences online. From a 2016 souk in Geneva for Syrian products to a stand at the United Nations Office in Geneva for ITC's e-Caravan for Peace in 2017, the pop-up events generated in-person sales worth over \$40,000, increased online traffic and demand and allowed Kinge to receive direct feedback to refine future product design.

Despite enormous obstacles – the economic disruption resulting from the conflict, the social barriers facing women in Syria's economy and practical problems importing raw materials as well as physically moving products to international markets (all merchandise is transported through neighbouring Lebanon) – Kinge's social enterprise

is approaching profitability. Having started out working with 20 women in Damascus, her business has added a second workshop in coastal Latakia, and now employs the services of over 130 women. Their online presence is flourishing – I Love SYRIA's community on Facebook counts over 27,000 members, while the figure for Damascus Concept is over 18,000. Since July 2017, Tokyo department store 109 Shibuya has stocked products from Kinge's businesses.

### The future

The Japanese government has committed to continue working with ITC in Syria. A new project will work with a group of 15 artisans, most of them women, to develop new handicraft products and sell them to international buyers. To deliver this technical assistance, ITC experts will work with local consultants and international organizations operating on the ground.



Funder

Japan

# Supporting Regional Economic Integration and South-South Links

## Boosting Regional Trade

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

### Key Result



Trade obstacles alert mechanism and ConnectUEMOA information portal created to boost intraregional trade in the West African Economic and Monetary Union

## Highlights

In the **West African Economic and Monetary Union** (WAEMU, also known as UEMOA), ITC has been engaged in a comprehensive effort to help the eight-member bloc boost intraregional trade (see case study). Work with UEMOA countries is described throughout this report. ITC's interventions range from supporting the implementation of the World Trade Organization (WTO) Trade Facilitation Agreement to establishing a regional network of trade and investment support institutions and setting up regional platforms for trade intelligence, non-tariff measures and e-commerce. ITC also contributed to the bloc's regional trade policy report for 2017 and trained representatives from member states with a view to harmonizing the bloc's methodology for conducting trade policy review analysis. In addition, ITC organized trade fairs within the region with a

focus on packaging and business-to-business (B2B) meetings.

In the **Central European Free Trade Area**, ITC worked closely with the private sector to identify non-tariff measures (NTMs) inhibiting trade both within the bloc and with other countries. For the metals and vegetables sectors, ITC promoted a series of private-public dialogues to determine policies to alleviate the constraints on trade.

In the **Middle East and North Africa**, ITC contributed to improving data collection on NTMs with the development of a data management system to serve the needs of exporters, trade and investment support institutions (TISIs) and policymakers. NTMs affecting businesses in Morocco, Tunisia, Algeria, Egypt and Jordan were collected, organized and made publicly available.

As part of work to promote regional cotton value chains in the **Economic Community of Central African States** (ECCAS) and the **Common Market for Eastern and Southern Africa**, ITC helped put in place regional cotton strategies for both blocs. ECCAS member states have enacted national legislation to implement the regional framework for cotton. In **Zambia**, ITC's support to the Mumbwa Cotton Ginning and Pressing Company, a farmer-owned ginnery, has raised cotton farmers' receipts and encouraged the government to promote more farmer-owned operations. Cotton quality has increased according to Indian textile company Arvind. ITC projects worked together to promote regional trade by sourcing East African cotton for ITC's Ethical Fashion Initiative project in Burkina Faso.

## South-South Trade and Investment

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

### Key results



**\$11 million** in trade deals catalysed for exports from Ethiopia, Kenya, Rwanda, Uganda and the United Republic of Tanzania to India and the EU



**\$26.5 million** in confirmed investment deals and \$116.8 million in prospective leads facilitated from India and China to Ethiopia, Kenya, Mozambique, Rwanda, Uganda, the United Republic of Tanzania and Zambia

### Highlights

As part of the **Supporting Indian Trade and Investment for Africa** (SITA) project to increase trade and investment linkages between India and East Africa, ITC in 2017 organized B2B meetings, exposure missions and training that resulted in trade deals totalling \$11 million, confirmed investment deals collectively estimated at \$26.5 million and a further \$41.8 million of investment leads at various stages of negotiation. The year included the first confirmed investment by an Indian MSME into Uganda's leather footwear sector to produce children's and men's shoes.

Technology and knowledge transfer between India and Africa was a focus of 2017 work, ranging from production and post-harvest handling techniques for spices and pulses to mentoring women entrepreneurs. In the technology sector, Kenyan and Indian social enterprises trained 50 Kenyan women in social media and digital marketing; a separate programme placed Kenyan, Ugandan and Rwandan graduates with Indian companies for internships (see case study). A similar project, the Partnership for Investment and Growth in Africa (PIGA), aims to increase export-led development and job creation in the agro-processing and light manufacturing sectors in Ethiopia, Kenya, Mozambique and Zambia through increased investment ties with China.

ITC organized investment seminars and business matchmaking events in China, which led to the establishment of a business network of more than 1,400 Chinese and African companies. Through these connections, Chinese and African companies initiated 192 investment deals with a prospective value of approximately \$75 million in a wide range of sectors from cosmetics to food processing.



Footwear production, Kenya

ITC is also working to enhance the export capacities of MSMEs in Asian least developed countries to trade within the economically dynamic region through a combination of improved access to trade and market information; better understanding of business constraints; training to meet market requirements; and B2B contacts through trade fairs.

ITC and Chinese internet retailer Alibaba jointly published a guide, *E-Commerce in China: Opportunities for Asian Firms*, which explains what MSMEs need to do to enter the Chinese market. More than 400 MSMEs in Bangladesh, Cambodia, the Lao People's Democratic Republic, Myanmar and Nepal were trained on Chinese business culture, purchasing preferences and export procedures as well as on how to sell their products through online marketplaces. After meeting prospective Chinese buyers at trade fairs, several MSMEs are finalizing deals for goods ranging from shrimp to cosmetics. Two companies from Bangladesh signed a memorandum of understanding worth \$75,000 to sell organic skincare and eco-friendly cleaning products. A Myanmar seafood company negotiated a contract for an initial shipment of tiger shrimp worth \$800,000 to China.

### 2017 Funders

#### Core funders

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

#### Project-specific funders

China, European Union, Finland, International Islamic Trade Finance Corporation, the Netherlands, UEMOA, United Kingdom

# CASE STUDY

## In West Africa, a multi-pronged approach to boost regional trade



### The challenge

In Africa, perhaps even more than other continents, regional economic integration offers the potential to raise living standards, create better jobs and encourage value addition and diversification away from primary commodities.

Lowering barriers to cross-border trade and investment makes it possible for Africa's 54 economies, most of them relatively small, to achieve productivity gains that come with increased specialization and scale. In addition, the goods African countries trade with each other tend to be more sophisticated than those they export to the rest of the world: while medium- and high-technology products account for 25% of intra-African trade, they make up only 14% of the continent's exports to developed countries.

African governments are pursuing trade and investment integration at multiple levels, notably through regional blocs such as the Economic Community of West African States (ECOWAS) and the East African Community, and more recently through a Continental Free Trade Area. Cognizant that market opening on paper does not translate to actual cross-border business activity they have worked to complement diplomatic initiatives with efforts to bolster the hard and soft infrastructure that are essential for trade. This means road and rail connections, but also modernized border procedures and access to trade finance and market intelligence.

Despite rapid growth since the early 1990s, intra-African exports still account for less than 20% of the continent's total exports while the figures for Asia and Europe are closer to 60% and 70% respectively. Considerable progress remains to be made, both to increase intraregional trade and to ensure that it translates to inclusive growth. In business surveys conducted by ITC, African MSMEs report multiple challenges associated with exporting to neighbouring countries, notably problems obtaining certification that goods are eligible for tariff-free treatment.

### The response

ITC is engaged in a comprehensive effort to strengthen the soft infrastructure that supports intraregional trade within the eight-member West African Economic and Monetary Union (known as UEMOA), a subset of the ECOWAS regional community comprised of Benin, Burkina Faso, Côte d'Ivoire, Guinea Bissau, Mali, Nigeria, Senegal and Togo. Specifically, ITC is working to ensure that MSMEs are able to take advantage of commercial opportunities within the sub-region and beyond it.

On the policy front, ITC has supported UEMOA-wide implementation of the WTO Trade Facilitation Agreement (TFA), as well the development of a digitized certificate of origin, the document required for merchandise to circulate tariff-free within the bloc.

To improve the business environment within which MSMEs operate, ITC worked to encourage cooperation among trade and investment support institutions across UEMOA. These institutions, such as trade promotion agencies, play an important role in helping smaller businesses connect to foreign markets.

In addition, ITC supported the creation of online platforms on non-tariff measures and market intelligence, since MSMEs are disproportionately affected, compared to their larger competitors, by costs associated with both.

ITC also organized trade fairs and B2B meetings within the region. A key focus of this work was packaging – an important but often overlooked need for traded merchandise.





1.-2. UEMOA packaging forum 3. ConnectUEMOA trade information portal

## The results

With ITC support, UEMOA members have worked to implement the TFA in a regionally coordinated manner so customs and border reforms promote more trade within the bloc as well as outside it. In 2017, UEMOA approved the governance structure and mandate for what will be the world's first regional, as opposed to national, committee to oversee the implementation of the agreement. ITC helped the bloc plan lay the groundwork for introducing a digital certificate of origin in 2017. ITC also contributed to the bloc's regional trade policy report for 2017, and trained representatives from member states with a view to harmonizing the bloc's methodology for conducting trade policy review analysis.

At the institutional level, ITC supported the establishment of Africa's first official regional network of trade promotion organizations. The network, launched in Dakar, Senegal, in May 2017, will foster cooperative initiatives to encourage intraregional trade. ITC facilitated partnerships between the nascent UEMOA network and its Latin American equivalent, REDIBERO.

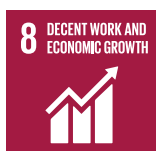
Through two online platforms, ITC worked to ease MSMEs' path to markets within the UEMOA bloc and beyond. ITC trained officials from trade and investment support institutions across the region to operate an information portal called ConnectUEMOA ([www.connectUEMOA.com](http://www.connectUEMOA.com)), which provides up-to-date market information and news together with a database of regional companies and an online store for businesses from the region. In addition, a trade obstacles alert mechanism allowing businesses to

notify government authorities in real time when they encounter problems importing or exporting merchandise, was extended from Côte d'Ivoire to the entire region.

Finally, B2B meetings at a packaging trade fair in Ouagadougou, Burkina Faso, in October 2017 enabled businesses to develop leads and conclude deals to import and export materials such as corrugated cardboard, packing crates and plastic bags. For instance, a business from Benin struck agreements to import and export corrugated cardboard worth over \$11,000, with additional sales in the pipeline. One Senegalese firm struck a tentative agreement to supply mesh bags for fruits and vegetables worth approximately \$20,000 to a West African counterpart. A Malian firm is in talks to import over \$280,000 worth of a wide range of packing materials from elsewhere in the region.

## The future

The project will next turn to bolstering value addition and business competitiveness in key sectors such as cotton, mango, cocoa, pineapple, and information technology. ITC will work to extend the results achieved in UEMOA to the broader ECOWAS region as part of facilitating the implementation of the Continental Free Trade Area in collaboration with the African Union. A continental trade fair is scheduled to take place in Cairo in the last quarter of 2018.



Funder

European Union

# CASE STUDY

## Building digital skills in Eastern Africa



### The challenge

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Think of trade-led development and the first image that comes to mind may be some sort of manufacturing facility employing large numbers of former farmworkers. The fact is, however, that value addition in agriculture and services also offers considerable potential for developing countries in Africa and elsewhere to drive growth and job creation. Making the most of this potential is critical, especially for the large and fast-growing youth demographic, in light of signs that increasing automation means manufacturing industry will employ fewer workers than it used to.

Technological advances have rendered tradable a wide range of higher-value services that previously could only be provided locally, from accounting to software programming. Tapping into international markets for such services is not straightforward for developing countries. One key constraint is skills: educated, experienced personnel are essential for services companies. Such skills are also important for business competitiveness in other sectors, as services are an increasingly important factor in the production of physical merchandise.

In Kenya's information technology (IT) sector, the skills gap is exacerbated by a gender gap: fewer than one in five workers in the industry are female.

### The response

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ITC, as part of its Supporting Indian Trade and Investment for Africa (SITA) project, has been working with partners in Kenya and India to equip young people from across East Africa with the skills and experience they need to thrive in the region's fast-growing digital economy. The objective is to leverage the expertise of India's thriving tech sector to catalyse employment and entrepreneurship in the East African countries.

The training and job placement pilot programmes operate on two separate tracks. One, dubbed #SheGoesDigital, provides Kenyan women from financially disadvantaged backgrounds with a 40-day training programme in social media and digital marketing, followed by internships with companies seeking such skills. The programme was implemented by Kuza Biashara, a Nairobi-based social enterprise, and Iridium Interactive, an Indian software and education company.

The second track, the Indo-Africa Internship Programme, identifies promising East African information technology graduates through a competitive selection process that prioritizes young women and places them with Indian companies for three- to six-month internships. The goal is for young IT professionals to take their skills and experience back to East Africa to contribute to the growth of vibrant tech sectors in the region.

ITC started the programmes after a survey of 185 Kenyan companies revealed that over half of the respondent companies were struggling to find appropriately skilled workers. In addition to software programming, data analytics and cloud computing skills, companies across all sectors reported a pressing shortfall in social media and digital marketing expertise.

### The results

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The two initiatives demonstrated that by working closely with prospective employers, skills-building initiatives can equip young people with marketable skills and lead to new job opportunities while helping companies fill gaps.

After a rigorous selection process that chose them from among 370 applicants, close to 50 young Kenyan women have graduated from #SheGoesDigital's 45-day training programme in social and digital marketing. Of those, 32 were placed in three-month paid internships with 27 companies ranging from security to human resources and



1.&4. Training on social media and digital marketing, Kenya 2. #SheGoesDigital group 3. Doreen Aradi, Kenyan IT graduate

***‘I have always wanted to own a start-up company in the software engineering field, and this internship will help me take the initial step.’***

Doreen Aradi, information technology graduate, Kenya

steel manufacturing, where they supported their employers’ implementation of social media and digital marketing strategies. Others opted to start their own businesses. As of late 2017, 55% of the programme’s graduates had confirmed full-time employment, a figure that is expected to rise. Employers report satisfaction with the interns, and have expressed interest in hiring future graduates.

Meanwhile, the Indo-Africa Internship Programme has placed 11 East African students – seven of them women – with Indian companies.

‘My internship experience has been nothing but top notch,’ said Doreen Aradi, a Kenyan graduate who interned at India’s largest telecom company. ‘Working with the software engineering team has helped me gain hands-on experience on different programming languages which has helped me sharpen my programming skills. I have always wanted to own a start-up company in the software engineering field and this internship will help me take the initial step.’

After a four-month internship working on digital supply chain development, an Indian company offered Cedrick Manirafasha, a Rwandan national, a full-time position.

‘This internship had a very big impact on me and it has changed my perspective on how things are done,’ he said. ‘I am very confident that I can manage any project anywhere now.’

### The future

Following the successful implementation of the pilot programmes, ITC is now developing a proposal for a regional programme, in partnership with businesses, to build digital skills for women and young people.



Funder

United Kingdom



Corporate  
results





# Corporate governance

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

The JAG is composed of government representatives from members of the United Nations Conference on Trade and Development (UNCTAD) and the World Trade Organization (WTO). JAG sessions are also open to observers from other intergovernmental agencies and relevant non-governmental organizations. The CCITF, which comprises funders and beneficiaries, reviews the use of the ITC Trust Fund both in terms of spending priorities for available resources and progress in implementing programmes financed by it.

## Joint Advisory Group

ITC's JAG held its 51th formal session in Geneva on 10 July 2017. Members discussed the 2016 Annual Report and were presented with an early draft of ITC's new Strategic Plan for 2018-2021.

WTO Director-General Roberto Azevêdo and UNCTAD Secretary-General Mukhisa Kituyi addressed the gathering. They emphasized ITC's contributions to trade-led development and highlighted synergies with their respective organizations, notably on trade information, statistical analysis and implementing the WTO Trade Facilitation Agreement. Both highlighted the continuing importance of Aid for Trade for achieving the Sustainable Development Goals (SDGs) by integrating marginalized countries and communities into the global economy. They pointed to how ITC projects had successfully helped smaller companies from developing countries participate in international trade,





thus driving growth, development and job creation. ITC was encouraged to continue work on reducing any information gaps and obstacles for SMEs to trade.

ITC Executive Director Arancha González said the strong demand for ITC services was the result of the value for money it provides along with its focus on priority countries and constant innovation for efficient delivery. Each dollar of extra-budgetary funding received by ITC had resulted in an estimated \$14 of international business transactions, she noted. She described how ITC had worked to improve its internal processes for project design and management while fully aligning its products and services with the SDGs.

Delegates commended ITC for its results and for its leadership in promoting gender equality and women's empowerment while addressing key development challenges through trade. They praised ITC's enduring

commitment to providing innovative approaches to address diverse challenges and for working with a wide range of stakeholders from the public and private sectors. They also commended ITC for steadily adopting more effective and efficient ways of doing business, thus increasing its value for money.

### Consultative Committee of the ITC Trust Fund

Two regular CCITF meetings discussed ITC's performance and delivery in 2016 and the first half of 2017. In addition, ITC held two informal thematic meetings of the CCITF, one for delegates to provide input on ITC's draft risk management framework and the other to share their views on the content of ITC's Strategic Plan for 2018-2021.

### Strategic Plan 2018-21

In 2017, ITC produced its Strategic Plan for the period 2018-2021. 'Trade Routes to Sustainable and Inclusive Development' is the product of an extensive consultative process involving internal workshops with ITC staff, an online survey of all stakeholders and discussions with country partners and funders. ITC management presented the plan to JAG in July. After considering feedback, the final version of the plan was presented to stakeholders at the WTO Ministerial Conference in December. The Strategic Plan is designed to serve as the compass to guide ITC's contributions to achieving the SDGs by 2030.

Mukhisa Kituyi, Secretary-General of UNCTAD, speaking at JAG 2017





## Evaluation and performance

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In 2017, ITC's Independent Evaluation Unit (IEU) continued its efforts to embed evaluation within ITC's results framework and to support accountability, learning and evidence-based decision-making in policy, programme and project management. Demand from operational managers and staff for the unit's services in supporting project-level evaluations increased.

ITC has deployed a three-tier evaluation system: independent evaluations conducted directly by IEU, self-evaluations by project managers with support from the unit, and project completion reports that managers complete within three months of a project's conclusion. IEU has worked to improve coordination with donors on evaluation planning and to ensure that lessons from donor-led evaluations are reflected in ITC's future work.

The unit has developed guidelines for self-evaluation together with a standardized template for the project completion reports. The initial reports have yielded insights – such as the importance of establishing realistic project objectives and result indicators – that have been incorporated into the 2017 *Annual Evaluation Synthesis Report*, which sums up what ITC has learned from internal and funder-led evaluations.

The synthesis report, which covered 23 projects and 13 of ITC's 15 programmes, had two main messages.

The first is that ITC's shift since 2014 towards rationalizing its project portfolio within well-defined programmes is paying dividends. While ITC projects have generally achieved their objectives and contributed to attaining the SDGs, evaluations – both internal and donor-led – have found that effectiveness and efficiency ratings are significantly higher for more recent projects, which have come under ITC's programmatic approach.

The second is that clients and stakeholders feel that ITC has a comparative advantage in providing

internationalization support services to micro, small, and medium-sized enterprises (MSMEs), in particular for businesses at the bottom of the socioeconomic pyramid. In a related finding, the evaluations confirmed that trade and investment support institutions (TISIs) play a decisive role not just as implementing partners but in ensuring the impacts of ITC's interventions endure and multiply long after projects are closed.

### Lessons for building agricultural value chains

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Supporting agricultural value chains is an effective way to integrate smallholder farmers into national and international trade while promoting value addition and productivity increases whose benefits are widely shared among poorer segments of the population. The 2017 *Annual Evaluation Synthesis Report* included four agricultural value chain-focused projects covering 14 countries over the period 2009-2016.

One significant lesson learned is that collective marketing for smallholder farmers proved to be an effective approach to empower them and strengthen their linkages with markets. Intervening to foster collective marketing can help smallholders participate more efficiently in markets by reducing marketing costs and commercialization risks; aligning production more closely to market requirements; coordinating logistics management; and broadening the range of local and international buyers.

Another lesson is that effective collaboration with private-sector partners is critical to building dynamic agricultural value chains. Evaluations concluded that project efforts to accelerate agribusiness development were most effective when external private-sector partners played an active role in increasing linkages between supply and destination markets and creating business opportunities for MSMEs.



## Lessons for providing global public goods

In 2017 and early 2018, IEU completed evaluations on two ITC services to make key trade and market intelligence on voluntary sustainability standards and non-tariff measures (NTMs) freely available as global public goods. The evaluations provided useful lessons on how to position ITC's trade and market intelligence services in the future.

The evaluation of ITC's work to shed light on the NTMs businesses encounter around the world found that the programme had contributed to enhancing national surveying companies' capacities to conduct in-depth surveys on NTMs and related topics, as well as to increasing their capacity to analyse data quality. The evaluation also pointed to ways ITC could bolster the impact of its NTM work. For example, it suggested ITC could do more to systematically transfer survey and data analysis knowledge and capacity to its usual target beneficiaries such as policymakers, TISIs and academics. It found that involving all stakeholders more fully would help them coordinate action to remove NTM-related trade obstacles. The evaluation also said that involving multiple countries, instead of just one, to discuss pre-identified NTMs might better enable stakeholders to address the negative effects of NTMs, especially in the case of surveys that were region-wide in scope, as in the Arab States.

The Trade for Sustainable Development (T4SD) project evaluation confirmed that it has successfully built a global reference repository covering approximately 240 voluntary sustainability standards in over 80 sectors and 180 countries, helping MSMEs in developing countries access information about standards that have the potential to open doors to lucrative niche markets abroad. The annual T4SD Forum is now well recognized in the voluntary standards arena.

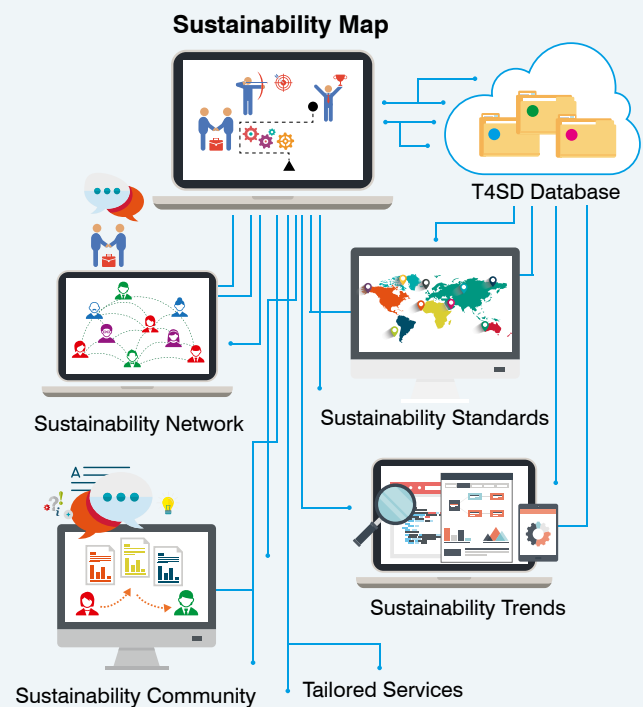
Looking to the future, the evaluation said that as the T4SD initiative matures, key priorities should be to keep improving the core services – namely, transparency for voluntary sustainability standards and making it easier to use the information in the system – while implementing more effective strategic guidance. The evaluation also called for mainstreaming the T4SD initiative's work across ITC's portfolio of technical assistance and advisory services, such as through targeted initiatives to support compliance with sustainability standards.

Another key lesson pertained to balance between the diverging interests of developed and developing countries with regard to voluntary sustainability standards. While these measures traditionally originated in the global North (though this is changing), compliance costs were borne primarily by producers in the South. The evaluation said that the T4SD project should explicitly communicate that ITC is a neutral interlocutor. It also recommended mainstreaming T4SD's work into ITC's broader capacity-building and advisory services.

## Sustainability Map: the T4SD initiative's newest platform

Sustainability Map ([www.sustainabilitymap.org](http://www.sustainabilitymap.org)) is the new platform enabling businesses around the world to trade more sustainably. Launched in October 2017, it builds on the T4SD initiative's work since 2009 to develop Standards Map, a public repository of information on voluntary sustainability standards, codes of conduct and international guidelines.

In addition to this database, which equips businesses, the public sector, consumers and other value-chain actors to better understand these standards, Sustainability Map offers information on market trends and links to standards-related training materials and trade fairs. It also allows companies to showcase sustainable practices and connect to potential business partners. Over 50,000 companies had set up profiles on the Sustainability Map network as of early 2018. ITC is working in Asia, Africa and Latin America to leverage the platform to connect producer cooperatives to international buyers.





## Financial overview

Funding for ITC to carry out its mandate has two principal components: the regular budget (RB), which is equally funded by the United Nations (UN) and the World Trade Organization (WTO) on a biennial basis, and extra-budgetary (XB) funds, which refer to the voluntary contributions made by member states, multilateral organizations, private sector entities and other sources, often covering multiple years. Programme support costs (PSC) are included in the latter; this budget is set annually via a charge to XB expenditures.

### KEY FINANCIAL DATA FOR 2017

- **\$102.48 million**: total value of new XB agreements signed in 2017, for projects running up to 2022.
- **\$122.75 million** was available as overall resources, comprised of an opening balance of \$29 million and \$93.75 million in new contributions. These resources include both multi-year funding and grants designated for 2017.
- **\$93.75 million** was received in gross contributions.
- **\$89.76 million** was the overall cumulative expenditure

Total expenditures in 2017 were slightly lower than the year before. RB expenditures increased by \$1.77 million to \$38.18 million. XB spending on technical assistance, capacity building and market intelligence totalled \$46.24 million gross (\$42.09 million net), roughly 3% less than in 2016. Programme support cost (PSC) expenditures amounted to \$5.34 million, with a small decrease of \$0.87 million.

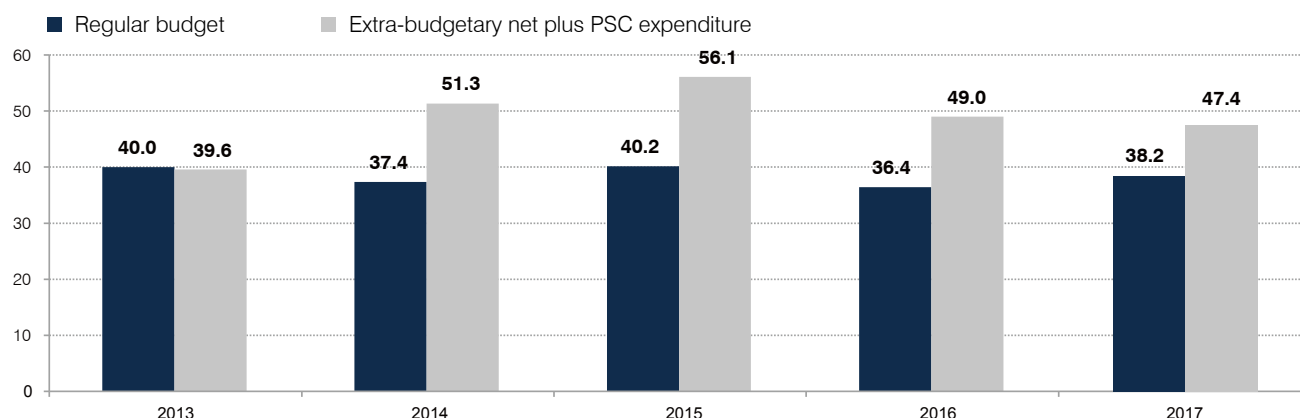
### Regular budget

The UN and WTO make equal contributions to fund the biennial RB, which covers running costs including salaries and common staff expenditures. RB funding also finances general research and development on trade promotion and export development, part of which results in published studies, market information and statistical services.

- **\$38.42 million** of RB resources were available for 2017, including the balance carried forward from 2016.
- **\$38.18 million** was recorded as expenditure as of 31 December 2017, which translates into an implementation rate of 99.4% of available resources.

During the 2016-2017 biennium, ITC's RB in Swiss francs was reduced several times due to the interaction of the budgetary procedures of its two parent organizations, the UN and WTO. The UN operates a biennial budget programme in US dollars, which includes a 'recosting' methodology allowing for budget adjustments based on exchange rate changes, inflation and other parameters. WTO operates a Swiss franc-based biennial budget, and does not provide for adjustments resulting from recosting during the two-year period. The rule providing for equal RB contributions from each parent organization means that the UN's downward adjustments resulting from recosting must be matched by WTO, while upward adjustments, because they cannot be matched by the WTO, cannot be implemented on the UN side. These changes have a significant impact on ITC's management of its resources. ITC, WTO and the UN Secretariat continue to work together to find an arrangement whereby the ITC budget in Swiss francs would not change due to recosting.

FIGURE 3 Expenditure pattern 2013–2017 (\$ million)



In 2017, the WTO and UN budget bodies reviewed and approved ITC's 2018-19 regular budget of 72,792,100 Swiss francs. The budget was prepared according to General Assembly resolution 71/274 and complied with reductions imposed by the UN, including those related to anticipated efficiencies from the implementation of the Umoja enterprise resource planning software system.

### Extra-budgetary funds

Total available resources in 2017 included:

- **\$24.69 million** carried forward from 2016.
- **\$53.13 million** in gross contributions received in 2017.

In spite of a general climate of constrained funding for international development programmes, ITC in 2017 secured \$102.48 million in new agreements with donor governments, multilateral agencies, and international foundations.

Contributions in 2017 reached \$53.13 million, with a relatively diversified base: 80% of XB funding came from 11 funders who each contributed more than \$1 million.

Measured by dollar expenditures, ITC in 2017 stabilized its technical assistance delivery at levels similar to the previous year, with gross XB expenditures of \$46.24 million.

At the end of 2017, ITC had a carry-over of \$31.57 million in extra-budgetary resources. In addition, signed funding agreements provide for future payments of \$105.90 million for programme activities in 2018 and beyond.

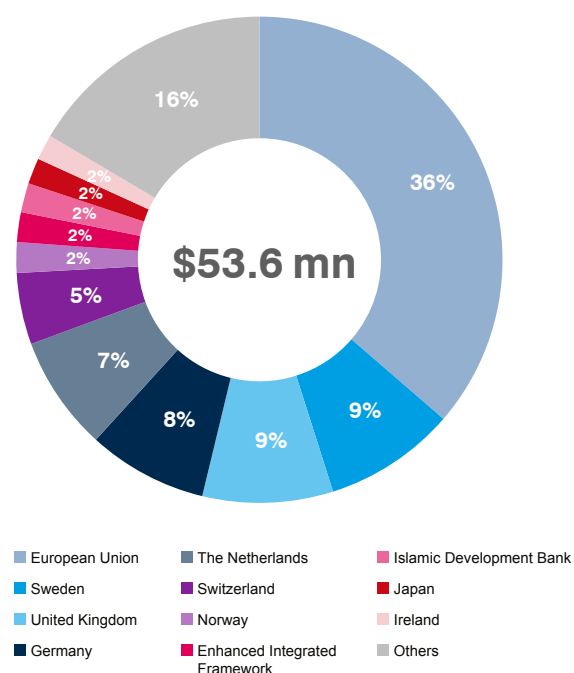
ITC's management of unearmarked (Window I) funds was audited in 2017 by the UN's Office of Internal Oversight Services (OIOS) as part of their regular audit services. The audit aimed to assess the adequacy and effectiveness of governance, risk management and control processes at ITC over the management and use of such funds. It covered the period from January 2015 to June 2017 and included a review of fundraising and donor relationships; the planning and use of Window I funds; and monitoring and reporting. The audit found that there were adequate arrangements for reviewing and approving Window I allocations as well as for donor reporting and managing donor relationships. Its review of sample expenditures showed adequate alignment with approved projects and activities. The audit found that ITC had used Window I funds to develop expertise and tools, and to demonstrate results, in new areas of work for which it had subsequently leveraged earmarked funds. ITC received recommendations to strengthen risk management and monitoring; these were adopted and their implementation is in progress.

TABLE 1 Status of resources (\$ million gross) as of 31 December 2017

DESCRIPTION	Opening balance*	Net income received**	Expenditures	Total cash at hand
Regular budget	2.17	36.25	38.18	0.24
Programme support costs	2.15	4.37	5.34	1.18
Total extra-budgetary resources	24.69	53.13	46.24	31.57
Extra-budgetary resources, Window I	2.04	8.99	8.14	2.88
Extra-budgetary resources, Window II	22.65	44.14	38.10	28.69
<b>Total</b>	<b>29.00</b>	<b>93.75</b>	<b>89.76</b>	<b>32.99</b>

\*The opening balance for the regular budget has been restated from \$2.19m to \$2.17m and for PSC from \$2.14m to \$2.15m

\*\*Net contribution including refunds to donors (\$0.47 million), excluding interest and transfers to operating reserves.

**FIGURE 4** Share of 2017 funder contributions to the ITC Trust Fund as of 31 December 2017

### Programme support account

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

- **\$4.37 million** received in PSC income in 2017 in addition to \$2.15 million carried forward from 2016.
- **\$5.34 million** in PSC expenditure.
- **\$1.18 million** balance in the PSC account at the end of the year.

### IPSAS and Umoja implementation

Since 2014, ITC's financial statements have been prepared in accordance with International Public Sector Accounting Standards (IPSAS). In 2017, the UN Board of Auditors issued an 'unqualified audit opinion', the technical term for a clear audit report, on ITC's financial statements for the year to 31 December 2016, confirming that ITC fully complies with IPSAS accounting and reporting requirements.

ITC continues to take advantage of Umoja to improve its project portal and dashboard of financial data. This has enabled more efficient and effective financial monitoring and management. In ITC's Division of Programme Support, some roles have been broadened to allow staff to adapt to new Umoja-related processes. The deployment of Umoja Extension 2 is planned for the third quarter of 2018.

**TABLE 2** RB expenditure in 2017 (\$ million gross)\*

CATEGORIES	Expenditure
Staff and other personnel costs	31.19
Operating and other direct costs	4.05
Contractual services	1.36
Travel	0.98
Equipment vehicles and furniture	0.59
<b>Total</b>	<b>38.18</b>
<b>Resources available</b>	<b>38.42</b>
<b>% of delivery</b>	<b>99.4%</b>

\* 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.

**TABLE 3** XB expenditure in 2017 (\$ million gross)

CATEGORIES	Expenditure
Staff and other personnel costs	32.08
Travel	4.87
Operating and other direct costs	3.27
Transfers and grants issued to implementing partners, incl. PSC	2.36
Contractual services	1.70
Grants out	1.45
Equipment, vehicles and furniture	0.35
Supplies, commodities and materials	0.15
<b>Total</b>	<b>46.24</b>

**TABLE 4** XB expenditure by focus area in 2017 (\$ million gross)

FOCUS AREAS	Expenditure
Providing Trade and Market Intelligence	4.26
Building a Conducive Business Environment	5.76
Strengthening Trade and Investment Support Institutions	3.74
Connecting to International Value Chains	12.29
Promoting and Mainstreaming Inclusive And Green Trade	10.55
Supporting Regional Economic Integration and South-South Links	8.72
Corporate (IT, results-based management, visibility and partnerships)**	0.92
<b>Total</b>	<b>46.24</b>

\* Includes initiatives that support and enhance the delivery of trade-related technical assistance projects: IT, results-based management, partnerships and visibility



# Human resource management

The top priorities for ITC's human resources management team in 2017 were continued work towards achieving gender equity; a talent assessment exercise followed up by leadership training for selected individuals; and a shift towards incorporating emotional intelligence considerations into the hiring process.

## Gender equity

ITC's work on gender equity has been widely recognized across the United Nations system as being progressive and innovative. ITC's executive director has pledged to reach gender parity at most professional levels by 2020, with parity at the P5 level to follow by 2023. In 2017 the percentage of female professionals at the P5 level increased to 24%, a 6.1 percentage point increase compared to 2015.

ITC achieved major progress under the United Nations System-Wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP). ITC met or exceeded requirements on 12 of the plan's 15 indicators compared with eight in 2014. On eight of the benchmarks, ITC obtained the highest possible ratings compared with just one in 2014.

United Nations Secretary-General António Guterres has referred to ITC as 'a model' for its gender parity initiatives. In Guterres's gender strategy, ITC's ambitious staggered targets accompanied by accountability, supporting measures and statistical projections warranted special mention as a desirable approach. The document cites ITC as 'another example of an entity that is on track for rapid and transformative change.'

## Management and leadership training

As part of an initiative aimed at realizing leadership potential and developing managerial excellence, ITC conducted a series of individual staff reviews involving the executive director, the deputy executive director, senior line

management and the chief human resources officer. Following the reviews, ITC's human resources management team developed a programme of tailored leadership and management training courses and offered them to selected individuals. Nineteen ITC staff (10 of them women) attended one of the following courses:

- Leadership, Women and the United Nations
- United Nations Emerging Leaders
- Accelerated Development Programme for Managers in International Organizations

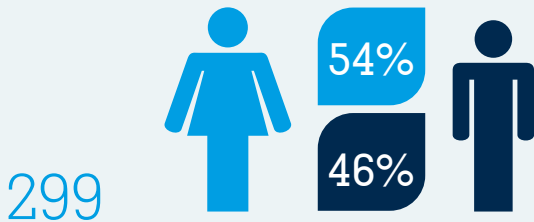
Feedback on the courses was universally positive from participants and their supervisors, who also reported improved performance by team members who had attended one of the courses.

## Recruitment, selection and satisfaction

ITC's human resources management team worked throughout 2017 to move the recruitment and selection process away from rote adherence to competency-based selection and towards a system that incorporates the use of emotional intelligence (EI) considerations in future staffing needs, starting with management and leadership posts. Several members of ITC's human resources team received training in the EQ-i system, a scientifically validated and empirically based instrument for measuring emotional intelligence. Using the EQ-i test promises to deliver measurable increases in efficiency, productivity, job satisfaction and personal well-being for individual ITC staff together with lower staff turnover costs for the organization. Trials are underway and, subject to continued success, the new EI-based system will be fully rolled out in 2018.

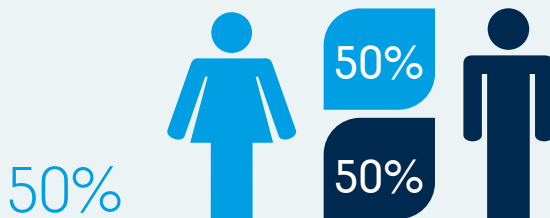
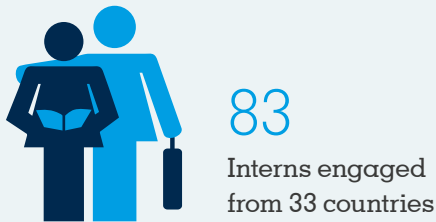
ITC's second annual staff engagement survey showed a 22% increase in participation, as well as improvements in areas such as staff well-being (satisfaction rating up 2.4%); information-sharing and communications (up 2.7%); and fairness (up 2.5%).

## ITC human resources in numbers

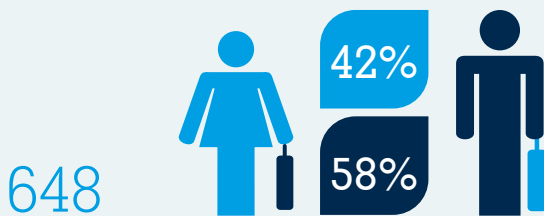


Staff members representing 83 nationalities

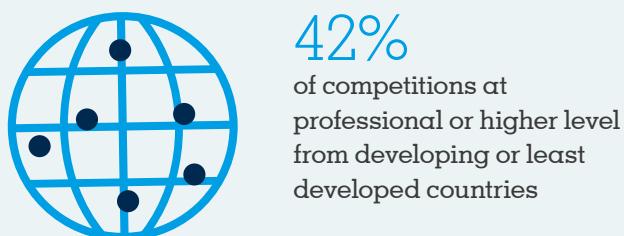
(Recruitment processes for 24 additional positions were ongoing at the end of 2017)



Fixed-term recruitment competitions won by women



Consultants and individual contractors (from 114 countries)



111

Staff members from developing and transition economies

19

Staff members from least developed countries

## First impressions



**Laetitia Yonli**

Associate Programme Adviser  
Office for Africa  
(Burkina Faso)

*I first started at ITC as an intern promoting faso danfani, the emblematic handwoven cotton fabric of my country, Burkina Faso. Breaking barriers by connecting the best of Burkinabe craftsmanship with the international fashion industry was inspiring. It deepened my outlook on trade as a motor of global economic development. We now increasingly see developing countries harnessing this trend. It is motivating to know ITC played a great role in this!*



**Kyunghoon Ahn**

Senior Expert  
Trade and Market Intelligence  
(Republic of Korea)

*My job involves managing and improving Procurement Map, one of ITC's market intelligence tools. Working at ITC has given me a great opportunity to contribute to improving transparency in the international procurement market, which is of particular value for micro, small and medium-sized enterprises (MSMEs). It is rewarding to see how the work of ITC supports MSMEs to improve their international competitiveness. It is a great pleasure working with my kind and brilliant colleagues at ITC.*



**Ingrid Colonna**

Social Affairs Officer  
Poor Communities and Trade  
(France)

*I started working at ITC as a consultant for the Ethical Fashion Initiative (EFI) in Ghana, and later worked with EFI chapters in Burkina Faso, Ethiopia and Mali. Each project was a great opportunity to discover a new value chain with its own set of challenges and stakeholders, and a great opportunity to grow as a professional and a person while meeting amazing people and contributing to a very inspiring mission! I'm now in charge of implementing EFI chapters' compliance with labour and environmental regulations, product traceability and impact measurement. I feel that ITC has provided me with a great growth opportunity and I am thankful for that!*

## Communications and outreach

In 2017, ITC continued to raise the profile of its work to support inclusive trade by engaging with influential news media in beneficiary and funder countries in tandem with an active social media presence.

Press coverage of ITC increased 27% over the year before with 6,413 media mentions. ITC initiatives were covered in global news outlets as well as in regional and national media. Trade data figures prominently in ITC's media footprint, with global news sources such as Reuters, Bloomberg, the Financial Times and national media in dozens of countries using figures from ITC market intelligence tools to illuminate their trade reporting.

ITC also used the press to get its own message out directly: ITC's executive director gave 165 interviews to media organizations from around the world in addition to publishing 15 op-ed articles in newspapers.

ITC's website received over 3.5 million page views in 2017 over the course of more than 1.8 million user sessions, with both figures rising almost 3% over the previous year. Some 91 news stories and 71 press releases and media advisories publicized the accomplishments of ITC projects and received almost 120,000 views. The online edition of ITC's quarterly publication, *International Trade Forum*, received 255,000 page views over the year.

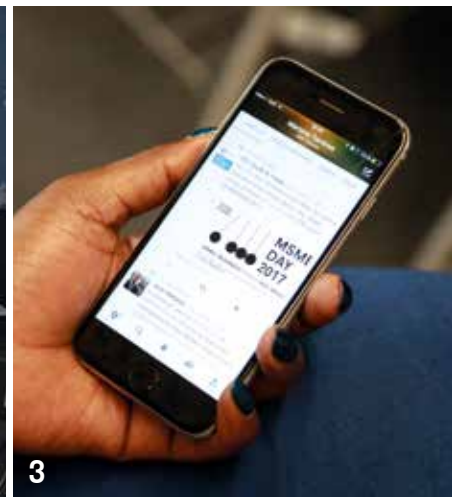
ITC continued to step up its efforts to reach a wider audience through social media, committing time and attention to developing audio-visual material to engage followers with news about projects, events and publications. ITC started broadcasting key events on Facebook Live and invested in new tools to measure and expand its social media impact. Over the course of 2017 ITC's main Twitter account (@ITCNews) expanded its reach by 28% to 21,160 followers. ITC's LinkedIn network rose over 14%, reaching 24,930 connections. ITC's Facebook following more than doubled to 21,160.

Video- and graphic-heavy social media campaigns helped draw attention to ITC initiatives such as #TradeMatters, events including the World Export Development Forum and publications like the *SME Competitiveness Outlook* and the *State of Sustainable Markets*. 'Trade Compass,' ITC's video news programme on trade and development, was linked to major ITC activities, covering topics such as migration, youth and digital trade for small businesses.

### Targeting publications to specific audiences

ITC's policy-oriented research publications remained highly visible in 2017, with the total number of web downloads for 44 new publications and the pre-existing collection reaching 34,421. The most downloaded publications were the *ITC Coffee Guide*, the *SME Competitiveness Outlook 2016* and





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1. Trade for Sustainable Development Forum, Geneva  
 2. Interviewing ITC's 2017-18 Mo Ibrahim Foundation fellow  
 3. MSME Day social media campaign

1.8 million  
 visitors to ITC website  
 (3% increase over 2016)



3.5 million  
 ITC page views online  
 (3% increase over 2016)



6 413  
 media mentions  
 (27% increase over 2016)




34 421  
 publication downloads



Social media followers  
 (increase over 2016)

Facebook	108%
Twitter	28%
LinkedIn	14%



*Model Contracts for Small Firms.* A newcomer to the most successful downloads is the annual *State of Sustainable Markets* report, which outlines data on production areas, volumes and producers for 14 major sustainability standards across bananas, cocoa, coffee, cotton, palm oil, soybeans, cane sugar, tea and forestry products. The report is based on a partnership with the Research Institute of Organic Agriculture and the International Institute for Sustainable Development.

Bundling ITC publications into thematic collections surrounding selected events helped bring ITC publications to the attention of business leaders, government officials, researchers and the media.

The third edition of ITC's annual flagship report, the *SME Competitiveness Outlook 2017*, focused on regional economic integration, addressing recommendations to businesses, trade and investment support institutions and policymakers on how best to enable MSMEs to connect to regional value chains as a stepping stone towards global markets. Other topics addressed by ITC publications in 2017 included tourism; e-commerce opportunities for MSMEs in China and other large emerging markets; non-tariff measure surveys in selected developing countries; managing quality; and the competitiveness of small women-owned businesses.





## Major ITC events

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### SheTrades Global 2017

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Istanbul, 23–24 February

Women entrepreneurs at SheTrades Global (formerly the Women Vendors Exhibition and Forum, or WVEF) explored business opportunities in over 1,000 bilateral meetings with buyers including Deloitte; Garanti Bank; General Electric; Procter & Gamble; and the Turkish subsidiaries of Allianz, Mercedes-Benz and Microsoft. The women entrepreneurs also received training from partners such as AXA Insurance, Deloitte, Garanti Bank, the International Finance Corporation and law firm Sidley Austin. A highlight of the event was the WVEF Investment Challenge, which was won by Kenya's Skylon Global, a woman-led startup with an app to connect people to healthcare providers.

### International Forum on Women and Trade

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Brussels, 20 June

ITC's executive director and the European Commissioner for Trade co-hosted the International Forum on Women and Trade to galvanize support for inclusive trade policy and the SheTrades initiative. The first gathering of its kind, the event brought together ministers, parliamentarians, civil society representatives and CEOs from over 30 countries to identify strategies and actions to address challenges for women in international trade.

### MSME Day 2017: Small business, big impact

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Global, 27 June

The United Nations introduced this new international event to raise public awareness about the importance of micro, small and medium-sized enterprises (MSMEs) in inclusive economic growth and international development. As the agency appointed to spearhead MSME Day initiatives within the United Nations family, ITC and its partners hosted events in Geneva and New York to advocate for increased support for addressing MSME needs and concerns. Governments and senior United Nations leaders used the events to recognize the major role for MSMEs in creating jobs and achieving the 2030 Agenda for Sustainable Development.

### ITC at the Sixth Global Review of Aid for Trade

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Geneva, 11–13 July

At the World Trade Organization's Sixth Global Review of Aid for Trade, ITC organized events to shine a spotlight on supporting the Gambia's bid to use trade to drive development following the country's political transition. ITC experts shared examples of project impact in tourism; the economic empowerment of women and refugees; de-commoditization; sustainable supply chains; and regional integration. ITC also introduced its Export Potential Map, a new tool for countries and companies seeking to diversify and expand trade.



1. Sixth Global Review of Aid for Trade, Geneva 2. World Export Development Forum, Budapest 3. Trade for Sustainable Development Forum, Geneva 4. SheTrades Global 2017, Istanbul

## Trade for Sustainable Development Forum

Geneva, 25–27 September

At the fourth annual Trade for Sustainable Development Forum, representatives from private companies, governments, standards organizations and international organizations explored new models of cooperation to reach sustainability goals. ITC's new Sustainability Map platform was launched at the event.

## World Export Development Forum (WEDF) 2017

Budapest, 25–26 October

At the 17th edition of WEDF more than 600 delegates from 65 countries explored how to make trade work for the 99%, with a focus on improving access to digital trade; integrating MSMEs into regional value chains; fostering innovation and environmentally sustainable solutions; and moving from agriculture to agribusiness. The event, co-hosted by the Hungarian Ministry of Foreign Affairs and Trade, included business-to-business matchmaking meetings that

generated new partnerships and business leads in the agro-processing sector. A new pitch competition for young entrepreneurs was won by Ghanaian company AgroCenta, which went on to win the 2018 Seedstars World competition for emerging market start-ups.

## ITC at the 11<sup>th</sup> WTO Ministerial Conference

Buenos Aires, 11–14 December

In partnership with Iceland, Sierra Leone and the International Gender Champions, ITC was one of the driving forces behind the Declaration on Women and Trade adopted in Buenos Aires by over 120 WTO Members. Signatories to the declaration, which was presented to the chair of the Ministerial Conference, pledged to identify and remove barriers to opportunity for women in the global economy. ITC also launched two new market intelligence tools, the Global Trade Helpdesk and the Cotton Portal, as well as an Argentina chapter of SheTrades and a Spanish-language version of Sustainability Map.



# Partnering for sustainable development

In 2017 ITC expanded and deepened its partnerships with a diverse range of public and private stakeholders. These valued partners helped ITC better address a diverse array of client needs. For instance, academic institutions contributed skills training, funders provided financial resources, development partners supported capacity building and private enterprises supported market connections. Each enhanced ITC's ability to improve the international trade performance of micro, small and medium-sized enterprises (MSMEs).

Within countries, ITC works actively with United Nations country teams to leverage their local knowledge, administrative support and access to key decision makers.

On the policy front, ITC contributed to the United Nations Joint Inspection Unit report *The United Nations System - Private Sector Partnerships Arrangements in the Context of the 2030 Agenda for Sustainable Development*.



Opening the World Tourism Organization's Geneva liaison office

## Intergovernmental organizations

ITC launched an online Global Trade Helpdesk and a market intelligence platform for cotton products in cooperation with the **World Trade Organization (WTO)** and the **United Nations Conference on Trade and Development (UNCTAD)**.

ITC continued to collaborate with UNCTAD to jointly implement trade facilitation information portals in East Africa.

The **United Nations World Tourism Organization (UNWTO)** opened a Geneva liaison office within ITC premises. Working under the same roof allows ITC and UNWTO to strengthen their partnership to maximize the tourism sector's contribution to the 2030 Agenda for Sustainable Development. Under the Youth Empowerment Project in the Gambia, ITC worked with UNWTO to develop and launch a new curriculum comprising 12 training modules for the Gambia Tourism and Hospitality Institute.

ITC and the **International Organization for Migration (IOM)** are developing a two-year project in Turkey to promote the integration into local labour markets of Syrians granted temporary protection status in the country. The project will work to strengthen the business and trade competitiveness of MSMEs, specifically targeting job creation and entrepreneurship in Turkish host communities.

The **Norwegian Refugee Council (NRC)** and the **United Nations High Commissioner for Refugees (UNHCR)** have been collaborating with ITC to implement the Refugee Employment and Skills Initiative in Dadaab, Kenya. The initiative harnesses market-based incentives to enhance livelihood opportunities for refugees by developing sector value chains while strengthening host communities.



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1. A student surfing the internet, Dadaab, Kenya © Chris Muturi-NRC 2. Wamo Womens's group in Hagadera, Kenya © Chris Muturi-NRC  
3. MoU signing with Secretariat of Economic Integration of Central America

## Regional organizations

ITC continued to collaborate with the **Central European Free Trade Agreement (CEFTA)** secretariat to address non-tariff measures (NTMs) hampering trade within the bloc.

The main objective of ITC's cooperation with the **Eurasian Economic Commission** is to contribute to the sustainable economic development of Eurasian Economic Union member states through the creation of an effective business environment that fosters increased intraregional trade.

ITC formed a partnership with the **Economic Community of West African States (ECOWAS)** Commission to train MSMEs on the opportunities presented by the WTO Trade Facilitation Agreement in ECOWAS member states.

ITC continued its collaboration with the **African, Caribbean and Pacific (ACP) Group of States**, working with the ACP Secretariat to implement the ACP-EU Commodities Programme that seeks to increase production, processing and international market integration in the Caribbean coconut sector value chain.

ITC's partnership with the **Caribbean Development Bank (CDB)** set a new precedent for cooperation with multilateral development banks. ITC acted in the capacity of consultant under a services contract, a modality that could be applied to other potential development lenders.

The partnership with the **Secretariat of Economic Integration of Central America (SIECA)** allowed ITC to increase its presence in Central America. The partnership, which dates back to 2012, concluded a \$1.6 million regional integration project in 2017 and could contribute to discussions on the creation of a Central American digital trade platform.

In partnership with the **Alliance for a Green Revolution in Africa (AGRA)**, ITC is working to boost productivity and incomes for smallholder farmers.

## National partner institutions

The **Azerbaijan Export and Investment Promotion Foundation (AZPROMO)**, a joint public-private initiative established by Azerbaijan's government, is working with ITC to increase the contribution of non-oil sectors to the Azerbaijan economy through the EU-financed 'Eastern Partnership: Ready to Trade – an EU4Business Initiative.'

ITC signed a memorandum of understanding with **GIZ**, the German Society for International Cooperation, to provide MSMEs in Europe and developing countries with a toolbox to implement climate risk management and sustainable business practices by testing the GIZ Climate Expert Approach within the ITC enterprise network.

The **China Council for the Promotion of International Trade (CCPIT)** and the **China-Africa Development Fund** have been key partners under the Partnership for Investment and Growth in Africa (PIGA) project, which in 2017 continued to assist Ethiopia, Kenya, Mozambique and Zambia to realize the full benefits of Chinese investment and trade in agro-processing and light manufacturing sectors. ITC also worked with CCPIT to train MSMEs from Asian least developed countries on Chinese business culture to enhance their capacity to export to China.

The **Netherlands** government's **Centre for the Promotion of Imports from developing countries (CBI)** and ITC built on their longstanding relationship. In tourism, CBI and ITC offered marketing and branding advisory services and export promotion support to tour operators in Myanmar's Kayah state. In the information technology and information technology-enabled services sectors, ITC and CBI worked closely together, and with other CBI projects, to create synergies where increased capacity in Bangladesh was able to benefit project implementation in Kenya and Uganda.



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4. ITC Executive Director Arancha González and Chinese Vice Minister of Commerce Wang Shouwen sign a cooperation agreement in Beijing  
5. ACP Secretary-General Patrick Gomes at the World Export Development Forum 2017 6. Arancha González meets Hongbing Gao, Alibaba Vice President

The **United Nations Development Programme** (UNDP) and ITC continued joint programming for country-based collaboration in Afghanistan in cooperation with the EU.

In Sri Lanka, the **Advisory Centre for WTO Law** (ACWL) and ITC collaborated on a pilot intervention to strengthen institutional capacities to address trade remedies.

#### Private enterprises and associations

ITC and logistics firm **DHL** expanded their collaboration to enable more African enterprises to do business online. An online export logistics readiness training programme through ITC's SME Trade Academy is designed to build skills and competencies in transportation, warehouse management, customs brokerage and last-mile distribution services. In cooperation with both DHL and private-sector

standards bodies, ITC offered quality assurance and logistics training to MSMEs globally.

ITC has an ongoing collaboration with the **Sustainable Agriculture Initiative** (SAI) Platform, a consortium of food and beverages companies that have jointly developed the Farm Sustainability Assessment. SAI is using ITC's Sustainability Map tool to enhance market access for growers and cooperatives worldwide.

ITC and the **European Feed Manufacturers' Federation** (FEFAC) signed a memorandum of understanding to develop a customized benchmarking tool to assess and compare sustainability standards and codes applied in the soybean sector. Adopting FEFAC sustainable sourcing guidelines helps companies mitigate negative environmental impacts such as deforestation.



Conference on e-commerce and developing countries, Graduate Institute, Geneva



1.-2. Geneva 2030 Ecosystem Innovation Sprint

ITC chaired the Working Group on Strengthening the **Women 20 (W20)** for the Group of 20's (G20) official engagement group for women's economic empowerment. The collaboration resulted in a W20 communiqué to G20 leaders. The G20 adopted several of the W20 recommendations and launched a Women Entrepreneurs Financing Initiative (We-Fi) and a taskforce of leading businesswomen.

ITC has begun a new collaboration with the **eco.business Fund**, which aims to provide financing to local partner institutions in Latin America and the Caribbean to promote sustainable production and consumption. The collaboration provides transparency for sustainable investments that contribute to biodiversity, mitigate financial risks and preserve natural resources.

The **Alibaba Research Institute** partnered with ITC to jointly train MSMEs from Asian east developed countries to access the Chinese e-commerce market.

The ITC Ethical Fashion Programme continues to lead ITC's cooperation with international clothing and design companies. **Vivienne Westwood, EDUN, United Arrows** and **MIMCO** are among the companies opening markets for African and Asian micro-producers, many of them women.

**Noberasco**, an Italian leader in the dehydrated and dried fruits sector, has shown keen interest in collaborating with ITC to develop the market for dried organic tropical fruits from Sri Lanka. The company is participating in the development of a feasibility study for value addition in the country's fruit and vegetable sector through a project preparation grant from the WTO Standards and Trade Development Facility. The project would be implemented by ITC and the Lanka Fruit and Vegetable Producers, Processors and Exporters Association.



Ethical Fashion Initiative production for EDUN, Burkina Faso  
© ITC Ethical Fashion Initiative & Anne Mimault



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3. ITC delegation with Afghan trainees at the Centre for WTO Studies, New Delhi 4. Geneva Global Goals Innovation Day, Geneva

### Academic institutes and think tanks

The **Evian Group** and ITC collaborated on facilitating multi-stakeholder dialogue on global trade issues to foster thought leadership and the cross-fertilization of perspectives.

The **Centre for WTO Studies** of the Indian Institute of Foreign Trade and ITC entered into a long-term partnership aimed at building the trade policy capacity of Afghanistan's Ministry of Commerce and Industry.

In Sri Lanka, ITC worked with two national training institutes, the University of Sri Lanka's **Postgraduate Institute of Management** and the country's **National Institute of Exports** (NIOE), to incorporate trade policy and trade facilitation courses into curriculums on international trade law and economics. ITC and NIOE also developed an e-learning curriculum for MSMEs on cross-border export procedures.

In Tajikistan, ITC worked with the **Aga Khan Development Network** (AKDN) Enterprise Development Platform to improve access to capital for textiles and clothing companies. An investment analyst visited nine ITC project beneficiaries in the Sogd region in September, one of which had already signed a memorandum of understanding with AKDN by year's end.

In partnership with the **African Guarantee Fund for Small and Medium-sized Enterprises** and through the support of the **Nordic Development Fund**, ITC is working to expand access to climate-focused finance for MSMEs in Africa. The collaboration, which builds on the 2016 Sustainable Innovation Forum in Marrakesh, introduces a green-guarantee instrument designed to unlock financing for MSMEs to invest in low-carbon, green-growth and climate-resilient development.

As part of the Youth Empowerment Project in the Gambia, ITC established a partnership with the **Auroville Earth Institute**, an India-based training institute for building and construction, to train youth in new building techniques. Fourteen young Gambians, including architects, engineers, contractors and masonry workers, travelled to India and attended a two-week training programme on compressed stabilized earth blocks technology.



■ 141

Countries in which ITC  
was active in 2017





# Appendices

# APPENDIX I

## ITC FOCUS AREAS AND PROGRAMMES

FOCUS AREAS	PROGRAMMES
<b>1. Providing Trade and Market Intelligence</b>	Transparency in Trade
	Non-Tariff Measures in Goods and Services
	Competitive Intelligence
<b>2. Building a Conducive Business Environment</b>	Trade Development Strategies
	Trade Facilitation
	Supporting Trade Negotiations and Policy Reform
<b>3. Strengthening Trade and Investment Support Institutions</b>	Strengthening Trade and Investment Support Institutions
<b>4. Connecting to International Value Chains</b>	Value-added to Trade
	E-Solutions: Enabling Trade Through Digital Channels
<b>5. Promoting and Mainstreaming Inclusive and Green Trade</b>	Empowering Women to Trade
	Empowering Poor Communities to Trade
	Youth and Trade
	Trade for Sustainable Development
<b>6. Supporting Regional Economic Integration and South-South Links</b>	Boosting Regional Trade
	South-South Trade and Investment

## HOW ITC PROGRAMMES LINK TO SUSTAINABLE DEVELOPMENT GOALS AND TARGETS

SDG	TARGETS	PROGRAMMES
<b>Goal 1</b> End poverty in all its forms everywhere.	<b>1.2</b> Reduce proportion of men, women and children of all ages living in poverty.	All programmes
	<b>1.7</b> Create sound policy frameworks based on pro-poor and gender-sensitive development strategies.	
<b>Goal 2</b> End hunger, achieve food security and improved nutrition and promote sustainable agriculture.	<b>2.3</b> (1) Double productivity and incomes of small-scale food producers, in particular women and (2) provide access to knowledge, markets and opportunities for value addition.	Non-Tariff Measures Programme Transparency in Trade Programme Trade and Environment Programme Value Added to Trade Programme
	<b>2.4</b> Ensure sustainable food production systems.	
<b>Goal 4</b> Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.	<b>4.4</b> Ensure youth and adults have relevant skills for employment, decent jobs and entrepreneurship.	Youth and Trade Programme
<b>Goal 5</b> Achieve gender equality and empower all women and girls.	<b>5.5</b> Ensure women's full and effective participation in business and trade and equal opportunities.	Empowering Women to Trade Programme
	<b>5a</b> Support women's equal rights to economic resources.	E-Solutions Programme Trade and Environment Programme
	<b>5b</b> Enhance use of enabling technology to promote the empowerment of women.	
<b>Goal 8</b> Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.	<b>8.2</b> Achieve higher levels of economic productivity through diversification, technological upgrading and innovation.	All programmes
	<b>8.3</b> (1) Promote policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation and (2) encourage formalization and growth of micro, small and medium-sized enterprises.	
	<b>8.9</b> Implement policies to promote sustainable tourism that creates jobs and promotes local culture and products.	
	<b>8.11</b> Increase Aid for Trade support.	
<b>Goal 9</b> Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.	<b>9.3</b> Increase access of SMEs to financial services and integration into value chains and markets.	Transparency in Trade Programme Trade Development Strategies Programme Value Added to Trade Programme
	<b>9b</b> Ensure a conducive policy environment for industrial diversification and value addition.	
<b>Goal 10</b> Reduce inequality within and among countries.	<b>10.1</b> Achieve income growth of the bottom 40%.	Supporting Trade Negotiations Programme Value Added to Trade Programme
	<b>10.8</b> Implement special and differential treatment for developing countries, in particular least developed countries, in accordance with WTO agreements.	
<b>Goal 12</b> Ensure sustainable consumption and production patterns.	<b>12.2</b> Achieve sustainable management and efficient use of natural resources.	Transparency in Trade Programme Trade and Environment Programme Value Added to Trade Programme
	<b>12.6</b> Support companies in adopting sustainable practices and integrating sustainability information into their reporting cycles.	
<b>Goal 16</b> Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.	<b>16.6</b> Support effective, accountable and transparent institutions at all levels.	Strengthening Trade and Investment Support Institutions Programme Supporting Trade Negotiations Programme
	<b>16.7</b> Ensure responsive, inclusive, participatory and representative decision-making.	
	<b>16.8</b> Ensure participation of developing countries in the institutions of global governance.	
<b>Goal 17</b> Strengthen the means of implementation and revitalize the global partnership for sustainable development.	<b>17.10</b> Ensure a universal, rules-based, open, non-discriminatory and equitable multilateral trading system under the WTO.	All programmes
	<b>17.11</b> Support significantly increased exports of developing countries, doubling the least developed countries' share of global exports by 2020.	
	<b>17.12</b> Realize timely implementation of duty-free and quota-free market access on a lasting basis for all least developed countries.	

# APPENDIX II

## ITC TECHNICAL COOPERATION BY REGION AND FOCUS AREA

PROJECTS BY REGION	FOCUS AREA 1	FOCUS AREA 2	FOCUS AREA 3	FOCUS AREA 4	FOCUS AREA 5	FOCUS AREA 6	CORPORATE	FUNDERS	OP BUDGET \$'000	EXPENDITURE \$'000	% DELIVERED
<b>Africa</b>											
Africa: Partnership for investment-led growth (scoping and design phase) (A513)						■		United Kingdom	139	123	89%
Africa: Supporting Indian trade and investment (SITA) (A854)						■		United Kingdom	3 120	4 281	137%
Africa: Trade promotion and value addition for African cotton (A920)						■		European Union	50	210	419%
Africa: Improving food packaging for small and medium agro-enterprises (A554)				■				FAO	100	109	109%
Africa: Sustainable finance trainings for local banks (B319)				■	■			African Guarantee Fund	150	456	304%
African Caribbean and Pacific states (ACP): Private sector development (B400)				■				ITF Window I (BDF)	-	10	-
Associate Expert: Office for Africa (B215)						■		Finland	90	50	56%
Associate Expert: Regional Office for Africa (B323)						■		Netherlands	160	179	112%
Benin: Strengthening production and trade capacities (A860)				■				EIF	80	33	42%
Burkina Faso et Mali: Ethical Fashion: Création d'emplois équitables et développement durable de microentreprises dans le secteur mode et "lifestyle" (B276)						■		European Union	1 500	1 307	87%
Comoros: Improving the competitiveness of vanilla ylang-ylang and clove exports (A863)				■				EIF	220	159	72%
East Africa: Empowering women in trade (Women and Trade Programme Phase II) (B342)			■		■			Trademark East Africa	311	355	114%
East and Southern Africa: Project coordination (B426)	■			■	■	■		ITF Window I	25	55	219%
Eritrea: Job creation for the Youth (B448)					■			ITF Window I (BDF)	-	9	-
Gambia: Youth empowerment (B179)		■		■	■			European Union	3 071	2 855	93%
Guinea: Development of the mango sector (B013)				■				EIF	150	149	100%
Guinée: Programme d'appui à l'intégration socio-économique des jeunes (INTEGRA) (B463)		■	■	■	■	■		ITF Window I (BDF)	-	47	-
Kenya: Enhancing export competitiveness of the IT and ITES industry (NTF III) (A923)				■				Netherlands	125	119	95%
Kenya: Enhancing the export competitiveness of the avocado industry (NTF III) (A869)				■	■			Netherlands	30	41	137%
Lesotho: Horticulture productivity and trade development (B158)				■				Enhanced Integrated Framework	-	46	-
Malawi: Improving trade statistics and trade information systems (A864)	■							European Union	375	402	107%
Mano River: Value Chain Development for Cocoa and Associated Crops (NTF IV) (B586)			■	■	■			Netherlands	-	206	-
Nigeria: Sustainable agri-food development (B449)	■							ITF Window I	40	24	60%
Participation of a Malian delegation of Gum Arabic Exporters to Food Ingredients (B617)					■			Mali	-	46	-
Refugee Employment and Skills Initiative (RESI): Linking Refugees in Kenya to Market Opportunities (Component 1) (B381)					■			Netherlands	-	26	-

PROJECTS BY REGION	FOCUS AREA 1	FOCUS AREA 2	FOCUS AREA 3	FOCUS AREA 4	FOCUS AREA 5	FOCUS AREA 6	CORPORATE	FUNDERS	OP BUDGET \$'000	EXPENDITURE \$'000	% DELIVERED
Route du coton C4 (B162)						■		ITF Window I (BDF)	-	7	-
Rwanda: Boosting the international competitiveness of SME clusters (A862)				■				Germany, One UN Rwanda	43	17	39%
Rwanda: Enabling the future of e-commerce (B330)				■				Germany	22	120	544%
Senegal: Export development of IT and IT-enabled services (NTF IV) (B390)				■	■			Netherlands	-	26	-
Senegal: Improving the competitiveness of the mango industry (A996)				■				EIF	350	361	103%
Senegal: Youth entrepreneurship project (A374)					■			ITF Window I (BDF)	-	154	-
Tanzania: Integration of horticulture supply/value chains into tourism - SECO component (B265)			■	■				Switzerland	226	252	112%
Tchad: Projet de renforcement des capacités commerciales de la filière gomme arabique Tchadienne (A861)				■				EIF	80	71	88%
Togo: Renforcement des capacités productives et commerciales de la filière soja (B345)				■				EIF	80	78	98%
UEMOA: Export development and regional integration (B216)						■		European Union, UEMOA	2 433	1 968	81%
UEMOA: Projet de développement des exportations sous AGOA (B414)				■		■		UEMOA	-	100	-
Uganda: Enhancing export competitiveness of the IT and ITES industry (NTF III) (A924)				■				Netherlands	140	118	84%
Uganda: Export development of IT and IT-enabled services (NTF IV) (B387)				■	■			Netherlands	-	50	-
Zambia: Green jobs (A813)			■					One UN Zambia	100	86	86%
Zimbabwe: Regional integration capacity building project for cotton-to-clothing sector (B370)	■	■	■			■		European Union	93	(16)	-17%
Zimbabwe: Strengthening the national sanitary and phytosanitary institutional framework (A293)		■		■				European Union	600	291	48%

### Arab States

Arab States: Aid for trade initiative (A895)	■	■	■					UNDP	600	615	103%
Arab States: Development of SME exports through virtual market places (A676)	■	■		■				World Bank	800	619	77%
Arab States: NTM for Arab States (A683 / A538)	■		■					USA	400	161	40%
Arab States: NTM for Arab States (OAS component)	■		■					USA	250	(1)	-1%
Associate Expert: Empowering Women to Trade (B322)					■			Germany	123	59	48%
Jordan: Refugee employment and skills initiative (B450)					■			Japan	181	0	0%
Libya: Strengthening the Libyan Trade Academy (B409)			■		■			France	500	277	55%
Morocco: Export development for employment creation (A749)				■	■			Canada	800	621	78%
North Africa: Engaging SMEs and Arab Diaspora to Support Export Driven Economic Growth (B438)		■		■				Japan	225	152	68%
Palestine: Creating a one-stop-shop for sustainable business (A674)			■		■			UNDP	350	68	19%
Projet de développement et de promotion du tourisme en République de Djibouti (A993)			■	■				EIF	-	43	-
Sudan: Supporting Economic stabilization through accession to the World Trade Organization (B446)		■						Japan	97	73	75%
Syria: Developing Production Capacity and linking internally displaced populations to international Markets (B434)					■			Japan	291	209	72%
Tunisia: Strengthening the competitiveness of the textile and garments value chain (A668)				■				Switzerland	800	517	65%

PROJECTS BY REGION	FOCUS AREA 1	FOCUS AREA 2	FOCUS AREA 3	FOCUS AREA 4	FOCUS AREA 5	FOCUS AREA 6	CORPORATE	FUNDERS	OP BUDGET \$'000	EXPENDITURE \$'000	% DELIVERED
<b>Asia and the Pacific</b>											
Afghanistan: Trade-related assistance (A764)	■							European Union	1 800	1 465	81%
ASEAN: Lao People's Democratic Republic (Arise plus) (B505)	■							ITF Window I	-	33	-
Asian LDCs: Enhancing export capacity for intraregional trade (A850)						■		China	423	419	99%
Associate Expert: Office for Asia and the Pacific (B221)			■	■				Japan	75	69	92%
Bangladesh: IT & ITES export competitiveness (NTF III) (A973)			■	■				Netherlands	211	128	61%
Feasibility study for value addition in the fruit and vegetable sector of Sri Lanka (B531)			■	■				WTO	-	24	-
Fiji: Improving services agriculture (B056)				■				European Union	-	6	-
Myanmar: Improving food safety and compliance with SPS measures to increase export revenues in the oilseeds value chain (A648)			■	■				WTO STDF	350	256	73%
Myanmar: Inclusive tourism - focusing on Kayah State (NTF III) (A852)				■				Netherlands	254	157	62%
Myanmar: Inclusive tourism development with focus on Kayah state (consolidation) & Tanintharyi (extension) (NTF IV) (B386)				■				Netherlands	-	41	-
Myanmar: National export strategy implementation management support (B284)	■							Germany	10	21	205%
Myanmar: Trade-related technical assistance (ARISE+ Myanmar) (B567)						■		ITF Window I (BDF)	-	17	-
Nepal: Pashmina enhancement and trade support (A907)				■				EIF	500	630	126%
Pacific: Economic empowerment of women (Women and Trade Phase 2) (A775)					■			Australia	400	390	97%
Pakistan: Growth for rural advancement and sustainable progress (GRASP) (B466)	■			■	■			ITF Window I (BDF)	-	37	-
Secondee: Republic of Korea (B220)				■				Korea	-	356	-
Sri Lanka: Trade-related assistance (A306)	■			■				European Union	2 000	3 708	185%
<b>Eastern Europe and Central Asia</b>											
Eastern Partnership: Fostering the integration of SMEs into EU value chains (B252)				■				European Union	500	170	34%
Kyrgyzstan: Improving the international competitiveness of the textile and clothing sector (GTEX) (B676)			■	■				Switzerland	-	5	-
Kyrgyzstan: Strengthening export competitiveness of SMEs in the textile and clothing sector and enhancing trade support institutional capacity (A466)	■			■				Switzerland	60	134	224%
Support to facilitating trade between CEFTA parties (B444)	■							European Union	321	87	27%
Tajikistan: Improving the international competitiveness of the textile and clothing sector (GTEX) (B675)	■	■	■	■				Switzerland	-	5	-
Tajikistan: Strengthening export competitiveness of SMEs in the textile and clothing sector and enhancing trade support institutional capacities (A666)	■			■				Switzerland	290	167	58%
Tajikistan: WTO accession negotiations - Policy advice and capacity building (Component One) (A467)	■	■						Switzerland	180	173	96%
Ukraine: Linking SMEs in the fruit and vegetables industry to global and domestic value chains (A303)	■			■				ITF Window I, Sweden	530	495	93%

PROJECTS BY REGION	FOCUS AREA 1	FOCUS AREA 2	FOCUS AREA 3	FOCUS AREA 4	FOCUS AREA 5	FOCUS AREA 6	CORPORATE	FUNDERS	OP BUDGET \$'000	EXPENDITURE \$'000	% DELIVERED
<b>Latin America and the Caribbean</b>											
Barbados: Enhancing the food safety and quality infrastructure in the condiments sub-sector (B166)		■						Caribbean Development Bank	30	33	110%
Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts (A325)			■	■				European Union	1 200	1 820	152%
Haiti: Ethical fashion initiative (A922)					■			USA	202	387	191%
St. Lucia: Strengthening the institutional infrastructure for export promotion (A332)			■					ITF Window I, St. Lucia	600	420	70%
St. Vincent and the Grenadines: Market technology and food safety compliance assessment for the arrowroot industry (B108)			■	■				Caribbean Development Bank	41	25	60%
The Bahamas: Setting-up the Bahamas Trade Information Services (BTIS) (B177)	■	■						Caribbean Development Bank	77	89	116%
<b>Global and multi-region</b>											
AIM for results (A776)			■					ITF Window I	900	928	103%
Associate Expert: Sector and Enterprise Competitiveness (B308)		■						Italy	128	148	116%
Associate Expert: Sustainable and Inclusive Value Chains (B307)				■				Netherlands	45	142	316%
Associate Expert: Trade and Environment (B198)					■			Germany	183	147	80%
Associate Expert: Trade Facilitation and Policy for Business (B393)		■						Finland	131	130	99%
Associate Expert: Enterprises and Institutions (B412)			■	■	■			Germany		131	-
Business Development Fund							■	ITF Window I	650	-	-
DHL Partnership - Developing an innovative offer on transport and logistics (B274)				■				DHL	-	71	-
Economic Partnership Agreements (EPAs) in Asia-Pacific and European Union (EU) Phase II (B500)	■							National Graduate Institute for Policy Studies	-	27	-
E-learning (B155)	■	■	■	■	■	■	■	Revolving Fund	150	12	8%
E-solutions: Basic tools and training (B273)				■				ITF Window I, USA	400	222	56%
Euro-Med trade investment facilitation mechanism – an online tool and problem-solving network (A859)	■							European Union, Turkey	250	401	160%
Export competitiveness programme management (NTF III) (B197)				■				Netherlands	400	384	96%
Export Potential Map (A341)	■							ILO, ITF Window I (BDF), USA	210	369	176%
Export strategy design and management (A802)		■	■					ITF Window I	600	598	100%
Global: Networking and knowledge management for the textile and clothing sector (GTEX) (B451)				■				Switzerland	-	38	-
Global Platform for Action on Sourcing from Women Vendors (Women and Trade Phase 2) (A772)					■			ITF Window I	93	51	55%
Improving the business environment for exporting SMEs through trade facilitation (A812)		■						ITF Window I	722	658	91%
Improving transparency in trade through embedded market analysis tools (B352)	■							Islamic Centre for Development of Trade	44	41	94%
Improving transparency in trade through market analysis tools as a global public good (B336)	■							European Union, ITF Window I, TMI Revolving Fund	1 147	1 756	153%

PROJECTS BY REGION	FOCUS AREA 1	FOCUS AREA 2	FOCUS AREA 3	FOCUS AREA 4	FOCUS AREA 5	FOCUS AREA 6	CORPORATE	FUNDERS	OP BUDGET \$'000	EXPENDITURE \$'000	% DELIVERED
Indian Ocean Rim Association (IORA): Economic empowerment of women (A285)					■			Australia	615	619	101%
Information technology services and support (B419)							■	ITF Window I	185	185	100%
Innovative methods: NTMs (A866)	■							USA	200	-	-
Market Insider (B029)	■		■					ITF Window I	177	178	101%
MLS-SCM Revolving Fund (B189)			■	■				Revolving Fund	230	207	90%
Mo Ibrahim fellowship (B203)							■	Mo Ibrahim Foundation	-	114	-
Non-tariff measures (Phase II) (A866)	■							ITF Window I, USA	100	37	37%
NTF IV Programme Management (B584)				■	■			Netherlands	-	76	-
Partnership coordination and innovation							■	ITF Window I	280	310	111%
Poor Communities and Trade Programme (A874)						■		ITF Window I, Japan	728	780	107%
Quality and SPS standards (B427)		■						ITF Window I	58	54	94%
Results-based management (B204)							■	ITF Window I	70	65	93%
Rules of Origin: Comprehensive database and web application (B464)	■							ITF Window I	-	138	-
SEC Revolving Fund (B190)				■				Revolving Fund	-	270	-
Seondee Mr Kyunghoon Ahn from Republic of Korea (B600)	■							Korea	-	56	-
SheTrades Connect: W&T Phase III (B404)					■			ITF Window I	-	214	-
SheTrades Women and Trade Phase 3 (B403)					■			ITF Window I	-	293	-
SheTrades Coffee Women and Trade Phase 3 (B440)					■			ITF Window I	-	162	-
SME Competitiveness Outlook and survey (B019)	■		■	■				ITF Window I	387	378	98%
Supporting trade negotiations (A808)		■						ITF Window I	100	94	94%
Trade for Sustainable Development (T4SD) (B036)						■		Denmark, European Union, ITF Window I, Switzerland, Sustainable Agricultural Initiative Platform, USA, Germany, PepsiCo	2 785	2 757	99%
Trade in services (B026)	■			■	■	■		ITF Window I, China	100	260	260%
TS Revolving Fund (B205)			■					Revolving Fund	60	203	338%
Value added to trade (B415)				■				ITF Window I, USA	450	278	62%
Women and Trade Programme Phase 3 - Programme Management (B402)					■			Australia ITF Window I, Trademark East Africa	968	714	74%
World Export Development Forum (WEDF) 2017 (B498)							■	Hungary	-	91	-



# APPENDIX III

## ITC COUNTRY AND REGIONAL PROJECTS AND PROGRAMMES BY COUNTRY

COUNTRY/AREA	<ul style="list-style-type: none"> <li>■ GLOBAL AND REGIONAL PROGRAMMES</li> <li>■ COUNTRY-SPECIFIC PROJECTS</li> </ul>
AFGHANISTAN	<ul style="list-style-type: none"> <li>■ Asian LDCs: Enhancing export capacity for intraregional trade</li> <li>■ Afghanistan: Trade-related assistance</li> </ul>
ALBANIA	<ul style="list-style-type: none"> <li>■ AIM for Results: Improving TISI performance and measurement (Phase I)</li> <li>■ Support to facilitation of trade between CEFTA Parties</li> </ul>
ALGERIA	<ul style="list-style-type: none"> <li>■ Arab States: Aid-for-Trade initiative</li> <li>■ Associate Expert: Saskia Wendland</li> <li>■ Euro-Med Trade and Investment Facilitation Mechanism - An online tool and problem-solving network</li> <li>■ North Africa: Engaging MSMEs and the Arab diaspora to support export-driven economic growth</li> <li>■ Overcoming trade obstacles related to non-tariff measures in Arab countries</li> </ul>
ANGOLA	<ul style="list-style-type: none"> <li>■ Africa: Regional cotton sector strategies</li> </ul>
ARMENIA	<ul style="list-style-type: none"> <li>■ Eastern Partnership: Ready to Trade - an EU4Business initiative</li> </ul>
AZERBAIJAN	<ul style="list-style-type: none"> <li>■ Eastern Partnership: Ready to Trade - an EU4Business initiative</li> </ul>
BAHAMAS	<ul style="list-style-type: none"> <li>■ The Bahamas: Setting up the Bahamas Trade Information Services (BTIS)</li> </ul>
BAHRAIN	<ul style="list-style-type: none"> <li>■ Arab States: Aid-for-Trade initiative</li> </ul>
BANGLADESH	<ul style="list-style-type: none"> <li>■ AIM for Results: Improving TISI performance and measurement (Phase I)</li> <li>■ Asian LDCs: Enhancing export capacity for intraregional trade</li> <li>■ Export competitiveness programme management (NTF III)</li> <li>■ Bangladesh: IT &amp; ITES Export Competitiveness (NTF III)</li> </ul>
BARBADOS	<ul style="list-style-type: none"> <li>■ Aim for Results: Improving TISI performance and measurement (Phase I)</li> <li>■ Barbados: Enhancing the food safety and quality infrastructure in the condiments sub-sector</li> </ul>
BELARUS	<ul style="list-style-type: none"> <li>■ Eastern Partnership: Ready to Trade - an EU4Business initiative</li> </ul>
BELIZE	<ul style="list-style-type: none"> <li>■ AIM for Results: Improving TISI performance and measurement (Phase I)</li> <li>■ Caribbean: Development of value-added products and intraregional trade to enhance livelihoods from coconuts</li> </ul>
BENIN	<ul style="list-style-type: none"> <li>■ Africa: Regional cotton sector strategies</li> <li>■ Projet d'Appui à la Compétitivité du Commerce et à l'Intégration Régional (PACCIR/ UEMOA)</li> <li>■ UEMOA: Projet de développement des exportations sous AGOA</li> <li>■ Western Africa: Route du coton-C4 *</li> <li>■ Benin: Strengthening production and trade capacities</li> </ul>
BHUTAN	<ul style="list-style-type: none"> <li>■ Bhutan trade support</li> </ul>
BOSNIA AND HERZEGOVINA	<ul style="list-style-type: none"> <li>■ Support to facilitate trade between CEFTA Parties</li> </ul>

\* Financed by the Business Development Fund

COUNTRY/AREA	<ul style="list-style-type: none"> <li>■ GLOBAL AND REGIONAL PROGRAMMES</li> <li>■ COUNTRY-SPECIFIC PROJECTS</li> </ul>
BURKINA FASO	<ul style="list-style-type: none"> <li>■ Africa: Regional cotton sector strategies</li> <li>■ AIM for Results: Improving TISI performance and measurement (Phase I)</li> <li>■ Burkina Faso et Mali : Création d'emplois équitables et développement durable de microentreprises dans les chaînes de valeur liées au secteur du « lifestyle »</li> <li>■ Poor Communities and Trade Programme</li> <li>■ Projet d'Appui à la Compétitivité du Commerce et à l'Intégration Régional (PACCIR/ UEMOA)</li> <li>■ UEMOA: Projet de développement des exportations sous AGOA</li> <li>■ Western Africa: Route du coton-C4 *</li> </ul>
CAMBODIA	<ul style="list-style-type: none"> <li>■ Asian LDCs: Enhancing export capacity for intraregional trade</li> <li>■ Poor Communities and Trade Programme</li> </ul>
CAMEROON	<ul style="list-style-type: none"> <li>■ Africa: Regional cotton sector strategies</li> <li>■ Sub-Saharan Africa: Improving food packaging for small and medium agro-enterprises</li> </ul>
CENTRAL AFRICAN REPUBLIC (THE)	<ul style="list-style-type: none"> <li>■ Africa: Regional cotton sector strategies</li> </ul>
CHAD	<ul style="list-style-type: none"> <li>■ Africa: Regional cotton sector strategies</li> <li>■ Western Africa: Route du coton-C4*</li> <li>■ Tchad: Projet de renforcement des capacités commerciales de la filière gomme arabique Tchadienne</li> </ul>
CHINA	<ul style="list-style-type: none"> <li>■ Partnership for investment-led growth in Africa (scoping and design phase)</li> </ul>
COMOROS	<ul style="list-style-type: none"> <li>■ Comoros: Improving the competitiveness of vanilla ylang-ylang and clove exports</li> </ul>
CÔTE D'IVOIRE	<ul style="list-style-type: none"> <li>■ Africa: Regional cotton sector strategies</li> <li>■ Projet d'Appui à la Compétitivité du Commerce et à l'Intégration Régional (PACCIR/ UEMOA)</li> <li>■ Sub-Saharan Africa: Improving food packaging for small and medium agro-enterprises</li> <li>■ Sub-Saharan Africa: Sustainable finance conferences and trainings for financial institutions and SMEs</li> <li>■ UEMOA: Projet de développement des exportations sous AGOA</li> </ul>
DEMOCRATIC REPUBLIC OF THE CONGO (THE)	<ul style="list-style-type: none"> <li>■ Africa: Regional cotton sector strategies</li> </ul>
DJIBOUTI	<ul style="list-style-type: none"> <li>■ Arab States: Aid-for-Trade initiative</li> <li>■ Associate Expert: Saskia Wendland</li> <li>■ Projet de développement et de promotion du tourisme en République de Djibouti</li> </ul>
DOMINICA	<ul style="list-style-type: none"> <li>■ Caribbean: Development of value-added products and intraregional trade to enhance livelihoods from coconuts</li> </ul>
DOMINICAN REPUBLIC (THE)	<ul style="list-style-type: none"> <li>■ AIM for Results: Improving TISI performance and measurement (Phase I)</li> <li>■ Caribbean: Development of value-added products and intraregional trade to enhance livelihoods from coconuts</li> </ul>
EGYPT	<ul style="list-style-type: none"> <li>■ Arab States: Aid-for-Trade initiative</li> <li>■ Euro-Med Trade and Investment Facilitation Mechanism - An online tool and problem-solving network</li> <li>■ Global: Networking and knowledge management for the textile and clothing sector (GTEx)</li> <li>■ North Africa: Engaging MSMEs and the Arab diaspora to support export-driven economic growth</li> <li>■ Overcoming trade obstacles related to non-tariff measures in the Arab countries</li> </ul>
ERITREA	<ul style="list-style-type: none"> <li>■ Eritrea: Job creation for the youth *</li> </ul>

COUNTRY/AREA	<ul style="list-style-type: none"> <li>■ GLOBAL AND REGIONAL PROGRAMMES</li> <li>■ COUNTRY-SPECIFIC PROJECTS</li> </ul>
ETHIOPIA	<ul style="list-style-type: none"> <li>■ Africa: Regional cotton sector strategies</li> <li>■ Partnership for Investment and Growth in Africa (Main Phase)</li> <li>■ Partnership for investment-led growth in Africa (scoping and design phase)</li> <li>■ Poor Communities and Trade Programme</li> <li>■ SheTrades Coffee (Women and Trade Phase III)</li> <li>■ Supporting Indian trade and investment for Africa (SITA)</li> </ul>
FIJI	<ul style="list-style-type: none"> <li>■ Fiji: Improving key services in agriculture</li> <li>■ Fiji: Improving key services in livestock and livestock products</li> </ul>
GAMBIA (THE)	<ul style="list-style-type: none"> <li>■ AIM for Results: Improving TISI performance and measurement (Phase I)</li> <li>■ The Gambia: Youth empowerment project (YEP)</li> </ul>
GEORGIA	<ul style="list-style-type: none"> <li>■ Eastern Partnership: Ready to Trade - an EU4Business initiative</li> </ul>
GHANA	<ul style="list-style-type: none"> <li>■ AIM for Results: Improving TISI performance and measurement (Phase I)</li> <li>■ Sub-Saharan Africa: Sustainable finance conferences and trainings for financial institutions and SMEs</li> </ul>
GUINEA	<ul style="list-style-type: none"> <li>■ Mano River: Value-chain development for cocoa and associated crops (NTF IV)</li> <li>■ NTF IV Programme Management</li> <li>■ Guinea: Development of the mango sector</li> <li>■ Guinée: Programme d'appui à l'integration socio-economique des jeunes (INTEGRA) *</li> </ul>
GUINEA-BISSAU	<ul style="list-style-type: none"> <li>■ Africa: Regional cotton sector strategies</li> <li>■ Projet d'Appui à la Compétitivité du Commerce et à l'Intégration Régional (PACCIR/ UEMOA)</li> <li>■ UEMOA: Projet de développement des exportations sous AGOA</li> </ul>
GUYANA	<ul style="list-style-type: none"> <li>■ Caribbean: Development of value-added products and intraregional trade to enhance livelihoods from coconuts</li> </ul>
HAITI	<ul style="list-style-type: none"> <li>■ Poor Communities and Trade Programme</li> <li>■ Haiti: Ethical Fashion Initiative</li> </ul>
INDIA	<ul style="list-style-type: none"> <li>■ Supporting Indian trade and investment for Africa (SITA)</li> </ul>
INDONESIA	<ul style="list-style-type: none"> <li>■ Indian Ocean Rim Association (IORA): Economic empowerment of women</li> </ul>
IRAQ	<ul style="list-style-type: none"> <li>■ Arab States: Aid for Trade Initiative</li> </ul>
JAMAICA	<ul style="list-style-type: none"> <li>■ AIM for Results: Improving TISI performance and measurement (Phase I)</li> <li>■ Caribbean: Development of value-added products and intraregional trade to enhance livelihoods from coconuts</li> </ul>
JORDAN	<ul style="list-style-type: none"> <li>■ Arab States: Aid-for-Trade initiative</li> <li>■ Arab States: Development of SME exports through virtual market places</li> <li>■ Euro-Med Trade and Investment Facilitation Mechanism - An online tool and problem-solving network</li> <li>■ Overcoming trade obstacles related to non-tariff measures in the Arab countries</li> <li>■ Jordan: Refugee employment and skills initiative (RESI)</li> </ul>
KENYA	<ul style="list-style-type: none"> <li>■ Africa: Regional cotton sector strategies</li> <li>■ AIM for Results: Improving TISI performance and measurement (Phase I)</li> <li>■ East Africa: Empowering women in trade (Women and Trade Programme Phase II)</li> <li>■ Export competitiveness programme management (NTF III)</li> <li>■ Indian Ocean Rim Association (IORA): Economic empowerment of women</li> <li>■ Partnership for investment and growth in Africa (Main Phase)</li> </ul>

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COUNTRY/AREA	<ul style="list-style-type: none"> <li>▪ GLOBAL AND REGIONAL PROGRAMMES</li> <li>▪ COUNTRY-SPECIFIC PROJECTS</li> </ul>
KENYA	<ul style="list-style-type: none"> <li>▪ Partnership for investment-led growth in Africa (scoping and design phase)</li> <li>▪ Poor Communities and Trade Programme</li> <li>▪ Sub-Saharan Africa: Improving food packaging for small and medium agro-enterprises</li> <li>▪ Sub-Saharan Africa: Sustainable finance conferences and trainings for financial institutions and SMEs</li> <li>▪ Supporting Indian trade and investment for Africa (SITA)</li> <li>▪ Kenya: Enhancing export competitiveness of the IT and ITES industry (NTF III)</li> <li>▪ Kenya: Enhancing the export competitiveness of the avocado industry (NTF III)</li> <li>▪ Refugee Employment and Skills Initiative (RESI): Linking refugees in Kenya to market opportunities (Component 1)</li> </ul>
KUWAIT	<ul style="list-style-type: none"> <li>▪ Arab States: Aid-for-Trade initiative</li> </ul>
KYRGYZSTAN	<ul style="list-style-type: none"> <li>▪ AIM for Results: Improving TISI performance and measurement (Phase I)</li> <li>▪ Global: Networking and knowledge management for the textile and clothing sector (GTEX)</li> <li>▪ Kyrgyzstan: Improving the international competitiveness of the textile and clothing sector (GTEX)</li> <li>▪ Kyrgyzstan: Strengthening export competitiveness of SMEs in the textile and clothing sector and enhancing trade support institutional capacity</li> </ul>
LAO PEOPLE'S DEMOCRATIC REPUBLIC (THE)	<ul style="list-style-type: none"> <li>▪ Asian LDCs: Enhancing export capacity for intraregional trade</li> <li>▪ Lao People's Democratic Republic: ASEAN regional integration support (Laos-ARISE Plus) *</li> <li>▪ Lao People's Democratic Republic: Enhancing sustainable tourism clean production and export capacity</li> </ul>
LEBANON	<ul style="list-style-type: none"> <li>▪ Arab States: Aid-for-Trade initiative</li> <li>▪ Euro-Med Trade and Investment Facilitation Mechanism - An online tool and problem-solving network</li> </ul>
LESOTHO	<ul style="list-style-type: none"> <li>▪ Lesotho: Horticulture productivity and trade development</li> </ul>
LIBERIA	<ul style="list-style-type: none"> <li>▪ Mano River: Value chain development for cocoa and associated crops (NTF IV)</li> <li>▪ NTF IV Programme Management</li> </ul>
LIBYA	<ul style="list-style-type: none"> <li>▪ Arab States: Aid-for-Trade initiative</li> <li>▪ Libya: Trade Academy</li> </ul>
MALAWI	<ul style="list-style-type: none"> <li>▪ Africa: Regional cotton sector strategies</li> <li>▪ Malawi: Improving trade statistics and trade information systems</li> </ul>
MALI	<ul style="list-style-type: none"> <li>▪ AIM for Results: Improving TISI performance and measurement (Phase I)</li> <li>▪ Burkina Faso et Mali : Création d'emplois équitables et développement durable de microentreprises dans les chaînes de valeur liées au secteur du « lifestyle »</li> <li>▪ Poor Communities and Trade Programme</li> <li>▪ Projet d'Appui à la Compétitivité du Commerce et à l'Intégration Régional (PACCIR/ UEMOA)</li> <li>▪ Sub-Saharan Africa: Improving food packaging for small and medium agro-enterprises</li> <li>▪ UEMOA: Projet de développement des exportations sous AGOA</li> <li>▪ Western Africa: Route du coton-C4 *</li> <li>▪ Participation of a Malian delegation of gum arabic exporters to food ingredients</li> </ul>
MAURITANIA	<ul style="list-style-type: none"> <li>▪ AIM for Results: Improving TISI performance and measurement (Phase I)</li> <li>▪ Arab States: Aid-for-Trade initiative</li> </ul>
MONGOLIA	<ul style="list-style-type: none"> <li>▪ AIM for Results: Improving TISI performance and measurement (Phase I)</li> </ul>
MONTENEGRO	<ul style="list-style-type: none"> <li>▪ Support to facilitate trade between CEFTA Parties</li> </ul>

COUNTRY/AREA	<ul style="list-style-type: none"> <li>▪ GLOBAL AND REGIONAL PROGRAMMES</li> <li>▪ COUNTRY-SPECIFIC PROJECTS</li> </ul>
MOROCCO	<ul style="list-style-type: none"> <li>▪ Arab States: Aid-for-Trade initiative</li> <li>▪ Arab States: Development of SME exports through virtual market places</li> <li>▪ Euro-Med Trade and Investment Facilitation Mechanism - An online tool and problem-solving network</li> <li>▪ Global: Networking and knowledge management for the textile and clothing sector (GTEX)</li> <li>▪ North Africa: Engaging MSMEs and the Arab diaspora to support export-driven economic growth</li> <li>▪ Overcoming trade obstacles related to non-tariff measures in the Arab countries</li> <li>▪ Morocco: Export development for employment creation</li> </ul>
MOZAMBIQUE	<ul style="list-style-type: none"> <li>▪ Africa: Regional cotton sector strategies</li> <li>▪ Partnership for investment and growth in Africa (Main Phase)</li> <li>▪ Partnership for investment-led growth in Africa (scoping and design phase)</li> </ul>
MYANMAR	<ul style="list-style-type: none"> <li>▪ Asian LDCs: Enhancing export capacity for intraregional trade</li> <li>▪ Export competitiveness programme management (NTF III)</li> <li>▪ NTF IV Programme Management</li> <li>▪ Myanmar trade-related technical assistance (ARISE+ Myanmar) *</li> <li>▪ Myanmar: Improving food safety and compliance with SPS measures to increase export revenues in the oilseeds value chain</li> <li>▪ Myanmar: Inclusive tourism - focusing on Kayah State (NTF III)</li> <li>▪ Myanmar: Inclusive tourism development with focus on Kayah state (consolidation) &amp; Tanintharyi (extension) (NTF IV)</li> <li>▪ Myanmar: National export strategy implementation management support</li> </ul>
NAMIBIA	<ul style="list-style-type: none"> <li>▪ AIM for Results: Improving TISI performance and measurement (Phase I)</li> </ul>
NEPAL	<ul style="list-style-type: none"> <li>▪ AIM for Results: Improving TISI performance and measurement (Phase I)</li> <li>▪ Asian LDCs: Enhancing export capacity for intraregional trade</li> <li>▪ Poor Communities and Trade Programme</li> <li>▪ Nepal: Pashmina enhancement and trade support</li> </ul>
NIGER	<ul style="list-style-type: none"> <li>▪ Africa: Regional cotton sector strategies</li> <li>▪ Projet d'Appui à la Compétitivité du Commerce et à l'Intégration Régional (PACCIR/ UEMOA)</li> <li>▪ UEMOA: Projet de développement des exportations sous AGOA</li> </ul>
NIGERIA	<ul style="list-style-type: none"> <li>▪ AIM for Results: Improving TISI performance and measurement (Phase I)</li> <li>▪ Sub-Saharan Africa: Improving food packaging for small and medium agro-enterprises</li> <li>▪ Nigeria: Food Africa SDG-Fund</li> </ul>
OMAN	<ul style="list-style-type: none"> <li>▪ Arab States: Aid for Trade initiative</li> </ul>
PAKISTAN	<ul style="list-style-type: none"> <li>▪ Pakistan: Growth for rural advancement and sustainable progress (GRASP) *</li> </ul>
PAPUA NEW GUINEA	<ul style="list-style-type: none"> <li>▪ Pacific: Economic empowerment of women (Women and Trade Phase II)</li> </ul>
QATAR	<ul style="list-style-type: none"> <li>▪ Arab States: Aid for Trade initiative</li> <li>▪ Qatar: Action Plan</li> </ul>
REPUBLIC OF MOLDOVA (THE)	<ul style="list-style-type: none"> <li>▪ Eastern Partnership: Ready to Trade - an EU4Business initiative</li> <li>▪ Support to facilitate trade between CEFTA Parties</li> </ul>

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COUNTRY/AREA	<ul style="list-style-type: none"> <li>■ GLOBAL AND REGIONAL PROGRAMMES</li> <li>■ COUNTRY-SPECIFIC PROJECTS</li> </ul>
<b>RWANDA</b>	<ul style="list-style-type: none"> <li>■ AIM for Results: Improving TISI performance and measurement (Phase I)</li> <li>■ East Africa: Empowering women in trade (Women and Trade Programme Phase II)</li> <li>■ SheTrades Coffee (Women and Trade Phase III)</li> <li>■ Sub-Saharan Africa: Improving food packaging for small and medium agro-enterprises</li> <li>■ Supporting Indian trade and investment for Africa (SITA)</li> <li>■ Rwanda: Boosting the international competitiveness of SME clusters</li> <li>■ Rwanda: Enabling the future of e-commerce</li> </ul>
<b>SAINT LUCIA</b>	<ul style="list-style-type: none"> <li>■ Caribbean: Development of value-added products and intraregional trade to enhance livelihoods from coconuts</li> <li>■ Saint Lucia: Strengthening the institutional infrastructure for export promotion</li> </ul>
<b>SAINT VINCENT AND THE GRENADINES</b>	<ul style="list-style-type: none"> <li>■ Caribbean: Development of value-added products and intraregional trade to enhance livelihoods from coconuts</li> <li>■ Saint Vincent and the Grenadines: Market technology and food safety compliance assessment for the arrowroot industry</li> </ul>
<b>SAUDI ARABIA</b>	<ul style="list-style-type: none"> <li>■ Arab States: Aid for Trade initiative</li> </ul>
<b>SENEGAL</b>	<ul style="list-style-type: none"> <li>■ Africa: Regional cotton sector strategies</li> <li>■ NTF IV Programme Management</li> <li>■ Projet d'Appui à la Compétitivité du Commerce et à l'Intégration Régional (PACCIR/ UEMOA)</li> <li>■ Sub-Saharan Africa: Improving food packaging for small and medium agro-enterprises</li> <li>■ UEMOA: Projet de développement des exportations sous AGOA</li> <li>■ Projet d'appui aux jeunes entrepreneurs sénégalais *</li> <li>■ Senegal: Export development of IT and IT-enabled services (NTF IV)</li> <li>■ Senegal: Improving the competitiveness of the mango industry</li> </ul>
<b>SERBIA</b>	<ul style="list-style-type: none"> <li>■ Support to facilitate trade between CEFTA Parties</li> </ul>
<b>SIERRA LEONE</b>	<ul style="list-style-type: none"> <li>■ AIM for Results: Improving TISI performance and measurement (Phase I)</li> <li>■ Mano River: Value chain development for cocoa and associated crops (NTF IV)</li> <li>■ NTF IV Programme Management</li> </ul>
<b>SOMALIA</b>	<ul style="list-style-type: none"> <li>■ Arab States: Aid for Trade initiative</li> </ul>
<b>SRI LANKA</b>	<ul style="list-style-type: none"> <li>■ AIM for Results: Improving TISI performance and measurement (Phase I)</li> <li>■ Indian Ocean Rim Association (IORA): Economic empowerment of women</li> <li>■ Feasibility study for value addition in the fruit and vegetable sector of Sri Lanka</li> <li>■ Sri Lanka: Trade-related assistance</li> </ul>
<b>STATE OF PALESTINE</b>	<ul style="list-style-type: none"> <li>■ Arab States: Aid for Trade initiative</li> <li>■ Euro-Med Trade and Investment Facilitation Mechanism – An online tool and problem-solving network</li> <li>■ Palestine: Creating a one-stop-shop for sustainable business</li> </ul>
<b>SUDAN</b>	<ul style="list-style-type: none"> <li>■ Arab States: Aid for Trade initiative</li> <li>■ Sudan: Supporting economic stabilization through accession to the World Trade Organization</li> </ul>
<b>SURINAME</b>	<ul style="list-style-type: none"> <li>■ Caribbean: Development of value-added products and intraregional trade to enhance livelihoods from coconuts</li> </ul>
<b>SYRIAN ARAB REPUBLIC (THE)</b>	<ul style="list-style-type: none"> <li>■ Syria: Developing production capacity and linking internally displaced populations to international markets</li> </ul>

COUNTRY/AREA	<ul style="list-style-type: none"> <li>■ GLOBAL AND REGIONAL PROGRAMMES</li> <li>■ COUNTRY-SPECIFIC PROJECTS</li> </ul>
<b>TAJKISTAN</b>	<ul style="list-style-type: none"> <li>■ Global: Networking and knowledge management for the textile and clothing sector (GTEX)</li> <li>■ Tajikistan: Improving the international competitiveness of the textile and clothing sector (GTEX)</li> <li>■ Tajikistan: Strengthening export competitiveness of SMEs in the textile and clothing sector and enhancing trade support institutional capacities</li> <li>■ Tajikistan: WTO accession negotiations - Policy advice and capacity building (Component One)</li> </ul>
<b>THE FORMER YUGOSLAV REPUBLIC OF MACEDONIA</b>	<ul style="list-style-type: none"> <li>■ Support to facilitate trade between CEFTA Parties</li> </ul>
<b>TOGO</b>	<ul style="list-style-type: none"> <li>■ Africa: Regional cotton sector strategies</li> <li>■ Projet d'Appui à la Compétitivité du Commerce et à l'Intégration Régional (PACCIR/ UEMOA)</li> <li>■ UEMOA: Projet de développement des exportations sous AGOA</li> <li>■ Togo: Renforcement des capacités productives et commerciales de la filière soja</li> </ul>
<b>TRINIDAD AND TOBAGO</b>	<ul style="list-style-type: none"> <li>■ AIM for Results: Improving TISI performance and measurement (Phase I)</li> <li>■ Caribbean: Development of value-added products and intraregional trade to enhance livelihoods from coconuts</li> </ul>
<b>TUNISIA</b>	<ul style="list-style-type: none"> <li>■ Arab States: Aid-for-Trade initiative</li> <li>■ Arab States: Development of SME exports through virtual market places</li> <li>■ Euro-Med Trade and Investment Facilitation Mechanism - An online tool and problem-solving network</li> <li>■ Global: Networking and knowledge management for the textile and clothing sector (GTEX)</li> <li>■ North Africa: Engaging MSMEs and the Arab diaspora to support export-driven economic growth</li> <li>■ Overcoming trade obstacles related to non-tariff measures in the Arab countries</li> <li>■ Tunisia: Strengthening the competitiveness of the textile and garments value chain</li> </ul>
<b>TURKEY</b>	<ul style="list-style-type: none"> <li>■ Euro-Med Trade and Investment Facilitation Mechanism - An online tool and problem-solving network</li> </ul>
<b>UGANDA</b>	<ul style="list-style-type: none"> <li>■ AIM for Results: Improving TISI performance and measurement (Phase I)</li> <li>■ East Africa: Empowering women in trade (Women and Trade Programme Phase II)</li> <li>■ Export competitiveness programme management (NTF III)</li> <li>■ NTF IV Programme Management</li> <li>■ SheTrades Coffee (Women and Trade Phase III)</li> <li>■ Supporting Indian trade and investment for Africa (SITA)</li> <li>■ Uganda: Enhancing export competitiveness of the IT and ITES industry (NTF III)</li> <li>■ Uganda: Export development of IT and IT-enabled services (NTF IV)</li> </ul>
<b>UKRAINE</b>	<ul style="list-style-type: none"> <li>■ Eastern Partnership: Ready to Trade - an EU4Business initiative</li> <li>■ Ukraine: Linking SMEs in the fruit and vegetables industry to global and domestic value chains</li> <li>■ Ukraine: Strategic trade development roadmap</li> </ul>
<b>UNITED ARAB EMIRATES</b>	<ul style="list-style-type: none"> <li>■ Arab States: Aid for Trade initiative</li> </ul>
<b>UNITED REPUBLIC OF TANZANIA (THE)</b>	<ul style="list-style-type: none"> <li>■ Africa: Regional cotton sector strategies</li> <li>■ AIM for Results: Improving TISI performance and measurement (Phase I)</li> <li>■ Sub-Saharan Africa: Improving food packaging for small and medium agro-enterprises</li> <li>■ Supporting Indian trade and investment for Africa (SITA)</li> <li>■ Tanzania: Integration of horticulture supply/value chains into tourism - SECO component</li> </ul>
<b>YEMEN</b>	<ul style="list-style-type: none"> <li>■ Arab States: Aid for Trade initiative</li> </ul>

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COUNTRY/AREA	<ul style="list-style-type: none"> <li>▪ GLOBAL AND REGIONAL PROGRAMMES</li> <li>▪ COUNTRY-SPECIFIC PROJECTS</li> </ul>
<b>ZAMBIA</b>	<ul style="list-style-type: none"> <li>▪ Africa: Regional cotton sector strategies</li> <li>▪ AIM for Results: Improving TISI performance and measurement (Phase I)</li> <li>▪ Partnership for investment and growth in Africa (Main Phase)</li> <li>▪ Partnership for investment-led growth in Africa (scoping and design phase)</li> <li>▪ Sub-Saharan Africa: Improving food packaging for small and medium agro-enterprises</li> <li>▪ Sub-Saharan Africa: Sustainable finance conferences and trainings for financial institutions and SMEs</li> <li>▪ Zambia: Green jobs</li> </ul>
<b>ZIMBABWE</b>	<ul style="list-style-type: none"> <li>▪ Africa: Regional cotton sector strategies</li> <li>▪ AIM for Results: Improving TISI performance and measurement (Phase I)</li> <li>▪ Zimbabwe: Regional integration and capacity building for cotton-to-clothing sector</li> <li>▪ Zimbabwe: Strengthening the national sanitary and phytosanitary institutional framework</li> </ul>

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# APPENDIX IV

## ITC NEEDS ASSESSMENT AND PROJECT DESIGN IN 2017 BY REGION

REGION	REGIONAL	COUNTRY-SPECIFIC
<b>Sub-Saharan Africa</b>	COMESA Regional Integration and Private Sector Development Project	Madagascar: Programme d'appui au développement des exportations
	African Union: Boosting intra-African trade	Cameroun: Projet d'investissement et de développement des marchés agricoles
	Empowering smallholder producers through market-access boosting (TICAD V): Malawi, Ethiopia, Kenya	Senegal: Projet d'appui aux jeunes entrepreneurs sénégalais*
	Western Africa: Route du coton-C4*	Zambia: Cotton-to-clothing value chain development empowering farmers to add value to cotton
	West Africa: Sustainable sourcing of shea Nuts	Namibia: Supporting Trade Competitiveness for SMEs
	CEEAC: Appui au commerce intra-africain	Seychelles: Post WTO accession support
	AUC Trade Observatory	Niger: Projet de renforcement de la compétitivité à l'exportation de certaines filières agricoles oignons « violet de Galmi » viande séchée « kilishi » et niébé du Niger pour un développement économique inclusif et durable
	EU-EAC Market Access Upgrade Project - MARKUP	Togo: Programme d'appui au commerce
	SADC: Sector development for agro-processing and pharmaceuticals	Uganda: Improving livelihoods of displaced people and host communities through trade
	UEMOA: Projet de développement des exportations sous AGOA	Mali: Appui au développement des exportations
	ECOWAS: Regional West Africa Competiveness Project	République Démocratique du Congo: Programme d'appui au commerce
	Sustainable Packaging Programme	Rwanda: Enabling the future of e-commerce
	Renforcement du Management opérationnel des programmes de soutien à l'exportation dans vingt (20) Pays moins avancés d'Afrique subsaharienne	Guinée: Projet d'Appui au Renforcement de la Compétitivité à l'Exportation dans la chaîne de valeurs mondiales et à l'Intégration Régionale (PARCEIR)
		Eritrea: Job creation for the Youth*
		Nigeria: Food Africa SDG-Fund
		Guinée: Programme d'appui à l'integration socio-economique des jeunes (INTEGRA)*
		Côte d'Ivoire: Projet FIDA d'appui à la transformation et commercialisation (PROPACOM-Ouest)
		South Africa: Providing support to trade development to South African agriculture forestry and fisheries sectors
		Cameroun: Programme pour la promotion de l'entrepreneuriat et de l'insertion professionnelle au Cameroun (PROPEICAM)
		Refugee Employment and Skills Initiative (RESI): Linking refugees in Kenya to market opportunities
	Alliance for Action A4A: Ghana - Supporting cocoa and associated crops to build farmers' resilience and participation to trade	
	Liberia: Developing the surf tourism industry	
	Gambia (the): Jobs skills and finance (JSF) for women and youth	
	Zimbabwe: Regional integration capacity building for cotton-to-clothing sector (Phase II)	
	UNDAP II: Tanzania	

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REGION	REGIONAL	COUNTRY-SPECIFIC
<b>Asia and the Pacific</b>	Assist the Asia-Pacific coconut community to become a global coconut sector support institution and sector development project implementation partner	Bhutan Trade Support
		Pakistan: Growth for rural advancement and sustainable progress (GRASP)*
		Afghanistan: Ethical Lifestyle Initiative for the economic reintegration of returnees and internally displaced people
		Pakistan: E-Solutions for SMEs in Punjab*
		Myanmar Trade and Investment Programme (TIP)
		Lao People's Democratic Republic: ASEAN Regional Integration Support (Laos-ARISE Plus)*
		Myanmar Trade-Related Technical Assistance (ARISE+ Myanmar)
		Myanmar: Upgrading horticulture supply and sustainable tourism to develop business linkages
		Nepal Trade and Investment Programme
<b>Arab Region</b>	Euro-Med Trade and Investment Facilitation Mechanism (TIFM) Phase II  Fostering SMEs competitiveness and trade in the Agadir agreement member countries	Oman: Strengthening SME export competitiveness in priority sub-sectors: Frankincense and dates
		Lebanon: Building resilience of Lebanese economy
		State of Palestine: Improving competitiveness of selected goods and services to meet international markets demand
		Tunisie: Projet d'autonomisation économique des femmes chefs d'entreprises dans les régions de l'intérieur
		Tunisie: Projet de valorisation des industries créatives et agroalimentaires pour un emploi durable
		Iraq Trade Academy
		SheTrades Jordan
		Sudan: Youth and Migrants Agro Empowerment Programme (YMAEP)
		Algeria - National trade strategy to support Algeria's economic diversification (AfTIAS)
		Djibouti: Feasibility study to set up a handicrafts export village (AfTIAS)
		Saudi Arabia: Development of dates sector in Medina region (AfTIAS)
		Egypt: Establishing a specialized export promotion department within Export Development Bank of Egypt (AfTIAS)
		Non-Oil Export Development Strategy of Oman
		Lebanon: Export Competitiveness of SMEs in the IT and Nuts sectors (AfTIAS)
		Gaza: Employment Creation through Partnerships for SMEs Development
		Jordan: Trade for Employment
		State of Palestine: Reform and development of markets value chains and producers' organizations
		Syrian Arab Republic: Enabling through digital channels
		Sudan: WTO Accession
		State of Palestine: Linking refugees and young population in Gaza to market opportunities
		Qatar: Foundations for B2B E-Commerce
		Tunisia Morocco Egypt: Improving the international competitiveness of the textile and clothing sector (GTEX)
		United Arab Emirates: SME Competitiveness for Priority Sectors

REGION	REGIONAL	COUNTRY-SPECIFIC
<b>Latin America and the Caribbean</b>	Central America: Linking women business enterprises (WBEs) with the global gifts and home decoration market	Jamaica: Improving and maintaining private actors' capacity to trade
	Caribbean: Development of value-added products and intraregional trade to enhance livelihoods from coconuts (Phase II)	Ecuador: Developing market opportunities in the EU for tropical and exotic fruits
		Colombia PUEDE: Peace and unity through rural economic development and exports*
		Grenada: Supporting the fresh fruit and vegetables food safety management systems
		Guatemala: Border development project
<b>Eastern Europe and Central Asia</b>	Eastern Partnership: Ready to Trade - an EU4Business initiative	Tajikistan: Enabling market access for agricultural products through improved food safety system (STDF)
		Ukraine National Export Strategy
		Kyrgyzstan Tajikistan: Improving the international competitiveness of the textile and clothing sector (GTEX)
<b>Global and multi-regional</b>	Export Potential Map	
	China's Silk Belt and Road Initiative	
	Strengthening commercial mediation services for exporting small firms	
	Partnership for Investment and Growth in Africa (PIGA)	
	ITC programme on Non-Tariff Measures (NTM) 2017-2021	
	Netherlands Trust Fund (NTF IV): Uganda (IT-IT services), Senegal (IT-IT services), Myanmar (tourism), Mano River Union/Sierra Leone (cocoa & associated crops)	
	EU Intra-ACP Partnership for Private Sector Development*	
	SheTrades (Women and Trade Phase III)*	
	Demonstrating Impact for TIPOs: Towards a global standard	
	SheTrades Connect	
	Global Trade Helpdesk	
	SheTrades Commonwealth Programme	
	Culture project: Identity Building and Sharing Business Initiative	
	Rules of Origin: Comprehensive database and web application*	
	Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés	
	Strengthening competitiveness through climate resilience in international value chains	
Development of Procurement Map		
Systematic and Emergency Mechanism for Safer Trade (SEMST)		

\* Financed by the Business Development Fund

# APPENDIX V

## PROFILE OF ITC STAFF

COUNTRY	WOMEN	MEN	TOTAL	%
<b>DEVELOPING AND TRANSITION COUNTRIES</b>				
Algeria		1	1	
Argentina	1	4	5	
Armenia	2	1	3	
Belarus		1	1	
Bolivia	1	2	3	
Brazil	6		6	
China		3	3	
Colombia	1	1	2	
Côte d'Ivoire		2	2	
Croatia	3		3	
Dominican Republic		1	1	
Ecuador		2	2	
Egypt	1		1	
Ghana	1	1	2	
Guatemala	1		1	
India	3	7	10	
Indonesia	1		1	
Iran		1	1	
Jamaica	1		1	
Kazakhstan	1		1	
Kenya	3		3	
Madagascar	1		1	
Malaysia	2		2	
Mauritius	3	3	6	
Mexico	1	4	5	
Mongolia	1		1	
Morocco	1	2	3	
Namibia	1		1	
Pakistan		3	3	
Panama	1		1	
Peru	1	1	2	
Philippines	1		1	
Romania	4	1	5	
Russian Federation	4		4	
Serbia		1	1	
South Africa	1	2	3	
Sri Lanka	2		2	
State of Palestine	1		1	
Syrian Arab Republic	1	2	3	
Thailand	1		1	
Tunisia		3	3	
Turkey	1		1	
Uzbekistan	2		2	
Venezuela		1	1	
Viet Nam	1	1	2	
Zimbabwe	1	2	3	
<b>Dev. and transition countries total</b>	<b>58</b>	<b>53</b>	<b>111</b>	<b>37.1%</b>

COUNTRY	WOMEN	MEN	TOTAL	%
<b>LEAST DEVELOPED COUNTRIES</b>				
Afghanistan		1	1	
Benin		2	2	
Burkina Faso	1		1	
Cameroon		1	1	
Comoros		1	1	
Republic of the Congo	1		1	
Democratic Republic of the Congo		1	1	
Ethiopia	1	2	3	
Guinea	1	1	2	
Nepal		1	1	
Senegal	1		1	
Uganda	1	1	2	
Zambia	2		2	
<b>Least developed countries total</b>	<b>8</b>	<b>11</b>	<b>19</b>	<b>6.4%</b>

### OTHER COUNTRIES

Australia		4	4	
Barbados		1	1	
Belgium	1	2	3	
Canada	4	5	9	
Czech Republic	1		1	
Denmark		1	1	
Netherlands	1		1	
Finland	1		1	
France	28	27	55	
Germany	12	1	13	
Ireland	2	1	3	
Italy	10	7	17	
Japan	3		3	
Malta		1	1	
New Zealand	2	2	4	
Norway		1	1	
Poland	1	2	3	
Portugal	1		1	
Republic of Korea		1	1	
Spain	5	2	7	
Sweden	1		1	
Switzerland	7	5	12	
United Kingdom	10	6	16	
United States of America	5	5	10	
<b>Other countries total</b>	<b>95</b>	<b>74</b>	<b>169</b>	<b>56.5%</b>
<b>ITC TOTAL</b>	<b>161</b>	<b>138</b>	<b>299</b>	<b>100%</b>

# APPENDIX VI

## DISTRIBUTION OF ASSIGNMENTS BY NATIONALITY AND GENDER OF EXPERTS 2017

FROM	TOTAL		WOMEN		MEN	
	NUMBER OF EXPERTS	WORK DAYS	NUMBER OF EXPERTS	WORK DAYS	NUMBER OF EXPERTS	WORK DAYS
<b>DEVELOPING AND TRANSITION COUNTRIES</b>						
<b>AFRICA</b>						
Benin	3	112			3	112
Burkina Faso	2	167	1	123	1	44
Cameroon	1	20			1	20
Chad	1	20			1	20
Côte d'Ivoire	1	71			1	71
Djibouti	1	30			1	30
Ethiopia	8	539	2	211	6	328
Gambia	9	492			9	492
Ghana	3	145			3	145
Guinea	1	160			1	160
Guinea-Bissau	1	20			1	20
Kenya	22	1033	17	912	5	121
Madagascar	3	262	3	262		
Mali	1	100			1	100
Mauritius	1	95	1	95		
Mozambique	3	235	1	29	2	206
Nigeria	1	29			1	29
Rwanda	6	229	2	76	4	153
Senegal	8	795	2	289	6	506
South Africa	7	359	5	279	2	80
Sudan	1	120	1	120		
Togo	1	20			1	20
Uganda	11	333	6	155	5	178
United Republic of Tanzania	8	368	2	109	6	259
Zambia	4	287	2	249	2	38
Zimbabwe	4	70	2	18	2	52
<b>AFRICA TOTAL</b>	<b>(17.3% of total)</b> <b>112</b>	<b>6 111</b>	<b>47</b>	<b>2 927</b>	<b>65</b>	<b>3 184</b>

FROM	TOTAL		WOMEN		MEN	
	NUMBER OF EXPERTS	WORK DAYS	NUMBER OF EXPERTS	WORK DAYS	NUMBER OF EXPERTS	WORK DAYS
<b>ASIA AND THE PACIFIC</b>						
Afghanistan	7	566	2	80	5	486
Bangladesh	6	254	1	56	5	198
Cambodia	1	20			1	20
China	7	256	6	253	1	3
Chinese Taipei	1	220	1	220		
Fiji	5	128	4	85	1	43
India	33	1405	7	256	26	1149
Indonesia	3	373	2	198	1	175
Lao People's Democratic Republic	1	108			1	108
Malaysia	1	6			1	6
Myanmar	2	239	1	135	1	104
Nepal	8	506	2	84	6	422
Pakistan	7	404	1	60	6	344
Papua New Guinea	4	424	4	424		
Philippines	5	293	3	264	2	29
Singapore	1	12			1	12
Sri Lanka	18	1038	7	593	11	445
Thailand	1	55	1	55		
Vanuatu	1	132	1	132		
Viet Nam	5	386	2	66	3	320
<b>ASIA AND THE PACIFIC TOTAL</b>	(18.1% of total) <b>117</b>	<b>6 825</b>	<b>45</b>	<b>2 961</b>	<b>72</b>	<b>3 864</b>
<b>ARAB REGION</b>						
Algeria	3	277	1	35	2	242
Egypt	4	165	2	55	2	110
Jordan	10	170	2	38	8	132
Libya	1	30	1	30		
Morocco	22	863	5	349	17	514
Saudi Arabia	1	50			1	50
State of Palestine	1	12	1	12		
Syrian Arab Republic	6	145	3	75	3	70
Tunisia	18	569			18	569
<b>ARAB REGION TOTAL</b>	(10.2% of total) <b>66</b>	<b>2 281</b>	<b>15</b>	<b>594</b>	<b>51</b>	<b>1 687</b>

FROM	TOTAL		WOMEN		MEN	
	NUMBER OF EXPERTS	WORK DAYS	NUMBER OF EXPERTS	WORK DAYS	NUMBER OF EXPERTS	WORK DAYS
<b>EUROPE AND THE COMMONWEALTH OF INDEPENDENT STATES (CIS)</b>						
Armenia	1	120	1	120		
Azerbaijan	1	120			1	120
Belarus	1	120			1	120
Bosnia and Herzegovina	1	172			1	172
Georgia	1	120			1	120
Kyrgyzstan	2	207	2	207		
Republic of Moldova	1	120			1	120
Romania	1	59	1	59		
Russian Federation	8	912	7	892	1	20
Serbia	2	46			2	46
Tajikistan	7	515			7	515
The former Yugoslav Republic of Macedonia	2	14	1	2	1	12
Ukraine	11	815	5	504	6	311
<b>EUROPE AND CIS TOTAL</b>	<b>40</b> (6.2% of total)	<b>3367</b>	<b>17</b>	<b>1784</b>	<b>23</b>	<b>1583</b>
<b>LATIN AMERICA AND THE CARIBBEAN</b>						
Argentina	9	824	4	336	5	488
Bolivia	1	9			1	9
Brazil	3	372	3	372		
Chile	1	108			1	108
Colombia	3	370	2	219	1	151
Costa Rica	1	120			1	120
Dominican Republic	1	54			1	54
Ecuador	4	44	2	24	2	20
Guatemala	1	15	1	15		
Guyana	1	120			1	120
Haiti	2	65	2	65		
Jamaica	2	174	2	174		
Mexico	1	50	1	50		
Peru	5	300	4	280	1	20
Saint Lucia	2	30			2	30
Saint Vincent and the Grenadines	2	45			2	45
<b>LATIN AMERICA AND THE CARIBBEAN TOTAL</b>	<b>39</b> (6% of total)	<b>2 700</b>	<b>21</b>	<b>1 535</b>	<b>18</b>	<b>1 165</b>
<b>TOTAL DEVELOPING AND TRANSITION COUNTRIES</b>	<b>374</b> (57.7% of total)	<b>21 284</b>	<b>145</b>	<b>9 801</b>	<b>229</b>	<b>11 483</b>

FROM	TOTAL		WOMEN		MEN	
	NUMBER OF EXPERTS	WORK DAYS	NUMBER OF EXPERTS	WORK DAYS	NUMBER OF EXPERTS	WORK DAYS
<b>DEVELOPED COUNTRIES</b>						
Australia	13	1018	9	678	4	340
Austria	1	38	1	38		
Belgium	4	327	3	269	1	58
Bulgaria	3	151	2	123	1	28
Canada	12	555	6	215	6	340
Croatia	1	68	1	68		
Czech Republic	2	456	2	456		
Denmark	3	550	1	52	2	498
Finland	2	36			2	36
France	63	3564	25	790	38	2774
Germany	24	2036	13	1427	11	609
Greece	1	60	1	60		
Hungary	3	81			3	81
Iceland	1	21			1	21
Ireland	1	5	1	5		
Israel	1	10	1	10		
Italy	18	829	9	299	9	530
Japan	3	345	3	345		
Netherlands	20	1225	6	571	14	654
New Zealand	3	224	2	130	1	94
Poland	2	113	2	113		
Portugal	1	25			1	25
Republic of Korea	1	15	1	15		
Slovenia	1	100			1	100
Spain	8	774	6	601	2	173
Sweden	2	280	1	220	1	60
Switzerland	23	1327	8	705	15	622
United Kingdom	21	766	6	170	15	596
United States of America	36	1446	18	677	18	769
<b>TOTAL DEVELOPED COUNTRIES</b>	<b>274</b> <i>(42.3% of total)</i>	<b>16 445</b>	<b>128</b>	<b>8 037</b>	<b>146</b>	<b>8 408</b>
<b>TOTAL ALL REGIONS</b>	<b>648</b>	<b>37 729</b>	<b>273</b>	<b>17 838</b>	<b>375</b>	<b>19 891</b>



# APPENDIX VII

## SCHEDULE OF VOLUNTARY CONTRIBUTIONS TO THE ITC TRUST FUND

FUNDERS	2016 (\$ '000)			2017 (\$ '000)		
	WINDOW 1	WINDOW 2	TOTAL	WINDOW 1	WINDOW 2	TOTAL
<b>Countries and regional associations</b>	10 776	34 232	45 008	8 930	38 994	47 923
African Guarantee Fund (AGF)	-	-	-	-	445	445
Argentina	-	-	-	-	20	20
Australia	-	1 147	1 147	-	307	307
Canada	730	757	1 487	723	-	723
China	100	400	500	100	400	500
COMESA Clearing House	-	254	254	-	122	122
Denmark	-	-	-	-	43	43
European Union	-	15 503	15 503	-	19 484	19 484
Expertise France	-	-	-	-	463	463
FEFAC	-	-	-	-	6	6
Finland	3 370	245	3 615	-	136	136
Germany	2 169	699	2 868	2 049	2 212	4 261
Hungary	-	-	-	-	180	180
India	50	-	50	50	-	50
Indonesia	-	-	-	-	30	30
Ireland	877	-	877	910	-	910
Italy	-	139	139	-	-	-
Japan	-	49	49	-	927	927
Kuwait *	-	-	-	145	-	145
Madagascar	-	67	67	-	-	-
Mali	-	-	-	-	62	62
Netherlands (the)	-	1 735	1 735	-	4 101	4 101
Norway	-	-	-	1 093	-	1 093
Oman	-	27	27	-	-	-
Organisation Internationale de la Francophonie	-	-	-	-	34	34
Physikalisch-Technische Bundesanstalt (PTB)	-	-	-	-	13	13
PromPeru	-	-	-	-	20	20
Republic of Korea (the)	-	306	306	-	658	658
Saint Vincent and the Grenadines	-	43	43	-	-	-
South Africa	-	-	-	-	60	60
Sweden	3 479	-	3 479	3 859	838	4 698
Switzerland	-	2 231	2 231	-	2 543	2 543
Switzerland/Enhanced Integrated Framework (EIF)	-	167	167	-	200	200
UEMOA	-	-	-	-	276	276
United Kingdom of Great Britain and Northern Ireland (the)	-	10 066	10 066	-	4 653	4 653
USAID	-	254	254	-	760	760
Zambia	-	145	145	-	-	-

\*The Kuwait 2017 amount represents a transfer of a Window II balance to Window I

FUNDERS	2016 (\$ '000)			2017 (\$ '000)		
	WINDOW 1	WINDOW 2	TOTAL	WINDOW 1	WINDOW 2	TOTAL
<b>Associations banks companies non-governmental organizations</b>	-	2 636	2 636	-	2 388	2 388
Barbados Investment and Development Cooperation	-	54	54	-	82	82
Caribbean Development Bank	-	60	60	-	129	129
La Corporacion de Promocion de Exportaciones e Inversiones (CORPEI) de Ecuador	-	87	87	-	-	-
Costa Rica CINDE	-	-	-	-	8	8
DHL	-	85	85	-	70	70
International Islamic Trade Finance Corporation - ITFC	-	15	15	-	15	15
Islamic Centre for Development of Trade	-	25	25	-	40	40
Islamic Development Bank	-	800	800	-	1 040	1 040
ITHRAA Oman	-	-	-	-	31	31
McDonalds Corporation	-	-	-	-	25	25
National Graduate Institute for Policy Studies (GRIPS)	-	112	112	-	113	113
PepsiCo	-	540	540	-	100	100
ProCórdoba Argentina	-	-	-	-	20	20
Qatar Development Bank	-	-	-	-	81	81
Saint Lucia Trade Export Promotion Agency (TEPA)	-	200	200	-	82	82
Stichting IDH Sustainable Trade Initiative	-	85	85	-	-	-
Sustainable Agriculture Initiative (SAI Platform)	-	22	22	-	114	114
Swisscontact	-	-	-	-	170	170
The Mo Ibrahim Foundation	-	114	114	-	114	114
Trademark East Africa	-	350	350	-	150	150
Western NIS Enterprise Fund (WNISEF)	-	87	87	-	5	5
<b>Intra-organizational arrangements and revolving funds</b>	58	3 457	3 515	60	3 238	3 298
Enhanced Integrated Framework (EIF)	-	1 012	1 012	-	1 059	1 059
Food and Agriculture Organization of the United Nations (FAO)	-	-	-	-	228	228
Foundation for the Global Compact	58	-	58	60	-	60
ILO	-	183	183	-	131	131
One UN Fund	-	156	156	-	-	-
UNCTAD	-	368	368	-	-	-
UNDP	-	-	-	-	27	27
UNEP	-	105	105	-	-	-
UNIDO	-	88	88	-	-	-
World Bank	-	848	848	-	848	848
WTO-STDF	-	-	-	-	462	462
Revolving funds	-	698	698	-	484	484
<b>TOTAL</b>	<b>10 834</b>	<b>40 325</b>	<b>51 159</b>	<b>8 990</b>	<b>44 619</b>	<b>53 609</b>

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