

Annual Report 2018





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





Trade impact for good



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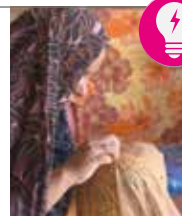
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Foreword

For the open global economy, and for rules-based multilateral cooperation more generally, 2018 was a complicated year.

Protectionist rhetoric and threats turned into unilateral action on a scale large enough to weigh on cross-border commercial activity. Trade remained a favoured scapegoat for populists, which exacerbated geopolitical tensions and diminished prospects for international economic cooperation.

Yet a closer look revealed several bright spots. Many countries pushed ahead with bilateral and regional trade integration, perhaps none with greater potential significance than the African Continental Free Trade Agreement. Women's economic empowerment and youth entrepreneurship have never been higher on the international policy agenda. Cross-border data flows continued to boom; while the digital revolution does raise political challenges related to fair competition and employment creation, it has also created new ways for businesses to connect to international markets irrespective of their size or location.

With little over a decade left until 2030, our prospects of attaining the Sustainable Development Goals (SDGs) will rest on reversing the negative trends and building on the positive ones. In the absence of more effective international cooperation we will have fewer tools to tackle the next economic downturn, and efforts to tackle climate change will be compromised from the outset. Ending extreme poverty will be impossible unless marginalized countries, communities and small businesses are empowered to connect to the economic mainstream.

The International Trade Centre (ITC) worked on both of these fronts in 2018. Our public diplomacy continued to make the case for positive-sum international cooperation, arguing that interdependence means the only outcomes for countries are 'win-win' or 'lose-lose.' Our work on the ground to connect micro, small and medium-sized enterprises (MSMEs) to international markets provided concrete proof of how good trade contributes to sustainable and inclusive development. Even in some of the world's most difficult market environments, ITC tools and support helped people and businesses use trade to create jobs and raise incomes, particularly for women and young people.

Despite the headwinds facing trade today, we are convinced that ITC's approach – equipping businesses to make the most in practice of whatever market opportunities they enjoy on paper – is especially relevant in a scenario where some countries are raising trade barriers even as others lower them. Our focus on MSMEs, which employ the vast majority of people, makes more sense than ever at a moment when equitable growth has become a burning political issue in developing and developed countries alike. Our consistent emphasis on empowering women in the global economy is not simply a moral imperative with transformative implications for households' future prospects – it is a practical necessity for countries to realize their full development potential.

In 2018, ITC worked with governments from West Africa to Sri Lanka to improve the broader business environment for MSMEs to trade. We refined existing market intelligence tools and pioneered new ones to enable governments to better target trade support and empower businesses to take advantage of bilateral and regional trade agreements. We supported governments' efforts to better understand and tackle the constraints facing women entrepreneurs in the world economy, building on the Buenos Aires Declaration on Women and Trade. And we empowered entrepreneurs and companies to tap into international markets from locations as improbable as rural Afghanistan and refugee camps in Kenya.

ITC's mandate is to make trade happen. This report is about how we did so in 2018. We delivered a record \$64 million of extra-budgetary expenditures on technical assistance, capacity building and innovative analysis. This was 38% more than in 2017, and nearly 15% above the previous high-water mark attesting to strong demand for ITC's services. Despite a constrained financial environment for international development cooperation, ITC reached funding agreements worth \$165 million with a wide range of partners, a sign of the confidence and trust they have placed in us to deliver value for money in pursuit of our shared goals. At home, we invested in streamlining management processes, building staff skills, fostering diversity and enhancing our ability to scale up for results and impact.



1. ITC Executive Director visiting a horticulture farm in Lesotho 2. Networking and informal sessions at SheTrades Global 2018, Liverpool 3. Launch of SheTrades Zambia 4. Private sector event at Conference on Afghanistan, United Nations, Geneva

Within this report you will find key results from each of the 15 programmes into which ITC organizes its interventions. A dozen case studies from the six focus areas of our work illustrate some of the different ways ITC is having impact on the ground, from supporting Sri Lanka to meet its ambitious trade objectives to attracting Japanese venture capital into tech startups in Uganda. The cases illustrate how large-scale projects have served as multipliers for ITC's impact, by allowing us to simultaneously address multiple constraints on would-be traders. Three 'ITC Innovates' stories describe promising new initiatives such as SheTrades Invest, which aims to catalyse investment into women-owned businesses in developing countries.

One recurring theme within this report is the use of online mechanisms, whether for MSMEs to report trade obstacles to the concerned authorities, access information and documents for cross-border formalities or connect to potential buyers elsewhere in the world. Another is the growing importance of South-South links: enabling businesses in least developed countries to sell into growing markets such as China and India accounts for a growing part of ITC's portfolio.

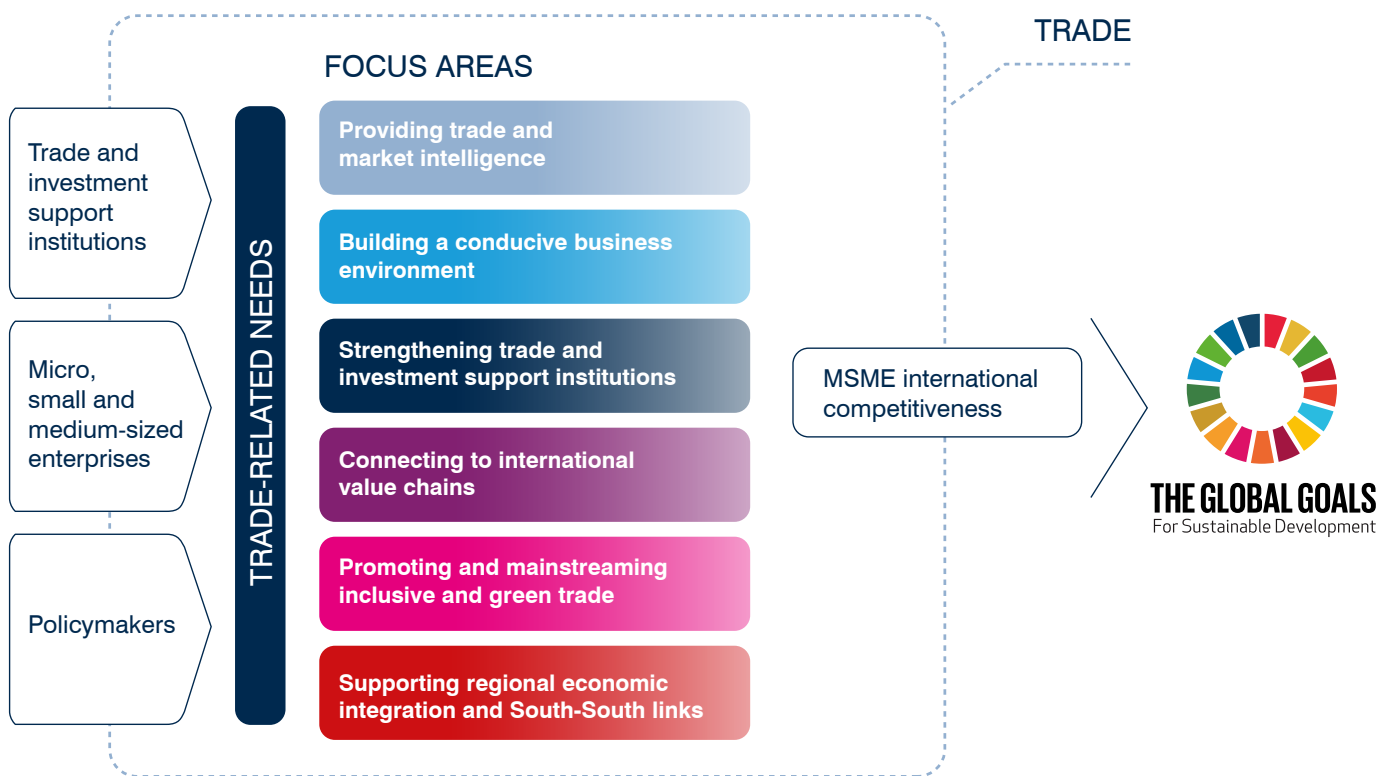
In the years ahead ITC's work will continue to focus on the countries and communities at the bottom of the pyramid, which is where we will either achieve the SDGs or fall short. We look forward to working with you to keep delivering trade impact for good.

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





GOAL 1

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



GOAL 2

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



GOAL 4

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



GOAL 5

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



GOAL 8

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



GOAL 9

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



GOAL 10

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



GOAL 12

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



GOAL 16

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



GOAL 17

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



The global context

World trade slows in 2018

World trade grew by 3.5% in 2018, a fall from 5.4% in 2017, reflecting the increasing headwinds facing global growth as well as the trading landscape.

Global merchandise exports expanded by an estimated 3.2% in 2018, compared to 5.0% in 2017. Developed economies saw exports grow by 2.2% and imports rise by 2.6%. The figures for developing economies were 4.4% and 4.1% respectively.

Global services trade grew by 7.7% in 2018, almost two and a half times faster than global merchandise trade. Growth in cross-border services trade was driven by a 10% expansion in services related to merchandise, such as maintenance for aircraft engines.

Global gross domestic product (GDP) grew by 3.6%, only very slightly more than global trade. This continues a trend since the 2008-09 financial crisis that has seen trade grow at about the same rate as overall economic output, after decades during which trade far outstripped output growth.

The policy context for global trade in 2018 was marked by a shift from protectionist rhetoric to unilateral action. The United States imposed tariffs on several of its leading trade partners, prompting retaliation on substantial portions of their respective bilateral trade.

Meanwhile, the United Kingdom's impending departure from the European Union will likely entail a reversal of decades of integration into the EU single market. Brexit will have implications for the UK's commercial ties with developing countries, which in many cases were anchored in trade agreements that those countries had with the EU.

On the other hand, ongoing bilateral talks between Washington and both Beijing and Brussels offered hope that the scope of trade restricting measures would be constrained and even reversed. The United States-Mexico-Canada Agreement, signed by the three parties in October, is meant to supersede the 1994 North American Free Trade Agreement.

Many governments have pushed ahead with bilateral and regional trade agreements. Notable among these is the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP), which entered into force at the end of December with a chapter on digital trade as well as one intended to help micro, small, and medium-sized enterprises (MSMEs) take advantage of the resulting trade opportunities in 11 Pacific Rim markets. An EU-Japan trade agreement moved towards entry into force, with a formal signing in July and ratification by both parties by year's end. Talks on a Regional Comprehensive Economic Partnership involving many of Asia's biggest economies – China, India, Japan and Australia, as well as the Association of Southeast Asian Nations (ASEAN) – continue to move forward.

At the multilateral level, the World Trade Organization (WTO) in 2018 continued to grapple with the prospect that its dispute settlement function, specifically its Appellate Body, would be impaired by a deadlock making it impossible to replace retiring members. Disagreements revolving around the WTO's ability to protect intellectual property rights, and the role of subsidies, are challenges that could come to a head in 2019. At the same time, however, governments built on the mandate from the 2017 ministerial meeting in Buenos Aires to curb fisheries subsidies, discuss e-commerce duties and encourage women's economic empowerment.

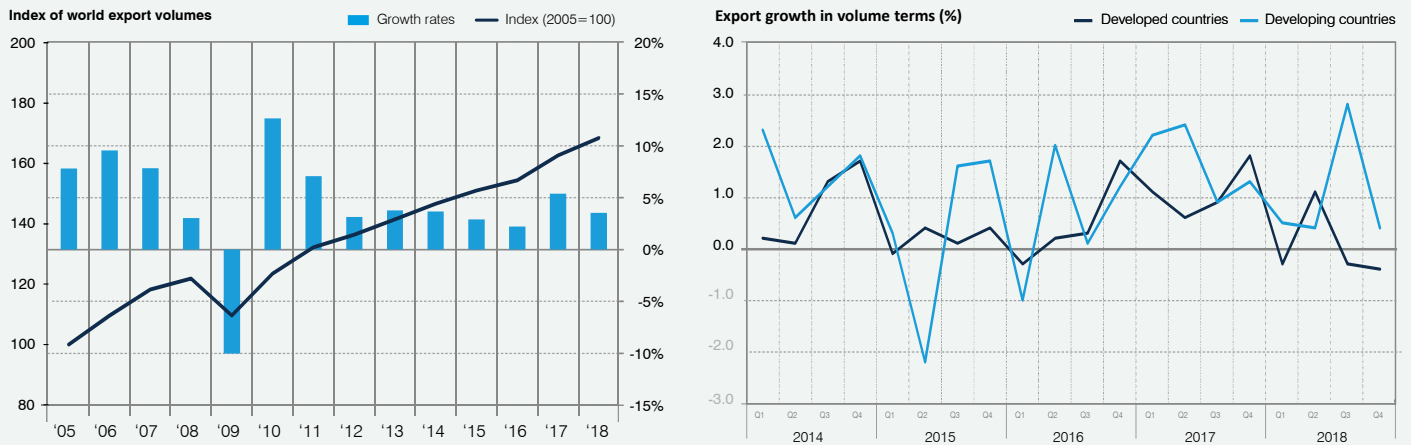


FIGURE 1 Global trade growth: Medium- and short-term trends

Left Panel: Figure 1: (left axis) Index of world export volumes of goods and services where 2005=100. (right axis) Percentage change of year-on-year export volumes. Source: International Monetary Fund (IMF) World Economic Outlook, April 2019.
 Right panel: Quarter-to-quarter seasonally adjusted merchandise export growth volumes for developed and developing economies. Source: WTO Secretariat.

Making the digital revolution work for inclusive growth

Backlashes against globalization and technology are not new. The world has experienced multiple industrial revolutions and waves of international economic integration over the past few centuries, along with backlashes against both. What is fundamentally new today is the rapid pace of technological change coupled with the shifting balance of global political power. New technologies have the potential to connect large numbers of heretofore marginalized people, MSMEs and countries to the global economy. Yet they could just as easily end up exacerbating inequality and exclusion if winner-take-all dynamics deliver the bulk of the gains from the digital economy to a small handful of giant firms based mostly in developed countries.

ITC's annual flagship research report, *SME Competitiveness Outlook 2018: Business Ecosystems for the Digital Age*, delved into specific aspects of the technological transformation. It analysed how firms do business and how digital platforms affect the business ecosystem, including traditional business service support providers such as trade promotion organizations, skills training institutions and quality assurance bodies.

Digital platforms are transforming the ways firms do business. For MSMEs, these changes affect most aspects of their daily operations, from access to information and finance to suppliers, clients and logistics. While powerful platforms offer major commercial opportunities for MSMEs to reach new customers, they also present threats, such as arbitrary changes in consumer search results or even direct competition from platform companies themselves.

The *SME Competitiveness Outlook* sets out an agenda for how different actors in the business ecosystem can work to broaden access to the benefits of digitalization and make trade and growth more inclusive. The alternative to channelling the current technological revolution into greater economic inclusion is to risk adding fuel to the existing loss of public trust in political and economic institutions.

The report urges actors in the business ecosystem surrounding MSMEs to embrace data and technology, calling on them to be open to new partnerships and innovation and to take measured risks to diffuse information, build skills and define and foster compliance with new regulation.



Some key recommendations from the *SME Competitiveness Outlook 2018* follow:

Make big data work for small firms

For MSMEs, access to market-relevant information is one of the main bottlenecks to connecting to international value chains. Trade and investment promotion organizations (TIPOs) have traditionally provided such information to smaller exporters as part of their services. The report shows that tailoring support to businesses works: for a constant budget, increasing spending by 10% on new would-be exporters leads to a 4.6% rise in the number of exporters per destination country.

Big data, in principle, provide endless opportunities for MSMEs to obtain market information. Yet there is uncertainty over whether the large companies that dominate the collection and analysis of market data will be interested in tailoring the information they command for MSMEs. TIPOs can play a key role in leveraging new technologies and data platforms to provide better market information to their clients.

Build skills for tomorrow

Rapid shifts in the skills that enterprises require from employees put enormous pressure on countries' education and training systems to adjust. However, in many countries those systems are notoriously inflexible, portending serious challenges. The *SME Competitiveness Outlook 2018*

urges training and educational institutions to anticipate, act and adjust to change as rapidly as possible. Though collaboration with private sector players is not without risks – today's successful gazelles may be extinct tomorrow – there is no time to design perfect solutions. Vocational education providers are advised to identify the most successful national players in new technologies and find ways to involve them in curriculum development and training programmes.

Foster trust in the digital economy

For markets to function well, they need quality control and monitoring mechanisms. Starting with the rise of mass industrial production, countries have set up elaborate institutions – standard-setting and certification bodies, testing facilities and the like – to ensure product safety and facilitate commerce.

Many of the new products and processes emerging from the digital economy entail quality aspects that are not immediately obvious to MSMEs or even to consumers. Are the customer comments on hospitality webpages authentic, or manipulated? How secure are electronic banking tools? What is the likelihood that a self-driving car will crash?

Regulation can foster innovation and competition by creating a more secure and predictable environment, and by consolidating consumer trust. Amid technological disruption, it is difficult but important to strike the right balance.




Once standards and regulations in the digital field are defined, transmitting knowledge about quality certification and related processes will be key to promoting certification. MSMEs, especially in developing countries, may not be able to shoulder these costs fully, so public or public-private entities have a role to play. The returns on investment are likely to be significant in terms of reducing security breaches and accelerating the adoption of new technologies.

Action plan for quality assurance bodies

The *SME Competitiveness Outlook 2018* sets out an agenda for countries' quality infrastructure to be speedily adapted for the digital age. It calls on them to follow this action plan to create trust in today's digital age:

- Facilitate the adoption of technology, especially among women, youth and MSMEs in remote locations
- Involve new players early
- Favour international approaches to standards
- Strike a balance between governance and innovation in a fast-changing environment
- Ensure privacy, safety and interoperability
- Build and maintain trust in technology through quality assurance and certification





ITC interventions: Doing more, better

What ITC delivered in 2018

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

system's two-year cycles for planning and budgeting. The annual targets are drawn from ITC's 2018 Operational Plan, which define performance benchmarks for the year.

Strengthened integration of the business sector into the global economy

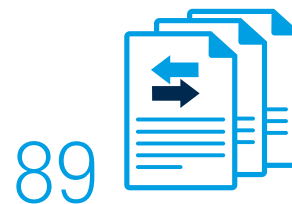


additional users of trade intelligence have greater awareness of international trade as a result of ITC support (target: 200 000)

Improved performance of trade and investment support institutions (TISIs)



cases of improved performance by trade and investment support institutions (target: 200)



cases in which ITC support helped change trade-related policies, strategies or regulations in favour of MSME competitiveness (target: 50)

Improved international competitiveness of enterprises



additional enterprises were supported to improve their international competitiveness or to meet buyers with whom they subsequently transacted business (target: 9 500)



participants in ITC training courses (target: 17 500)

Empowering women in the global economy



of the 18 500 additional enterprises referenced above were owned, operated and controlled by women (target: 50%)



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

Leveraging funding into trade

ITC has estimated the value of international business transactions generated through its interventions in 2018. The projection is based on three components: feedback from users of ITC market intelligence tools; documented

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



\$1.1 billion

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



\$1 → \$17

ITC leverages each dollar in extra-budgetary funding into \$17 of international export and investment transactions

Key performance indicators

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



\$100 million

ITC's delivery across all budgets



\$135 million

in pipeline projects laying foundation for future growth (target: **\$180 million**)



\$232 million

extra-budgetary funds secured for 2019 and beyond (target: **\$125 million**)



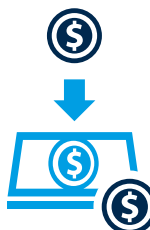
86%

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



95% of clients

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



\$1 → \$32

Each dollar invested in ITC's Business Development Fund catalyzed \$32 in extra-budgetary funding (2017: **\$22**)



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 in better targeting their products towards the most promising markets and in diversifying and adding value to their products. ITC has developed a suite of online tools and databases to make global trade more transparent and facilitate access to new markets.

Key results



\$308 million in trade transactions enabled by ITC market intelligence tools



New online tools launched on rules of origin and agricultural market prices



1 100 participants in free public webinars and SME Trade Academy e-learning courses



ITC trade data cited in over **2 000** media articles in **21** languages around the world



Infographics and data-themed videos with the hashtag **#ITCdata** reached a social media audience of over 65 million.

Highlights

ITC trade intelligence tools helped companies realize an estimated \$308 million in trade transactions in 2018, based on responses to an annual survey of users.

Users of ITC market intelligence tools said they helped them make decisions to expand into international markets more confidently, based on evidence instead of word of mouth. In evaluations collected throughout 2018, they also voiced appreciation for the tools' accuracy and regular updates.

ITC also launched new tools designed to make it easier for MSMEs to use bilateral, regional, or preferential trade agreements, as well as to understand price dynamics for farm products. The **Rules of Origin Facilitator** allows users to determine whether any trade agreements might offer them favourable access in target markets, and if so, to easily access information about the documentation requirements necessary for their products to qualify for the lower tariff rates.

ITC, the World Trade Organization and the United Nations Conference on Trade and Development signed a memorandum of understanding to advance the development of the **Global Trade Helpdesk**. They also built partnerships with agencies including the World Intellectual Property Organization and the International Chamber of Commerce. The goal is to expand the platform's content, with new data on trademarks and geographical indications, as well as its reach through business networks.

In countries including **Afghanistan, Ethiopia, Kazakhstan, Kyrgyzstan, Saudi Arabia, Tajikistan, Turkmenistan and Uzbekistan**, ITC trained and certified trainers to teach local TISIs and companies to use ITC tools to conduct export market research.



1. Market intelligence tool training, Guinea 2. Training on non-tariff measures, Oman

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



> 4 400 trade-related regulations applied by Arab countries now accessible via Market Access Map



> 2 750 downloads of NTM-related publications



79% increase in users of the ePing alert system

Highlights

ITC designed and piloted a comprehensive training course for policymakers and TISIs on how NTMs are experienced by companies when they attempt to do business across borders. The first two-day module, which comprises an introduction to NTMs and information tools, was piloted in five countries, with participants reporting improved understanding of non-tariff measures and challenges arising from rules of origin, sanitary and phytosanitary measures,

technical barriers to trade and related procedures. Course content is being refined based on participant feedback, and will be expanded and rolled out more widely in 2019.

ITC continued to work with the **World Trade Organization** (WTO) and the **International Standards Organization** to help businesses and policymakers understand and monitor changes in NTMs that could potentially impact merchandise trade. The joint ITC-WTO-United Nations **ePing** notification system, which sends out alerts when governments notify the WTO of new health and safety measures or technical regulations, had a 79% increase in users in 2018.

ITC's NTM publications documenting the regulatory and procedural trade obstacles encountered by MSMEs, along with potential solutions, continue to be in high demand. New publications in 2018 covered the **Comoros, Ecuador, Ethiopia, Jordan, Kyrgyzstan, Mali** and **Uganda**, bringing the series total to 39.

NTM business surveys in **Oman** and **Sudan** channelled business concerns to government authorities and policymakers, as did the trade obstacles alert mechanisms (TOAM) that have now been set up with ITC support in nine countries and trade blocs, including the **West African Economic and Monetary Union** (UEMOA, see case story). The information gleaned from both serves as a basis for administrative action as well as public-private dialogue on policy reforms aimed at addressing specific concerns. It also shapes the content of ITC-supported strategic policy documents, such as an export strategy in **Mali**.

A survey in **Uganda's** information and communication technology sector became the first to look at regulatory and procedural trade obstacles to services trade.



1. Launch of the Market Price Information Portal, Joint Advisory Group, Geneva 2. Workshop on trade and regional integration in the Arab States, Morocco

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 result



Real-time price information available for **>300** products through the Market Price Information Portal

Libus: An online business school for young Libyans

In November, ITC's SME Trade Academy launched its newest initiative: an online Libyan business school. Specifically tailored for young Libyans, Libus provides nearly 50 hours of course material on entrepreneurship and business administration.

The platform now has over 1,300 users from around the country. One of Libus's most prolific users is Jamal Mohammed, a young architect from the southern city of Sebha. He describes completing the five Libus course modules as a "transformative" experience. "I went back to my company and looked at it differently," he said. Applying the Lean Start Up and Design Thinking methodologies described in the courses, Jamal restructured his

architecture firm's internal processes to more effectively plan and manage projects. He has also revamped the way he customizes pitches to different prospective customers and is now conveying his new knowledge to graduates who come to his firm for training.

Jamal is enthused by the way the Libus platform makes knowledge easily available: accessing content online was feasible even in remote and conflict-affected areas like his hometown. He has come to the conclusion that entrepreneurship is not something reserved for the wealthy and well-connected, but something for people from all walks of life.





3. Trade Obstacles Alert Mechanism training, Niger 4. Trade statistics training, Malawi

Highlights

ITC launched the **Market Price Information Portal** (MPI, mpi.intracen.org), an online database that provides access to current and historical prices for more than 300 products in the agricultural, forestry and fisheries sectors, from grains and pulses to seafood, forestry products and livestock. It also provides up-to-date news and research on agricultural commodities.

The MPI portal, which draws on data from Thomson Reuters and the United States Department of Agriculture, responds to the need for affordable access to up-to-date market information, particularly for MSMEs, farmers and trade TISIs in developing countries. Timely information will better enable them to anticipate shifting market trends and make evidence-based business decisions that will boost their international competitiveness.

In partnership with the World Trade Organization (WTO), ITC launched the **Cotton Portal**, an online platform for cotton-related market intelligence, at the end of 2017. Designed for exporters, importers, investors and business support organizations to search for information on commercial opportunities and market requirements for cotton products, the portal provides a single entry point for WTO and ITC database information relating to market access, trade statistics, country-specific business contacts and development assistance related to cotton.

In March, ITC and the **West African Economic and Monetary Union** (UEMOA, for the French acronym), launched ConnectUEMOA (www.connectuemoa.com), a web platform that combines a virtual marketplace for companies to sell goods and services online with information on business developments and trade events. ITC trained coaches across the region to work with national partner institutions and small firms to create attractive company and product profiles.

2018 Funders

Core funders

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

Project-specific funders

Caribbean Export Development Agency, TradeMalta, China, European Union, Food and Agriculture Organization, Fundación Internacional y para Iberoamérica de Administración y Políticas, Hungary, International Islamic Trade Finance Corporation, National Graduate Institute for Policy Studies, Republic of Korea, Switzerland, the Netherlands, United Nations Development Programme, United Kingdom, United States, World Bank

CASE STUDY

Export Potential Map: Making trade promotion more effective



The challenge

To use trade to spark sustained and inclusive economic growth, economies need to carve out competitive niches in the global market. Identifying and exploiting lucrative export opportunities requires businesses to have strategic information about prospective markets: demand trends, tariffs and regulatory requirements and other market access conditions.

Market research is a resource-intensive undertaking. Particularly in developing countries, government agencies and trade and investment support institutions (TISIs) lack the resources to perform the in-depth analytical work necessary to effectively identify opportunities for export growth and diversification. This in turn prevents them from concentrating their efforts on sectors and markets likely to yield the greatest trade and development dividends. The effectiveness of such support is critical for micro, small and medium-sized enterprises (MSMEs), which lack the resources of larger competitors to conduct such analysis themselves.

The response

To simplify the task of identifying promising export opportunities, ITC has created Export Potential Map. The free online tool provides evidence-based analysis across thousands of products and 226 markets based on countries' supply capacities, global demand adjusted for

Export Potential Map provides evidence-based analysis across thousands of products and 226 markets based on countries' supply capacities, global demand adjusted for market access conditions, and the relative strength of trade relationships between countries.

market access conditions and the relative strength of trade relationships between countries.

The information provided by Export Potential Map enables governments and organizations seeking to support private-sector export growth to focus finite financial and human resources on the sectors and markets with the greatest potential for success.

ITC can, on request, also produce customized country-specific versions of Export Potential Map, as it did for Malawi (<https://malawi.exportpotential.intracen.org/>) in 2018.

The results

In 2018, nearly 28,000 users from 190 countries and territories, led by India, Peru and Turkey, drew on Export Potential Map.

Egypt's Export Development Authority (EDA) used ITC market access tools – Export Potential Map along with Trade Map and Market Access Map – to identify priority products and markets in its Export Multiplication Plan, a strategy to achieve 10% annual export growth over each of the next five years.

Following training by ITC experts, the Egyptian agency has integrated Export Potential Map into its services, using it to provide product-specific information to local exporters. It also created a portal (<http://expoegypt.gov.eg>) providing market intelligence to nearly 3,900 MSME clients for products, including citrus fruits, honey, cheese, building materials, garments and chemicals.

Export Potential Map also supports the trade promotion efforts of other TISIs. The Nigerian Export Promotion Council, which works to diversify the country's export basket beyond petroleum, hosts a trade portal that employs data from the ITC tool in information videos highlighting untapped potential across target markets for key products including ginger, dry beans, cashews, cocoa, leather and sesame.



1. Export Potential Map 2. Egyptian officials training to use Export Potential Map, Geneva 3. Analysing potential export opportunities for cut flowers, Kenya

Thousands of Nigerian exporters have used the platform since its July 2018 launch.

Officials at the Kenya Investment Authority use Export Potential Map to inform pitches to potential investors with evidence-based analysis about potential export products such as avocados.

Product of Uganda is a social enterprise that works with the Uganda Chamber of Commerce for SMEs to help businesses obtain quality certification as well as access to market research and training to help them successfully export products such as shea butter, tea, fruits and vegetables. It uses Export Potential Map as the starting point for research aimed at guiding MSMEs towards the most promising products, before working to identify and overcome the binding constraints holding back production and exports.

CBI, the Netherlands government's Centre for the Promotion of Imports from developing countries, works in strategic sectors and value chains in 35 developing countries to promote exports to Europe. It combines sector expertise and local knowledge with ITC export potential analysis to identify and prioritize the most promising products for coaching and value chain support.

The future

Beyond using Export Potential Map to help MSMEs find promising export opportunities for merchandise, ITC is exploring the use of the underlying analysis to estimate the job creation that would result if countries were to fully realize their export potential.

In related work, a pilot project with the International Labour Organization (ILO) identified sectors with large job creation potential in Benin, Morocco, Ghana, Guatemala, Jordan, Myanmar, the Philippines and Rwanda. The ILO's regional office in Jordan is using the results of this analysis to advise national stakeholders on promising avenues to create additional employment opportunities for refugees in the country. The goal of this work is to take advantage of export potential to the European Union (EU) market, using a rules of origin agreement between the EU and Jordan that offers special trade access to companies whose workforces include a significant share (15% or more) of Syrian refugees.

ITC and the ILO have initiated a new project using export potential data to identify sectors for skills development in Ethiopia and Tanzania; the idea is to align upskilling efforts with international market opportunities.

In addition, ITC is working to extend the analysis to identify services sectors with export growth potential, as well as to spot the most promising opportunities for upgrading through national and regional value chains.



Funders

Canada, China, Denmark, European Union, Finland, Germany, India, Ireland, the Netherlands, Norway, Sweden

CASE STUDY

Trade obstacle alert helps traders in West Africa save time and money



The challenge

For businesses in developing countries, one key barrier to exporting is meeting the health and safety standards or technical product regulations of prospective foreign markets. Another challenge is to obtain the certification that assures authorities in the importing countries that traded merchandise is indeed compliant with the relevant requirements.

Businesses surveyed by ITC about non-tariff measures routinely report that sanitary and phytosanitary measures and technical barriers to trade are among the main trade barriers they grapple with. Often it is not the content of a given regulation that is the main bottleneck to trade: it is the procedures associated with proving compliance. These procedural obstacles are frequently domestic in nature and can be solved unilaterally at home – provided that local authorities know about them.

In West Africa, where governments are working to promote trade among neighbouring countries and with the rest of the world, ITC surveys indicate that 75% of businesses face obstacles to exporting or importing because of trade-related regulations or procedures within the region.

75% of businesses face obstacles to exporting or importing because of trade-related regulations or procedures within West Africa.

The solution

As part of its comprehensive support to intraregional trade integration within the eight-member West African Economic and Monetary Union (known as UEMOA, comprised of Benin, Burkina Faso, Côte d'Ivoire, Guinea Bissau, Mali, Niger, Senegal and Togo), ITC worked with governments and regional authorities to set up a region-wide Trade Obstacles Alert Mechanism.

The Trade Obstacles Alert Mechanism is an online service that allows exporters and importers that encounter obstacles when importing or exporting merchandise to report them in real time to the national and regional authorities.

The mechanism is an online service that allows exporters and importers that encounter obstacles when importing or exporting merchandise to report them in real time to the national and regional authorities. In tandem with the internet-based platform, ITC helped set up a network of these agencies to understand, address and if possible eliminate the obstacles reported by companies.

The system works through national focal points, which receive traders' reports, direct them to relevant agencies and share information on the action taken while protecting business confidentiality. In addition to reporting trade obstacles to the responsible authorities, users can receive email alerts about problems faced by other businesses in sectors of interest. For companies, trade and investment support institutions and policymakers, the obstacle reports submitted provide a snapshot of the practical challenges faced by trade operators in the region.

The results

Since the launch of the UEMOA Trade Obstacles Alert Mechanism in March 2018, more than 40 obstacles have been reported by businesses through the web-based platform.

Among those reporting obstacles is Yaovi Timidiba, an exporter from Togo, who complained about the lack of laboratories to test his company's cocoa beans for pesticide residue so they could be exported to Germany. For want of local testing facilities, he usually sends samples to



1. Trade Obstacles Alert Mechanism training, Guinea-Bissau 2-3. Trade Obstacles Alert Mechanism training, Togo 4. Yaovi Timidiba and his team, Togo

Since the launch of the UEMOA Trade Obstacles Alert Mechanism in March 2018, more than 40 obstacles have been reported by businesses through the web-based platform.

Switzerland at considerable expense in terms of time and money, making his product less competitive on international markets.

Timidiba reported the problem to the Chamber of Commerce and Industry of Togo, the national focal point for the mechanism, in August 2018. Through the system, the Togolese Ministry of Agriculture informed him about a laboratory in nearby Senegal that carries out the same tests and at the same price, but much closer. Timidiba will in the upcoming export season use the regional testing laboratory, saving on time and shipping expenses. He reported a separate problem had also been resolved through the Trade Obstacles Alert Mechanism: he now receives paperwork to obtain certificates of origin on time, which means he no longer has to pay penalties for missing export documentation when exporting sesame to China.

Ten of the problems reported through the mechanism have been resolved, while the rest are being addressed by the national network of public and private agencies associated with the Trade Obstacles Alert Mechanism.

Within each of the eight UEMOA members, the mechanism has served to reinforce collaboration among agencies on improving the business environment. As a complement to the national platforms in each UEMOA member state, a regional interface developed for the UEMOA Commission is enabling it to track and monitor intra regional trade barriers, helping fulfil its mandate to enhance regional integration.

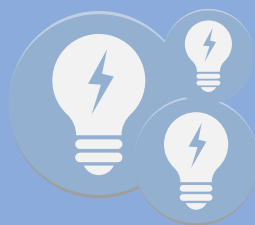
In some countries, the national network for the Trade Obstacles Alert Mechanism is embedded within national trade facilitation committees, which are public-private platforms with a mandate to streamline trade procedures. This allows border obstacles faced by businesses to feed directly into the policy reform process.

The future

The Trade Obstacles Alert Mechanism is now being extended beyond UEMOA countries to the rest of the Economic Community of West African States (ECOWAS). In 2019, it will be implemented in seven additional countries, and extended to trade barriers in services sectors. As the agreement creating the African Continental Free Trade Area takes effect, the mechanism will serve as a useful tool to help businesses make full use of the resulting market opportunities.



Funder
European Union



Rules of Origin Facilitator: Making it easier for MSMEs to use trade agreements



The challenge

Governments have signed hundreds of bilateral and regional free trade agreements (FTAs) lowering or even eliminating tariffs and other barriers to trade among signatories. To prevent these agreements from becoming a conduit for diverted merchandise from third countries, they require merchandise to meet certain 'rules of origin' criteria before they can qualify for preferential market access terms.

These rules of origin, which typically require a minimum level of value addition to have occurred within the countries party to the agreement, can be extremely product-specific and differ from one trade deal to another. The proliferation of overlapping bilateral and regional trade agreements, sometimes dubbed the 'spaghetti bowl,' has come with a plethora of rules of origin associated with different criteria and margins of preference.

For companies, particularly micro, small, and medium-sized enterprises (MSMEs) that may be unable to afford expensive consulting services to help them navigate FTAs, these rules of origin can lead to confusion, costs and compliance problems. Businesses might be unaware that their products are eligible for tariff preferences in a target market. The process of identifying relevant agreements and complying with origin and certification requirements can be so onerous that some companies opt to pay the non-preferential 'most-favoured nation' tariff instead. Not using preferential tariffs denies businesses an edge vis-à-vis their competitors, erodes their profit margins, makes it harder for them to maintain a foothold in export markets, and limits their ability to benefit from international value chains.

ITC business surveys in developing countries find that rules of origin are the single most complained-about non-tariff measure for manufacturing firms. Other surveys in Australia and the United Kingdom similarly find that FTAs go underused, in significant measure due to problems related to rules of origin.

Making it easier for MSMEs to maximize duty savings through FTAs would make them more competitive in target markets while helping them source inputs more cheaply.

The solution

ITC has created a web-based platform, Rules of Origin Facilitator (findrulesoforigin.org), to help MSMEs understand how to qualify for tariff cuts resulting from bilateral and regional trade agreements as well as from unilateral trade preference schemes.

The Rules of Origin Facilitator database, which ITC developed in partnership with the World Customs Organization and the World Trade Organization, aggregates product-specific origin requirements and origin-related provisions from 250 trade agreements. It aims to cover the majority of the more than 400 active trade agreements by the end of 2019.

To account for the wide variety in agreements and product-specific rules of origin, ITC developed natural language processing algorithms that apply text-as-data techniques to thousands of pages of legal text, recognizing elements that can be systematically classified and mapped into the database.

Businesses can use the tool to find out whether a particular product and target market are covered by a bilateral or regional trade agreement, and identify the necessary rules of origin. In addition to agreement texts, users can also find information on certification-related procedures and documentation requirements; shipment and invoicing processes; and how to contact competent national authorities such as customs offices, trade ministries and chambers of commerce.



1. Rules of Origin Facilitator training, Tanzania 2. Rules of Origin Facilitator 3. ©shutterstock.com

Businesses can use the Rules of Origin Facilitator to find out whether a particular product and target market is covered by a bilateral or regional trade agreement, and identify the necessary rules of origin.

In practice, a Viet Nam-based clothing manufacturer seeking to export t-shirts made from Chinese cotton fabric to the Republic of Korea could use the tool to determine whether there are any trade agreements between the two countries. She would learn that the garments would be eligible for duty-free access, instead of the standard 13% rate under two separate trade agreements: a 2007 agreement between Korea and the Association of Southeast Asian Nations (ASEAN), and Viet Nam's 2015 bilateral FTA with Korea.

The tool would explain that her company's use of Chinese fabric would not preclude duty-free access, since the cutting and stitching that occurred within Viet Nam would be sufficient to count the clothes as Vietnamese for the purposes of both trade agreements.

Finally, the tool would point to an important advantage of using the bilateral Viet Nam-Korea agreement: it allows certificate-free shipping for consignments worth less than \$600. Under the Korea-ASEAN agreement, the equivalent figure is only \$200. For shipments above those thresholds,

the Vietnamese exporter would simply need to download the relevant FTA certificate of origin form via a link provided in the Rules of Origin Facilitator, fill it out, get it stamped by the Vietnamese trade ministry and send it to her Korean importers, who would then be exempt from customs duties.

The future

The Rules of Origin Facilitator aims to cover the more than 400 trade agreements for which legal texts have been publicly released. It is being translated into French and Spanish.

In addition to developing training material and programmes for the tool, ITC and its partners are also planning new functionalities. One of these would make it easier for users to visualize where they might be able to source inputs while still being able to use preferential trade access. Another would use artificial intelligence to automatically perform origin determination for the purposes of optimal tariff treatment in a destination market.

A user survey is foreseen for 2019, the results of which will guide modifications to the tool.



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



27 strategy solutions delivered



128 activities in Afghanistan's NES are being implemented by development partners



Around 3 500 public/private stakeholders participated in trade and investment strategy consultations

Highlights

ITC's support to **Afghanistan's** efforts to use trade to drive growth and development culminated in the launch, in July, of a national export strategy (NES) setting out a policy reform and investment agenda aimed at tackling export bottlenecks, boosting export capacities and integrating the country into international markets. The strategy was based on an extensive consultative process involving inputs from over 500 Afghan industry leaders, small businesses and government officials. It identifies six priority sectors, from saffron to carpets, with high potential to drive growth and job creation. It also points to areas such as trade facilitation and quality management, where improvements would boost the competitiveness of Afghan MSMEs in all sectors. National agencies, with backing from international funders, are currently implementing 128 of the activities set out in the strategy. Afghanistan's Ministry of Industry and Commerce said that NES implementation has 'resulted in [a] substantial increase of export commodities.'

Following **Ukraine's** adoption of a Strategic Trade Development Roadmap in 2017, the government asked ITC to support in the development of a more comprehensive NES, which would identify specific reforms and investments to catalyse growth in sectors prioritized for high export and employment potential. Three rounds of consultations bringing together around 1,000 public- and private-sector participants yielded recommendations and detailed action plans for improving Ukraine's competitiveness in existing



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1. National export strategy workshop, Ukraine 2. National export strategy consultations, Saint Lucia

and new markets in sectors including light manufacturing, the creative industries and civil aircraft repair and maintenance.

In **Mongolia**, ITC is piloting a Trade and Investment Roadmap intended to reduce the country's reliance on natural resources – and hence its vulnerability to commodity price volatility – by attracting private investment to support private sector development and export diversification.

ITC is also building on the complementarity of trade and investment in **Myanmar**, where the government, which in 2019 will wrap up a five-year NES implementation process, has requested additional assistance to identify new target sectors, policy reforms and investment promotion strategies at the national level and in selected states.

During the year, ITC also provided technical assistance in trade strategy design in **Algeria, Mali, Rwanda, Saint Lucia, Senegal** and **Tunisia**.

ITC has also updated its methodology for e-strategies, building on 15 years of experience facilitating trade strategies for different segments of the information and communications technology sector, from business process outsourcing to software development.

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's (WTO) Trade Facilitation Agreement (TFA) at both the national and regional levels. ITC also supports businesses to better comply with cross-border requirements and participate in the design and implementation of trade facilitation reforms.

Key results



Supported Sri Lanka's design of a national single window for customs processes



Launched an e-learning course on the WTO TFA for the private sector, complemented by a regional training programme for businesses



6 countries supported to sequence TFA commitments for notification to the WTO



6 countries and **2 regional communities** supported to implement TFA obligations

Highlights

Building private-sector capacity to comply with cross-border requirements and ensuring governments took business concerns into account when designing trade facilitation reforms were important components of ITC's work in 2018.

To help businesses understand and take advantage of the TFA, an online course was launched with private sector participants from 27 countries.

In **Sri Lanka**, ITC worked closely with a local chamber of commerce to establish a network of export management coaches to provide real-time advisory services to MSMEs. They were trained on a new dedicated methodology developed by ITC to identify and address key challenges related to cross-border trade, and are now providing on-the-job coaching services to business in the country. ITC is replicating this initiative in Afghanistan.



1. National export strategy launch, Afghanistan 2.-3. National export strategy consultations, Sri Lanka

Also in Sri Lanka, ITC organized a series of public-private dialogues on the implementation of a national single window for customs-related procedures, notably on its activities, governance structure and operational model. ITC prepared discussion papers for each dialogue session highlighting different implementation options drawn from international best practices.

ITC stepped up its support for business by partnering with the **Economic Community of West African States (ECOWAS) Commission** to train 18 master trainers from chambers of commerce across the region. ITC subsequently supported these trainers to organize national activities based on ITC training methodologies aimed at helping businesses understand the opportunities and challenges presented by trade facilitation.

ITC supported six countries – **Afghanistan, Burkina Faso, the Central African Republic, Niger, Sri Lanka** and **Tajikistan** – to prepare their TFA commitments for formal notification to the WTO, a key step on the road to implementing the reforms that will reduce border costs and delays for businesses. Using a cost-benefit methodology for analysing individual TFA measures, ITC assisted national trade facilitation committees (NTFCs) to prioritize and sequence the implementation of TFA obligations for which governments would require either additional time (Category B) or technical and monetary assistance (Category C). In Afghanistan, Sri Lanka and Tajikistan, ITC supported NTFCs to define their governance structures, work plans and membership, providing capacity building to committee members on the TFA and options for implementation. In **Mali** and **Viet Nam**, ITC supported the establishment of trade facilitation portals designed to simplify trade formalities.

ITC also assisted countries to implement various TFA obligations. In Mali, Tajikistan, Sri Lanka and Viet Nam, ITC supported the establishment of trade facilitation portals designed to simplify trade formalities. Similarly, ITC supported Niger to document export, import and transit-related laws, regulations and formalities. In line with the TFA's requirement for WTO members to measure and

publish customs release times, ITC supported Sri Lanka to conduct a time release study. ITC also worked with five **Arab states** to harmonize their processes for the electronic submission of import-related documentation prior to the arrival of merchandise.

Finally, ITC published *Supporting SMEs through trade facilitation reforms*, a guide for policymakers to implement the TFA in ways that benefit businesses of all sizes, and *Faster Customs, Faster Trade* a paper on leveraging technology for trade facilitation.

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



6 countries supported in WTO accession process



Policy options developed for tackling non-tariff measures affecting regional trade in southeastern Europe



Mobilized business engagement on the African Continental Free Trade Agreement



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4. Visit of delegates of the WTO Dialogue event to the Free Trade Zone, Djibouti

Highlights

ITC worked to equip governments with better information for regional and multilateral negotiations by supporting them to understand tariff and non-tariff bottlenecks to trade. In the western Balkans, ITC worked with **Central European Free Trade Agreement (CEFTA)** governments and businesses to map regional trade in vegetables, iron and steel to develop policy solutions for the non-tariff measures impeding regional value chains. Many of the proposed policy options, such as enabling speedy customs clearance by processing documents prior to goods' arrival at the border, are slated for implementation in 2019. These recommendations would also align countries with European Union rules and help advance accession talks for CEFTA countries still negotiating WTO membership.

By bringing together government and private sector stakeholders from **Afghanistan, Uzbekistan, and Kazakhstan** for research-backed discussions on the obstacles to doing business across borders, ITC supported enhanced trading relations among the three neighbours. A direct result was Uzbekistan's unilateral decision to grant most-favoured nation status to all Afghan imports.

The African Continental Free Trade Agreement, which African leaders signed in July, has major implications for businesses across the continent. ITC has worked with chambers of commerce in eastern and southern Africa to understand the challenges and opportunities presented by the accord.

In **Sri Lanka**, ITC provided advisory support and helped the government obtain private sector input for its efforts to upgrade the regulatory framework for e-commerce as well as maritime and logistics services. ITC also worked with Sri Lankan stakeholders to develop policy options for more effective trade remedy administration.

ITC partnered with the World Trade Organization to organize a dialogue in **Djibouti** on the WTO accession processes of countries in the Horn of Africa region: **the Comoros, Ethiopia, Iraq, Somalia, South Sudan and Sudan**. Engagement with the business community was at the centre of this work, both in terms of ensuring that governments took private-sector views into account when formulating their negotiating stances and to enhance businesses' understanding of the implications of membership in the global trade body.

2018 Funders

Core funders

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

Project-specific funders

Caribbean Development Bank, China, DHL, European Union, Finland, Germany, Huawei Technologies, International Islamic Trade Finance Corporation, Japan, Qatar Development Bank, Switzerland, United Kingdom, United Nations Conference on Trade and Development, World Bank, World Trade Organization

CASE STUDY

Bolstering the business environment for trade-led development in Sri Lanka



The challenge

Like many developing country governments, Sri Lanka is seeking to make trade a driver of growth and development, using international markets as a lever to shift resources and people into higher value-added activities.

As part of its goal of becoming an upper-middle-income country within a decade, while reducing income inequality and regional disparities, Sri Lanka aims to double exports to \$28 billion per year by 2022 as it diversifies the country's export basket into innovation-based goods and services.

Yet setting ambitious targets is one thing; attaining them is another. The countries that have most effectively translated trade into broad-based growth and development did much more than provide a stable macroeconomic environment. They created an enabling environment for investment and production in an evolving series of sectors subject to the discipline of international competition.

Moreover, to maximize trade's contribution to inclusive growth, it is important for micro, small, and medium-sized enterprises (MSMEs) – which account for the vast majority of jobs – to connect to value chains.

The response

ITC has been working closely with the Sri Lankan government and an array of other domestic institutions to bolster the business environment for trade.

At the core of these efforts is the national export strategy (NES) that the Ministry of Development Strategies and International Trade and the Export Development Board developed with support from ITC. Formulated on the basis of extensive consultations with the public and private sectors, Sri Lanka's NES identifies the most pressing bottlenecks on export success and sets out specific measures to address them. It is a roadmap for allocating

finite resources to achieve the biggest returns in terms of growth and job creation.

The strategy identified six priority sectors for their high potential to create jobs and generate export revenue: information technology and business process management; wellness tourism; boat building; electronics; processed food; and spices and concentrates. For each, it describes – and provides cost estimates for – policy changes and key investments needed to build supply-side capacity.

It also identified for improvement four cross-cutting elements of Sri Lanka's international trade competitiveness: the quality infrastructure to foster compliance and certification to international standards and regulations; access to trade information and trade promotion services; logistics services; and innovation and entrepreneurship.

As a complement to the implementation of the NES, ITC worked with the Information and Communication Technology Agency of Sri Lanka to map the ecosystem of support to entrepreneurs in Sri Lanka. The goal was to identify gaps, overlaps and connections among actors such as start-up incubators and events, industry associations, financing sources and educational institutions to help them work together as effectively as possible.

The results

While the NES was only formally finalized in June 2018 and launched the following month, the Sri Lankan government had already been acting to implement it. Its 2018 budget allocated \$60 million in project expenditures related to activities in the strategy's implementation plan. Many of the initiatives foreseen in the strategy are underway.

Public-private sector dialogue on bolstering Sri Lanka's position as a maritime, logistics and transport hub in the Indian Ocean is working to ensure that the government's plans to open the shipping industry to international



1. Organic oil and extract production 2. National export strategy consultations 3. A company in Sri Lanka's information technology sector

Sri Lanka's 2018 budget allocated \$60 million in project expenditures related to activities in the national export strategy's implementation plan.

competition yield maximal benefits in terms of service costs and quality for Sri Lankan traders and consumers.

The 'Island of Ingenuity' branding campaign is marketing Sri Lanka's knowledge services to potential foreign investors. Boat building, one of the priority sectors, has received significant support from the Government of Sri Lanka and the Export Development Board. The country's first Boat Show and Boating Festival in October attracted a large number of buyers and industry professionals from countries in the region, the Middle East, Korea and Europe.

One important obstacle to Sri Lanka's trade performance, as identified by the NES, is limited understanding of international market dynamics and opportunities. This is particularly true for smaller businesses. The government has allocated funding to develop an online export promotion portal to provide trade and market intelligence to exporters through regional chambers of commerce from Jaffna in the north to Matara in the island's south. In a similar vein, greater knowledge about cross-border procedures and export management can help MSMEs trade more efficiently. In tandem with the National Institute of Exports, a training institution affiliated with the country's National Chamber of Exporters, ITC has implemented an e-learning programme on export regulations, packaging requirements and freight options for cargo. Over 130 MSMEs have taken the online

course. Eight businesses from sectors including processed foods, spices, garments and fishery products are receiving individual coaching as they upgrade their export-related administrative practices.

As in many developing countries, getting products certified as compliant with international health and safety standards is a major challenge for Sri Lankan exporters. In line with the NES recommendations, the government has made preliminary investments to inventory in-country certification capacity.

The entrepreneurship ecosystem mapping exercise culminated in a publication that has already started to deepen ties among ecosystem actors and change the ways they work together. For example, StartupX Foundry, a Colombo-based accelerator, said the report helped it identify new strategic partners such as the Sri Lanka Institute of Nanotechnology and influenced its work with other ecosystem actors in Sri Lanka.

The future

ITC's work in Sri Lanka is set to continue through NES-related allocations in the 2019 national budget as well as partnerships with other development partners. With support from national institutions, efforts to strengthen MSME capacities on export management, cross-border procedures and export marketing will be scaled up further.



Funder

European Union

CASE STUDY

Facilitating trade transparency and reforms in Mali



The challenge

Businesses seeking to trade must first understand the cross-border procedures needed to export or import: which government agencies are involved, what documents must be obtained to prove compliance with tax and regulatory requirements, and so on. This can be particularly difficult for micro, small, and medium-sized enterprises (MSMEs), which have fewer resources to draw on than their larger competitors.

The World Trade Organization's (WTO) Trade Facilitation Agreement helps traders by setting out shared global rules for cross-border procedures, backed by technical and financial assistance for developing countries that require support to implement the accord.

Making all documentary and other trade-related requirements easily available lowers compliance costs and times for businesses of all sizes. It allows companies to understand everything they need to do up front and plan accordingly, enabling them to jump through multiple hoops at once instead of dealing with each regulatory agency sequentially. But actually creating systems that provide such information is technically, administratively and financially demanding: procedures from regulatory agencies dealing with health and safety, agriculture, customs and technical product regulations need to be identified and organized accessibly.

In Mali, greater transparency and predictability for cross-border transactions has been a priority for the business community, especially MSMEs.

The response

In response to a request from the Malian government, ITC, in partnership with the United Nations Conference on Trade and Development (UNCTAD), has worked with authorities in the country to establish an online trade facilitation portal that displays the practical steps required for the import, export and transit of 15 key traded products, including mangoes, cotton and milk.

Designed to be easy for traders to use, the Mali Trade Portal lists, in sequential order, the formalities required to undertake cross-border shipments. Users can download key documents and access information about costs and times to export, import or transit a given product.

To identify the full panoply of procedures that applied to the goods in question, ITC worked with the Malian private sector, which as an additional benefit helped build lasting in-country analytical capacity.

As important as setting up the portal is ensuring that its contents are constantly updated. ITC worked with an existing multi-agency mechanism within the government to equip it to serve as a governance structure for the portal, with representatives from relevant ministries and agencies dealing with issues such as health and safety standards, customs inspections and agriculture. One goal of this work was to foster more effective inter-agency cooperation on helping Malian businesses trade.

The portal is designed to contribute to Mali's compliance with WTO trade facilitation obligations. It also seeks to support domestic reform efforts by inviting private sector users to submit observations and suggest improvements that can inform public-private dialogue on regulatory changes.

ITC and UNCTAD provided capacity building and technical assistance on three levels: to the technical officials working on the portal on how to collect, systematically organize and digitize data; to the focal points from different regulatory agencies on how to update the portal; and to prospective private-sector users of the tool.



1. Goods trucks waiting for authorization to cross the border 2. Border inspection in Sikasso region, Mali 3. Issuing a sanitary certificate for livestock 4. Pre-shipment goods inspection 5. Mali Trade Portal

The results

Similar to systems already in place in 23 countries, the Mali Trade Portal is playing an important role in increasing transparency around border-related regulations and procedures.

The portal is now entirely managed by an in-house team within the country's Ministry of Commerce. A gender-balanced team of four technical experts is in charge of information gathering, led by a high-ranking official who oversees coordination with other agencies.

By shedding light on overlapping or especially complex procedures, the exercise of putting together the information contained in the portal has paved the way for government authorities to simplify and harmonize some cross-border procedures. For example, when documenting procedures to obtain certificate for insurance against damage or loss in transit, it became apparent that each insurers had different processes, raising transaction costs for traders. The procedures have now been harmonized.

By shedding light on overlapping or especially complex procedures, the exercise of putting together the information contained in the portal has paved the way for government authorities to simplify and harmonize some cross-border procedures.



20%

reduction in trading times for mangoes and milk due to simpler procedures

The identification and removal of similarly overlapping procedures related to exporting mangoes and importing milk has reduced trading times by 20%. Mangoes no longer need to be re-weighed in a secure location prior to shipment and the number of times traders need to provide proof of identification has been reduced.

The future

Over the next two years, ITC will work with Malian agencies to identify prospects for further simplifying trade-related regulations. Business feedback through the portal will indicate how information provided in the portal aligns with realities on the ground.

ITC is working to introduce similar systems in countries such as Tajikistan. Governments have expressed interest in broadening the system to include information about transport procedures and port operations.

17 PARTNERSHIPS FOR THE GOALS



Funder

Denmark



Strengthening Trade and Investment Support Institutions

Strengthening Trade and Investment Support Institutions

The Strengthening Trade and Investment Support Institutions (TISIs) Programme works to improve the managerial and operational performance of organizations that support business growth and internationalization. Such organizations include trade and investment promotion agencies; chambers of commerce; sector associations; women's business groups; cooperatives; incubators and technical and vocational training providers. Through tailored advisory services, assessments and workshops, experts guide institutions through a process of change, including improved governance, strategy, performance measurement, service design and connections to other parts of the business support ecosystem.



Training for executives from African export promotion agencies, Nairobi

Key results



353 cases of improved performance by trade and investment support institutions



97 institutions assessed for project design and implementation processes, reducing project risk and improving delivery



95 countries represented at the World Trade Promotion Organization conference in Paris

Highlights

ITC worked with a wide range of institutions, including technical training providers and business incubators, in ways ranging from close, multi-year engagement with an organization's operations through to lighter-touch regional workshops, advice or sharing of good practices through an online platform.

In 2018, ITC's flagship **World Trade Promotion Organization Conference** welcomed representatives from 95 countries to Paris. They explored how to improve business support ecosystems to deliver more impact, adaptability and innovation to help MSMEs thrive amid the rapid changes of the digital age.



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2

1. Workshop with African export promotion agencies, Cotonou, Benin 2. Supporting African export promotion agencies, Cote d'Ivoire

Guided by an advisory board of CEOs, ITC continued to innovate to respond to the needs of institutions. Working alongside **Business France**, ITC delivered operational, planning, and leadership support to 21 trade promotion organizations in Africa, combining individualized advisory support with master classes to help each institution prepare a roadmap for performance improvement and targets for service delivery in 2019. In five countries, ITC piloted a new standardized approach for trade and investment promotion organizations to estimate and report on their contribution to macroeconomic objectives.

ITC delivered workshops to help member-based organizations and sector associations build sustainable business models by improving the credibility of their advocacy and providing services they can charge for. In **Sri Lanka**, ITC mapped out the gaps and overlaps in how different actors in the innovation ecosystem, such as incubators, accelerators, angel investors and training providers, work together and with businesses. It also pointed the way to how they can support young entrepreneurs more efficiently.

In response to growing demand, ITC also tested new training material designed to help government officials posted abroad to engage more effectively in trade promotion and commercial diplomacy. This work contributed to a new guide on commercial diplomacy to be released in 2019.

2018 Funders

Core funders

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

Project-specific funders

African Guarantee Fund, France, Canada, Caribbean Development Bank, Enhanced Integrated Framework, European Union, Food and Agriculture Organization, Germany, International Islamic Trade Finance Corporation, International Labour Organization, ITHRAA - Sultanate of Oman, Japan, Max Havelaar Foundation, Netherlands, Procomer Costa Rica, Saint Lucia Trade Export Promotion Agency, Switzerland, United Kingdom, United States, World Trade Organization

CASE STUDY

Supporting African export promotion agencies to improve services for MSMEs



The challenge

The best trade and investment promotion organizations (TIPOs) thrive on a virtuous circle of performance and support: visible success at enabling better export performance enhances their credibility among private- and public-sector stakeholders, leading in turn to more predictable funding and further increases in exports.

Many TIPOs in Africa, in contrast, grapple with a vicious circle. Constant funding uncertainty makes it harder for them to plan and deliver a reliable set of support services to local businesses seeking to connect to international value chains, let alone to experiment with high-risk, high-reward new approaches to help companies overcome the obstacles they confront.

In light of the critical role effective trade promotion can play in enabling businesses – especially micro, small, and medium-sized enterprises (MSMEs) – to tap into international markets, countries with TIPOs hamstrung in this way forgo commercial opportunities they might otherwise have been able to seize.

The response

In 2018, ITC and Business France, the French trade and investment promotion agency, started a new programme to support African TIPOs to improve their internal processes and service delivery.

The MOPSE programme (the acronym comes from the French 'management opérationnel des programmes de soutien à l'exportation') aims to upgrade the the operational management of export support programmes in 21 countries in Sub-Saharan Africa. The goal is to shift agencies into the virtuous circle with more effective operations leading to better export performance, enhanced credibility, higher budget allocations and steadily improving results.

The two-year programme targets chief executive officers and senior managers from 21 participating agencies from West and East Africa for institutional capacity building; individual and group coaching; and networks facilitating the exchange of best practice and collaborative problem-solving.

As part of the programme, participants first self-assess their own organizations to identify internal strengths as well as areas for improvement, based on ITC's benchmarking indicators for institutional leadership, resources, delivery and measurement. ITC then uses the assessment results to customize training for individual organizations and the group, with the aim of enabling agencies to focus on improving the shortcomings that are the most severe bottlenecks to their growth.

Once agencies start this change process, ITC trains top officials to create an organization-wide sense of ownership, which is essential for effective implementation. For instance, successfully introducing a new results measurement framework typically requires change leaders to articulate a strategic vision for staff and then demonstrate short-term gains that consolidate collective buy-in.

The training exercises were accompanied by technical workshops, during which participants developed action plans and targets for measurably upgrading service delivery for MSMEs. They also attended the World Trade Promotion Organization Conference and Awards (WTPO) as well as the Salon international de l'alimentation (SIAL), a major food industry trade fair, in Paris. There they were able to interact with peers, learn about business trends and management practices, and better understand how their countries' businesses lined up against prospective competitors.



1. Supporting African export promotion agencies, Nairobi 2. Supporting African export promotion agencies, Accra 3. African export promotion agencies at WIPO Conference, Paris

The results

Institutions report significant improvements since the beginning of the year, as each agency has designed and started to implement two related plans to improve internal managerial and operational processes, as well as to upgrade the delivery of export promotion services. The plans set a direction for each institution and enable them to mobilize support and resources from stakeholders.

On average, the participating institutions have completed 44% of their managerial and operational improvement plans after the first year.

Burkina Faso's export promotion agency, APEX Burkina, has redefined staff roles and responsibilities, set up a new client relationship management system and divided 600 exporters into segments based on export readiness. It has adapted its portfolio of services to better respond to different segments' needs. For instance, for businesses that are already exporting, a TIPO might offer troubleshooting services, market intelligence and brand-building support. For those with high export potential, it might provide product development support, management capacity building and assistance with business-to-business (B2B) contacts through market study tours and trade fair participation. For businesses likely to export in the more distant future, the agency would work to provide access to finance, training and market research.

The Zambia Development Agency has also worked on segmentation, assigning account managers to each segment to strengthen relationships with exporters and provide personalized support.

The Malawi Investment and Trade Centre has reviewed its core values and redesigned its performance appraisal process to ensure staff are results-oriented, with improved service delivery for exporters.

The future

ITC will continue to nurture the network of institutions built through the MOPSE project and work with each of the agencies to help demonstrate results, gain credibility and justify the resources they need to better support internationalizing firms.

Looking ahead, ITC plans to apply the approach in other regions as part of its portfolio of services to help trade and investment support institutions perform at their best.

CASE STUDY

Better support for Mongolian exporters



The challenge

Chambers of commerce play a critical role in supporting their members to overcome risks, costs and informational constraints preventing them from competing in international markets. As key advocates for business with policymakers, chambers throughout the world pave the way to a more enabling business environment, by ensuring that private sector views are heard during the policy process. At the same time they help businesses better understand and respond to new challenges in national and international markets.

To perform these functions as effectively as possible, chambers of commerce need to be equipped with specific skills and knowledge. These include clear strategies and an understanding of their clients' needs, well-defined service portfolios and good governance, paired with accurate results measurement that enables corrective action and demonstrates their worth to stakeholders.

The Mongolian National Chamber of Commerce and Industry (MNCCI) goes beyond traditional roles and supports enterprises to internationalize – something that in other countries is typically done by publicly funded trade and investment promotion organizations.

The response

ITC has been working with the MNCCI to assess its operations and upgrade its ability to enable Mongolian businesses, especially micro, small, and medium-sized enterprises (MSMEs), to successfully compete in international markets.

A 2016 benchmarking exercise rated the MNCCI's operational performance as just above average compared to peer organizations elsewhere. A misalignment between the chamber's organizational structure and its stated goals of providing advocacy and business support services

undermined its effectiveness at achieving either good. The chamber did not have a clear strategic vision about what kinds of businesses to prioritize when providing support.

In addition, the exercise found that the MNCCI did not systematically organize the services it provides on the basis of customer needs and modes of delivery. This was mainly due to a lack of information about who their customers were and what they needed.

Results measurement was impaired by the lack of a coherent and quantifiable set of key performance indicators. As a result, for example, responding to clients' business needs often overlapped with efforts to increase and track membership revenue, with the two goals competing with instead of complementing each other. Furthermore, internal MNCCI processes were largely undocumented; the absence of systematic knowledge management made it harder to learn from past experience and build institutional memory.

As part of its AIM for Results approach, which involves assessing business support organizations' performance, developing plans for improvement and then measuring progress, ITC and the MNCCI cooperated to formulate and implement a plan to respond to the identified weaknesses. ITC then repeated its benchmark exercise to evaluate how the MNCCI had improved.

The results

The re-benchmarking exercise, conducted in 2018, revealed that the MNCCI had improved on several fronts. It had better matched its operational structure to its organizational strategy, improving efficiency, reducing overlaps, adapting staff to new roles and identifying gaps in its workforce.

Strategy formulation itself has become a continuous process within the organization, with operational and managerial staff actively involved in determining how the organization should best allocate its resources. These



1. Textile mill, Mongolia 2. Sorting sheep wool 3. Seabuckthorn cosmetics ©shutterstock.com

decisions are made on the basis of actual client needs and expectations, which the chamber now regularly assesses.

The new strategy process is reflective of the MNCCI's new customer-centric organizational culture. Clients are now segmented using a matrix that takes into account their level of export maturity, allowing the MNCCI to serve them in a manner that best responds to their needs. Separately, membership loyalty is rewarded, with businesses classified into five categories from 'classic' to 'diamond,' with the latter receiving special privileges and access.

The MNCCI is now systematically measuring client satisfaction to better meet customer needs. The organization has also created a new client relations department and is using its new customer relationship management system to engage with different segments of MNCCI stakeholders at the governmental, institutional and enterprise levels.

In terms of results measurement, the MNCCI now has a framework linking organizational results to staff performance, with a full set of key performance indicators at the corporate, department and individual levels. Staff report satisfaction that individual contributions to organizational objectives are being recognized, lifting morale and productivity.

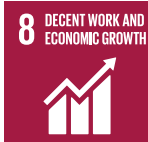
The MNCCI has also developed a framework for managing risks such as financial shortfalls, political change and information loss. This has enabled more effective operations, as evidenced by the MNCCI's accreditation to an ISO standard for document management.

The MNCCI's overall benchmark score has improved from just above average to a 'good' performer. Further improvements are likely as it continues to implement reforms.

The improvements in internal efficiency have accompanied an enhanced ability to support Mongolian businesses. At the October World Trade Promotion Organization Conference in Paris, the MNCCI received a special award for its work to raise incomes and create jobs in rural areas through product diversification and value-addition in the seabuckthorn (a berry used in food, cosmetic and medicinal products) and sheep wool sectors.

The future

ITC is working with other chambers of commerce to apply the approach used with the MNCCI. Regional workshops in East Africa have laid the groundwork for member-based organizations there to become more financially sustainable and offer better value to clients. ITC is sharing best practices across chambers through case studies, with a workshop planned for the World Chamber Congress in Brazil in June 2019.



Funders

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



Connecting to International Value Chains

Value Added to Trade

The Value Added to Trade programme enhances the ability of micro, small, and medium-sized enterprises (MSMEs) 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



> \$40m in investment commitments facilitated in the Caribbean coconut sector



22% increase in incomes for cocoa and yam producers in Ghana



\$250 000 in soybean sales to Viet Nam and the Netherlands for farmers in Togo

Highlights

In 2018, 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.

Exporters in **Togo** sold \$250,000 worth of soybeans to new customers in Viet Nam and the Netherlands after ITC

advisory support helped them improve corporate procedures and strike deals with buyers. The sales to Viet Nam helped more than 500 Togolese producers make up for diminished demand from India.

In **Senegal**, mango exporters supported by ITC saw a 7.7% increase in exports compared to the previous year, after participating in the FruitLogistica trade fair in Berlin. ITC also worked with the Senegalese mango industry to improve branding and marketing, notably through new labels and a new logo.

In **Ghana**, ITC, together with Fairtrade Africa, Chocolats Halba (affiliated with the Swiss retailer Coop) and the Kuapa Kokoo Farmers Union, demonstrated that building alliances among key value chain stakeholders has positive impacts on farmer income, crop diversification and climate smart agriculture. The 420 farmers directly reached by the project increased incomes by 22% in 2018.

In **Guyana, Jamaica** and the **Dominican Republic**, ITC and partners including the Caribbean Agricultural Research and Development Institute (CARDI) have created alliances among international coconut product brands, farmers and researchers. They facilitated corporate investments worth close to \$40 million in processing facilities, nurseries and crop diversification projects.

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 MSMEs overcome these barriers.



1. E-commerce business training, El Salvador 2. E-commerce workshop, Rwanda

Key results



250 enterprises in Rwanda trained in e-commerce skills



200 women-owned businesses in Central America supported to connect to online markets for gifts and home décor articles

Highlights

In **Rwanda**, ITC supported MSMEs to build their capacities to market goods and services online. In addition to training about 250 enterprises on various aspects of e-commerce, such as market research, advertising, and understanding virtual marketplaces, ITC trained 17 coaches who will work directly with Rwandan enterprises. In partnership with global logistics firm DHL, ITC designed an e-commerce service centre to offer Rwandan firms access to drop-in advisory support as well as assistance with storage, inventory, packaging, and delivering goods to domestic and international customers.

In **Senegal**, ITC worked with the trade promotion body, ASEPEX, and Trade Point Senegal, a government-backed foundation that encourages e-commerce, to set up made-in-senegal.org, an e-commerce platform that offers over 100 products for sale from 17 companies.

ITC is working with mid-sized industrial firms in **Qatar** to lead them through the requirements for B2B e-commerce: producing content, managing inventory and working with freight and logistics.

In six Central American countries, ITC is working with partners from local trade and investment support institutions

(TISIs) to link 200 women-owned businesses to the global gifts and home décor market, through better product quality and online sales.

In **Azerbaijan**, ITC is training companies with e-commerce experience in advanced skills for handling quotes, invoices and payments, as well as understanding export logistics and customizing commercial offers for specific online marketplaces.

ITC trained TISIs on e-commerce in 10 countries in Africa, South America and Central Asia, equipping them to better support local firms to price and position their products online and be competitive on internet-based marketplaces.

2018 Funders

Core funders

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

Project-specific funders

African Guarantee Fund, Canada, Caribbean Development Bank, China Scholarship Council, Coop Genossenschaft/Chocolats Halba/Sunray, Enhanced Integrated Framework, European Union, Food and Agriculture Organization, Germany, International Islamic Trade Finance Corporation, International Labour Organization, International Organization for Migration, Japan, Max Havelaar Foundation, Netherlands, One UN, Qatar Development Bank, SDG Fund, Sweden, Switzerland, Netherlands, United Kingdom, United States, West African Economic and Monetary Union (UEMOA), World Bank, World Trade Organization

CASE STUDY

Drawing foreign venture capital into Uganda's tech sector



The challenge

It is said that talent is evenly distributed, but opportunity is not. However good their business ideas, would-be entrepreneurs in many developing countries face challenges that their counterparts elsewhere do not. Weak physical infrastructure may separate them from markets. Credit might be unobtainable; legal and regulatory obstacles might not favour new businesses.

In Africa, the digital economy has lowered some barriers to entry for entrepreneurs. Tech startups reach customers via the internet on their mobile phones. Platforms make it easier for suppliers and customers to connect, at home, elsewhere in Africa and abroad. Yet even the most promising startups face serious challenges accessing finance. Banks typically demand high collateral and interest rates that most small enterprises simply cannot afford, leaving them reliant on loans from friends and family. Many watch their companies stagnate, or worse, go bust – not because of an inability to compete or an unappealing value proposition, but for want of capital to operate and expand.

The response

As part of the Netherlands Trust Fund IV (NTF IV) initiative, a multi-country, multi-project partnership with the Dutch Centre for the Promotion of Imports from developing countries (CBI), ITC has been working to bolster the international competitiveness of micro, small, and medium-sized enterprises (MSMEs) in Uganda's nascent information technology sector.

ITC's involvement in Uganda's tech sector, which dates back to 2014, operates at three levels: capacity building and international business development support for startups; partnerships with local tech hubs to strengthen the business ecosystem; and coordination with government ministries and agencies to improve the policy environment.

Promising Ugandan companies in sectors from financial technology to e-commerce, education and agriculture receive training and advisory services customized for their maturity and specialization. This helps them develop business ideas and match products to market demand. Participation in regional and international trade fairs foster business-to-business (B2B) contacts with prospective customers. ITC has placed particular emphasis on creating opportunities for women-led companies and women in the tech sector more broadly. Crucially, ITC has sought to counteract the lack of local venture capital and other financing by fostering ties with international investors and partners.

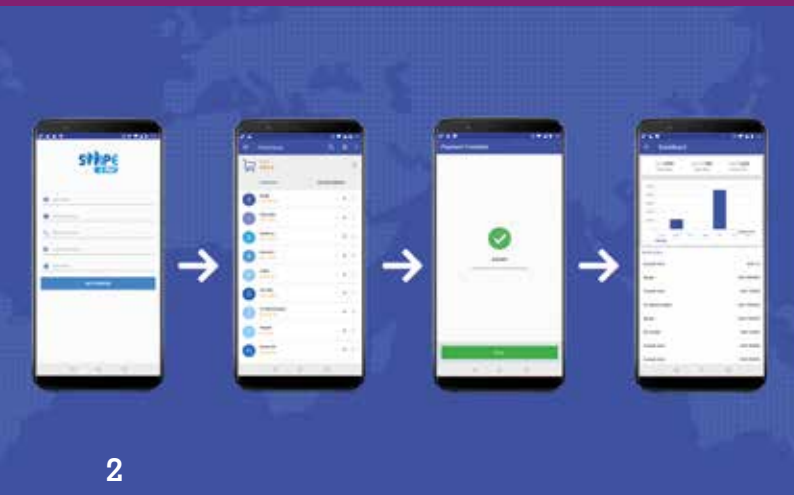
The results

Leapfrog Ventures, a Tokyo-based venture capital firm that was one of the investors that ITC brought to Uganda, has injected funds into two Ugandan fintech startups, enabling them to escape capital constraints and invest in improving their products and entering new African markets.

Xente, which received \$100,000 in investment from Leapfrog Ventures, develops cash-free mobile payment systems for African businesses and their customers. Swipe2pay, which processes payments and operates cloud-based business and inventory management systems for brick-and-mortar retail and distributors, received \$40,000 – the firm's first external investment.

Both startups are associated with ITC's work in Uganda. According to Swipe2pay chief executive Solomon Kitumba, these ties enhanced their credibility with Leapfrog Ventures when ITC brought the Japanese group's founder, Takuma Terakubo, to the Ugandan capital of Kampala.

'Being part of NTF IV built more confidence for the investor – that we were associated with a trusted organization and not going it alone,' Kitumba explained. 'This helped build



1. Mama Ali, shop owner and Swipe2pay user 2. Swipe2pay application 3. A Ugandan tech startup

trust and confidence for him. ITC then arranged for us to meet him formally. This is where we were meant to do our magic and yes, he was hooked.’ He noted that Leapfrog Ventures particularly liked Swipe2pay’s efforts to make it possible for small businesses to use business performance data – rather than having to post collateral – to obtain access to small loans.

ITC also facilitated Terakubo’s meeting with Xente and its chief executive officer, Allan Rwakatunga. Over two days of pitching, Rwakatunga and his cofounders met with the Japanese investor, who said he liked the business and the team, and wanted to invest.

Terakubo said that Xente and Swipe2pay were providing high-quality solutions to the challenges facing growth industries in Africa. ‘If ITC had not invited me to Kampala, I couldn’t have met them and wouldn’t have found an opportunity to invest in Uganda yet,’ he added.

‘If ITC had not invited me to Kampala, I couldn’t have met Ugandan startups and wouldn’t have found an opportunity to invest in Uganda yet.’

Takuma Terakubo, founder of Leapfrog Ventures

Since launching a \$4.5 million African fund out of Kigali, Rwanda in July, Leapfrog Ventures has invested in nine seed-stage startups in Eastern Africa and is targeting investments in 200 startups continent over a three-year period.

The future

Swipe2pay is using the investment to fund expanded computing and cloud service capacity that will enable it to scale up from serving hundreds of MSMEs to serving thousands. The company plans to launch into Rwanda and Kenya by mid-2019.

Xente also has ambitious plans to improve its products and boost customer numbers both in Uganda and four other African markets.

ITC is currently working to accelerate over 50 tech startups in Uganda and draw more investment into the local business ecosystem. A new pool of entrepreneurs is set to be onboarded in mid-2019. The methodologies developed by ITC’s tech sector development team are designed to be scalable in Uganda and elsewhere in sub-Saharan Africa.



Funder

The Netherlands

CASE STUDY

Alliances for Action: Catalysing investment in the Caribbean coconut industry



The challenge

Small-scale farmers and businesses in developing countries often struggle to connect to national, regional and international value chains. The result is that even when global demand is high for the crops they grow they fail to benefit in terms of higher incomes, cash flow and more resilient livelihoods.

The coconut sector in the Caribbean is a prime example. Demand for coconut oil, water and other products has been surging on the back of changing consumer lifestyle preferences. A study by ITC and Duke University estimates that sales of organic coconut water alone will more than double to \$4.6 billion by 2024. And yet Caribbean coconut farmers have reaped fewer benefits from the boom than competitors in Southeast Asia.

A decades-old vicious circle of low prices, prolonged underinvestment and weak ties to international markets have left the Caribbean coconut industry with ageing, unproductive plantations vulnerable to pests and plant disease, together with limited processing capacity. Resuscitating production requires increasing the supply of high-quality seed nuts and seedlings. Increased production, together with better ties to consumer markets, would help improve incomes for thousands of farmers.

The solution

To revitalize the coconut industry in the Caribbean, ITC and its partners have been working since 2014 to facilitate alliances among actors at every step of the process, from research and development and policymaking through to production, processing and commercialization. The aim is to catalyse investment in ramping up sustainable supply and commercial capacities. The approach, called Alliances for Action, combines technical support and investment with

international market connections, leading to more value capture and higher incomes for small-scale coconut farmers and small and mid-sized processors.

To improve sector governance and rectify competitiveness gaps at scale, ITC joined hands with the Caribbean Agricultural Research and Development Institute (CARDI), the African, Caribbean and Pacific Group of States (ACP) and a network of local and regional partners. With financing from the European Union, they together mobilized over 2,000 coconut producers and 450 extension services officers and formed market-led partnerships in 11 countries – Antigua and Barbuda, Barbados, Belize, Dominica, Dominican Republic, Jamaica, Guyana, Saint Lucia, Saint Vincent and the Grenadines, Suriname and Trinidad and Tobago.

At every step of the value chain, policymakers, buyers, researchers and financing institutions are working with farmer-led organizations to reduce risks and align policies to support the expansion of coconut production and commercialization. Since it takes five to eight years for newly planted coconut trees to come online with marketable crops, to create stable income streams in the interim, farmers are being supported to grow locally appropriate alternative crops, such as cocoa, bananas and peppers, and to step up value-added production of coconut water, oil and milk.

The process has involved technical and policy support, such as agricultural extension services for farmers and assistance for processors to meet international health and safety standards.

The results

Four years into implementation, the project's impacts are visible at three levels: investment, network creation, and technical capacity and training.



1. Coconut nursery, Dominican Republic 2. Training on agricultural techniques, Dominican Republic 3. Product development training 4. Lead farmer, Guyana

Enhancing the long-term economic outlook for the sector has paved the way for new commercial-scale investment into the region’s coconut industry. In Jamaica, partners such as the Coconut Industry Board (CIB), the Scientific Research Council (SRC), the Rural Agricultural Development Authority (RADA), the Development Bank of Jamaica (DBJ) and the Smallholder and Agri-SME Finance and Investment Network (SAFIN) have created a sustainable finance mechanism for smallholder farmers. This has resulted in over \$22 million in investment commitments by major firms as well as small local producers and cooperatives such as Barnhill Organics and Swaby’s. In Guyana, \$16 million in planned investment will go towards developing new processing facilities for products such as desiccated coconut, coconut oil, and peat made from coconut husks. In the Dominican Republic Bananos Ecológicos de la Línea Noroeste (BANELINO), an organization of family farmers producing Fairtrade-certified organic bananas for export, joined the Alliances for Action network to diversify into coconut production for increased income security and climate resilience.

Alliances among government bodies, big and small businesses, farmers’ groups, private and development finance institutions and the tourism industry have helped improve the business environment and de-risk investment in the Caribbean coconut sector, while ensuring that smallholders’ voices are heard in policymaking processes. Stronger ties between farmers and processors promise to speed the passage of coconuts to markets for value-added products.

Over 2,000 farmers, a quarter of them women, have been trained on sustainable farming techniques, including climate-smart agricultural practices designed to maintain production and incomes in the face of climate change. To amplify the



Better outlook for Caribbean coconut sector led to \$40 million in investment commitments

scale of this work, a system of peer learning and knowledge sharing has been established with 600 farmers, who are now better linked to research and extension services, buyers and investors. Thirty agro-processing firms are also now connected with smallholder farmers and have been trained on meeting international quality and food safety standards, as well as on waste-reducing lean production methods.

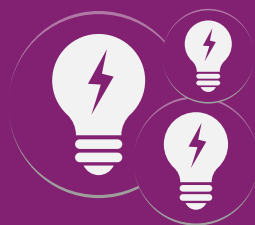
The future

With the endorsement of the Caribbean Community Council for Trade and Economic Development and the Caribbean Forum Directorate, ITC and CARDI submitted a proposal to the European Union for a second phase of the project, which would seek to increase its impact and scale, with a stronger focus on climate-smart agriculture, from 2019 to 2023.



Funder

European Union



Connecting Afghan businesses to international value chains



The challenge

Four decades of conflict devastated Afghanistan's economy and left it with one of the world's largest diasporas of displaced people. War ravaged the country's physical infrastructure and disrupted longstanding trade and transport links. The effect on the country's workforce was even more dramatic. Six million Afghans now reside in Iran, Pakistan and other countries. An estimated 2 million more have been displaced from their homes within Afghanistan. Nearly 15% of the world's refugees are from Afghanistan, a share second only to Syria. Since large-scale repatriation started in 2002, more than 5.2 million Afghan refugees have voluntarily returned to the country. Cross-border movement continues in both directions between Afghanistan and its neighbours. Adding to the displacement pressures is drought, exacerbated by climate change, which is affecting agriculture and with it livelihoods in the rural areas that are home to 70% of the country's population.

Afghanistan, which joined the World Trade Organization in 2016, is keen to use trade to drive inclusive growth, development and job creation as a means to consolidate domestic peace and stability. Employment generation, especially for young people and rural populations, is critical both for social stability and for giving potential or returnee migrants an incentive to stay. Value addition – the key to more and better jobs – is a top priority for policymakers and the private sector. In work supported by ITC, the Afghan government has consulted widely with the private sector to identify international market opportunities and develop a national export strategy. It also started to overhaul the trade policy and business environment to remove bottlenecks to export success.

Yet reforms at home, even when coupled with lower barriers in export markets, are not enough to make trade happen. It is necessary but not sufficient for Afghan businesses to meet international product standards; they must also build ties with counterparts in other countries.

Despite the years of tumult, parts of Afghanistan's economy continue to draw on the country's rich heritage to make high-quality artisanal goods such as garments, silk and cashmere, as well as food products like saffron, dry fruits and nuts. But even these businesses struggle to tap into international value chains.

The solution

ITC's Ethical Fashion Initiative is working to improve the Afghan livelihoods of thousands of artisans and farmers in the fashion and fine foods sectors by connecting them to lucrative niche markets in Europe and around the world. The aim is to use responsible trade, anchored in ITC's ethical trade compliance and capacity-building framework, to raise incomes and create jobs, particularly for displaced people, returnees and potential migrants.

In Kabul and the western city of Herat, ITC has joined hands with six social enterprises – two in the silk and clothing industries and the remaining four dealing in saffron, dry fruits and nuts – by supporting them with market connections and product development advice, as well as technical expertise to upgrade business processes and increase quality and efficiency.

Market ties have been made to buyers including restaurant chefs in the United States, Spanish spice retailer Fleur de Sel and Berlin-based fashion brand Zazi Vintage. The food-sector MSMEs received advisory services on improving product packaging, quality, traceability and compliance with the Ethical Fashion Initiative's code of conduct for labour practices, gender equality and environmental protection. ITC is working with a network of around 30 silk spinners, weavers and natural dye experts to produce new fabrics for international partners and to catalyse investment in increased production capacity with spinning equipment imported from India.



1. Master weaver and dyeing expert Saleh Mohamed 2. Embroidery 3. Ali Latiff, a silk spinner in Herat 4. Sorting dry fruit



\$450 000
first-year export sales
for Afghan fashion
and fine food items

One of the social enterprises, Zarif Design, is in a joint venture with Zazi Vintage to produce a line of clothing made in Afghanistan. It is scheduled to go on sale in spring 2019 on MatchesFashion.com, an online luxury goods retailer.

In its first year of implementation, the initiative has already led to sales of \$450,000, principally for saffron sold to buyers in Canada, Spain and the United States. It has contributed to creating jobs and raising incomes for close to 300 artisans and farmers, many of them returned migrants and internally displaced people, with approximately 1,000 people in the broader supplier network benefiting from the sales.

The future

Having received additional funding, ITC is set to build on the partnerships it has created in Afghanistan to expand to more products, markets and social enterprises, amplifying its contributions to sustainable development and peacebuilding.

Future work will encourage the adoption of climate-smart agricultural techniques intended to mitigate the effects of drought, which now displaces as many people in Afghanistan as conflict. In addition, it will promote diversification to reduce households' exposure to price and demand shocks. In practice, this would mean that a single farming household would have multiple sources of income, some linked to food, such as mulberries or almonds, and others linked to fashion, such as silk cocoons or cashmere goats. It would require a shift from current practice in which farms typically commercialize only one crop and grow others in small quantities.

Another focus will be to attract new investment into Afghan social enterprises.



Funder

European Union

Promoting and Mainstreaming Inclusive and Green Trade

Empowering Women to Trade

Through the SheTrades initiative, 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



Commitments to connect **1 million** women to markets through SheTrades initiative, two years ahead of original 2020 deadline
New target: 3 million by 2021



\$10 million in confirmed investment financing for women entrepreneurs in Ghana, Kenya, Nigeria and Zambia through SheTrades Invest



\$19 million in business leads generated for women-owned companies

Highlights

In 2018, ITC's SheTrades initiative trained almost 4,000 women entrepreneurs to improve the international competitiveness of their businesses. Many of them participated in trade fairs and B2B events, generating \$19 million in business leads.

SheTrades in the Commonwealth was launched in April to bolster economic growth and job creation in **Bangladesh, Ghana, Kenya and Nigeria**, as well as in other Commonwealth members. It will work to increase the participation of women-owned businesses in international trade and providing policymakers and trade negotiators with better data and analysis to make the trade ecosystem more gender-responsive.

The new **SheTrades Middle East and North Africa (MENA)** hub started connecting women entrepreneurs from the region to international markets, rolling out capacity-building activities on logistics and shipping costs, export procedures, social media marketing and e-commerce.

At the country level, the governments of **The Gambia and Zambia** invited ITC to establish national SheTrades chapters, which support women entrepreneurs and encourage local governments and the private sector to do more to empower women in the economy.

ITC struck new private sector partnerships to support women's economic empowerment. Logistics giant **UPS** is providing technical expertise to build logistics skills among women entrepreneurs in **Mexico, Nigeria, the United Arab Emirates and Viet Nam**.



1. SheTrades Middle East and North Africa hub launch, Dubai 2. SheTrades Commonwealth event, Bangladesh

In partnership with **GroFin**, a development finance company, ITC launched **SheTrades Invest**, an initiative that will inject \$10 million worth of financing into small, fast-growing women-owned businesses across Africa and the Middle East.

Following the 2017 Buenos Aires Declaration on Women and Trade, ITC provided technical expertise, content and networking support to technical seminars for WTO members on issues such as the relationship between women entrepreneurs and public procurement, international value chains and improving financial inclusion.

The SheTrades Global conference in June brought almost 500 women entrepreneurs to Liverpool for hundreds of B2B meetings with buyers and investors, along with business competitions that led to investment offers for entrepreneurs from GroFin, logistics and transport company Maersk and and Balloon Ventures.

ITC also updated the SheTrades app and website to make them more effective on low-quality internet connections, as well as to better facilitate matchmaking between buyers and women-owned businesses. Over 2,500 businesses have already connected via the site, facilitating networking, commercial transactions and information exchange between women entrepreneurs about doing business across borders.

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



> 1 200 new employment opportunities created by the Ethical Fashion Initiative in Afghanistan, Burkina Faso, Haiti and Mali.



150% average increase in incomes for Ethical Fashion Initiative artisans in Haiti, Burkina Faso and Mali



> \$800 000 in total sales generated in 2018

Highlights

Within its social enterprises around the world, ITC's Ethical Fashion Initiative (EFI) in 2018 conducted training activities to expand workers' skills in areas from weaving, dyeing and accessory-making to general business management. ITC aligned its compliance and traceability scheme with industry requirements and completed living wage assessments in Nepal, Ethiopia, Vanuatu, Burkina Faso and Mali.

In **Burkina Faso**, international buyers and working communities together developed new textile and interior products, such as tote bags, t-shirts and pillowcases, both for export and for sale in two new showrooms opened in the capital city, Ouagadougou. The EFI social enterprise in the country collaborated with United Arrows, a Japanese retailer, to develop new textile patterns and shapes, over the course of which workers learned sophisticated techniques to apply to their own production in the future. In addition, longtime EFI partner Vivienne Westwood in 2018 started working with artisans in Burkina Faso.



1. Silk spinning, Afghanistan 2. Natural dyeing, Mali 3. Ethical Fashion Initiative artisan, Burkina Faso

In **Afghanistan**, fashion and food industry buyers from Europe and the United States started sourcing scarves, garments, saffron and dried fruits from social enterprises in Kabul and Herat.

In **Haiti**, ITC is successfully ending its project, leaving behind the social enterprise as a commercially viable, independent business entity that will continue working with Haitian artisans in accordance with EFI's compliance and traceability principles.

In Italy, ITC continued its partnership with the Lai-momo social cooperative to train 35 migrants from Burkina Faso, The Gambia and Mali in leather bag production and quality control, skills they are now using to produce goods for Fendi and Gucci aimed at the Italian market. ITC expanded the Ethical Fashion Initiative's activities to **Côte d'Ivoire, Iran, Kenya, Mali, Tajikistan, Uganda** and **Uzbekistan**.

To broaden its outreach and multiply its impact, ITC helped create the United Nations Alliance for Sustainable Fashion, a task team of UN entities with work that connects to fashion. The EFI will also partner with the African Fashion Fund to launch the €100 million Impact Fund for Africa, which seeks to support talented African designers and entrepreneurs working in the fashion and lifestyle industries.

Youth and Trade

The Youth and Trade Programme takes a market-led approach to build youth entrepreneurship and employability. In collaboration with trade and investment support institutions; incubators; accelerators; technical and vocational education training (TVET) institutions; and private-sector actors, young people are equipped with employable skills to seize market opportunities and create or grow their own micro, small and medium-sized enterprises (MSMEs).

Key results



1 000 youth trained on entrepreneurship and market analysis



1 528 young people in West Africa gained skills in agribusiness, tourism, information and communications technology, fashion and construction



2 pitching competitions for young entrepreneurs to win a cash prize, training and mentoring support



27 TVET and entrepreneurship support institutions supported to deliver market-relevant youth-oriented programmes

Highlights

ITC held the first ever **Youth Entrepreneurship and Self-employment (YES) Forum** in Senegal's capital Dakar to share good practices and inspiring stories about young people starting businesses in western Africa. At the event, which was organized in partnership with the government of Senegal, the International Labour Organization, other UN agencies and Jokkolabs, a Senegalese entrepreneurship group, participating governments, financial services companies, and other institutions adopted a declaration to foster youth economic empowerment.

As part of the Youth Empowerment Programme in **The Gambia**, ITC launched the Skills and Youth Employment Fund (SKYE fund) to support labour market skills for youth. The fund ties financial support for training providers to their



4. Youth Entrepreneurship and Self-Employment Forum, Senegal



5. Social entrepreneurs pitch their ideas, WEDF 2018, Zambia

effectiveness at meeting local labour market needs. The goal is to minimize the phenomenon of young people who attend training programmes only to end up unemployed.

ITC held two pitching competitions for young social entrepreneurs to win cash prizes and mentoring support. At the World Export Development Forum in Zambia the competition was run with the Accelerate 2030 programme and local business incubator Nyamuka. The winner was DEXT Technology, a Ghanaian startup that develops tools to scale up young people's skills in science, technology, engineering and mathematics. The second competition, held during the YES Forum in partnership with the Agence Sénégalaise de Promotion des Exportations (ASEPEX), was won by Lafricamobile, a Senegalese digital platform that connects MSMEs to telecommunications operators to help them optimize costs.

ITC developed a tool for benchmarking TVET institutions, based on existing ITC methods for assessing and comparing the effectiveness of trade and investment support institutions. In Sri Lanka, the tool was pilot-tested with five institutions, which found it useful for improving performance and better matching skills training with job market needs. ITC also conducted a network analysis of the business support ecosystem in Sri Lanka to understand the gaps and overlaps in how incubators, accelerators and other institutions work together, then determine how they could support young entrepreneurs more efficiently.

Trade for Sustainable Development

The Trade for Sustainable Development (T4SD) programme promotes sustainable value chains as a means to help businesses in developing countries add value to their products and services. It works across the value chain to help companies trade more sustainably by equipping them to better understand the sustainability initiatives landscape and connect with business partners. T4SD provides online

platforms and targeted training to support sustainable sourcing, enhance climate-smart and resource efficient production and promote compliance with voluntary standards.

Key results



> 55 000 users of Sustainability Map, ITC's sustainability-oriented market linkage platform



> 1 400 policymakers, industry associations and enterprise representatives trained on voluntary sustainability standards, market access opportunities and the use of ITC sustainability tools

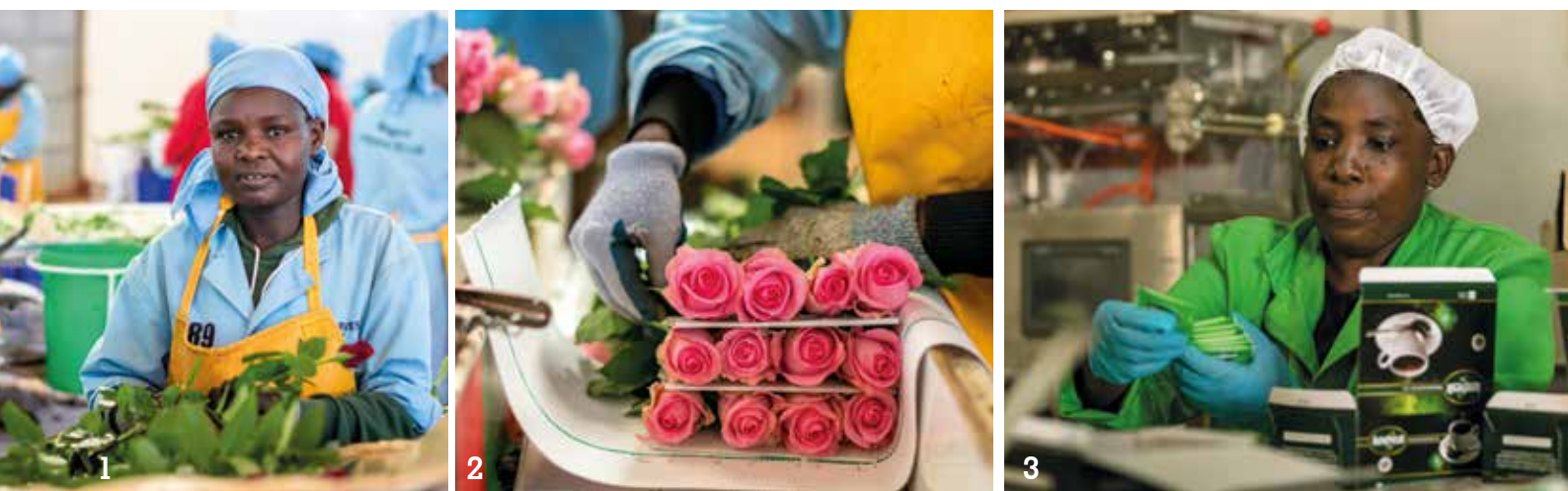


40 companies in Morocco and Kenya enhanced resilience to climate-induced risks

Highlights

Sustainability Map, the ITC gateway for sustainable trade, expanded to include public profiles for over 55,000 companies – buyers, processors, manufacturers and producers – allowing them to showcase sustainability practices and connect to each other. The system's standards module, known as Standards Map, provides detailed information on 250 sustainability initiatives, helping producers understand how to comply and obtain certification.

For the **eco.business** fund, a pro-sustainability investment initiative backed by public development banks and private impact investors, ITC developed a benchmarking tool that



1-2. Cut flower industry, Kenya ©ITC/Tardy 3. Tea factory, Kenya ©ITC/Tardy

uses Standards Map data to help determine whether businesses were sufficiently compliant with sustainability criteria relating to biodiversity and resource conservation to receive financing. The fund extends credit to local banks in Latin America, which now use the tool to evaluate the sustainability practices of prospective borrowers in the agriculture sector, principally farmers and cooperatives.

The business networking platform of the Ethical Trading Initiative (ETI), an alliance of businesses, trade unions, and civil society groups to promote workers' rights, has been subsumed into the **ITC SustainabilityXchange (SxC)**. The merger enabled the ITC platform, which helps supply chain actors access information on sustainable production, to expand beyond agriculture. The move has paid off in terms of expanding the platform's reach: online traffic more than doubled, with more than four-fifths of new registrations coming from the ETI community.

ITC laid the groundwork for a new online platform, the **ITC Gateway**, to improve social sustainability in textile and garment value chains. Working with the Social & Labor Convergence Project, an initiative of businesses, standard-setters, verifiers, governments and civil society groups to improve labour conditions in the apparel and footwear industries, ITC trained over 400 facilities, verifiers, and brands to make social and labour audits more effective and efficient.

ITC successfully organized the first edition of the **European Union Cities for Fair and Ethical Trade Award**, an initiative to recognize and reward local authorities for supporting sustainable trade. Ghent, Belgium won the overall award for 2018. The city of Ghent will work with ITC on a project to strengthen the capacity of local government authorities in developing countries to enhance fair and ethical trade in local business ecosystems.

In **Morocco's** textile and agro-processing industries and **Kenya's** tea, coffee and cut flower sectors, ITC supported 40 MSMEs to develop climate adaptation strategies and identify specific investments to increase climate resilience. In partnership with international buyers, finance institutions,

and green technology partners, businesses are now implementing strategies, such as such as obtaining international environmental management certification or replacing firewood with solar energy.

The *State of Sustainable Markets 2018: Statistics and Emerging Trends*, the joint annual publication of ITC, the Research Institute of Organic Agriculture (FiBL) and the International Institute of Sustainable Development (IISD), provided insights into the evolution of certified agriculture and forestry.

2018 Funders

Core funders

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

Project-specific funders

African Guarantee Fund, Australia, Canada, China Scholarship Council, Citibank, Denmark, Europe-Africa-Caribbean-Pacific Liaison Committee, European Union, Finance in Motion, France, Food and Agriculture Organization, Germany, International Islamic Trade Finance Corporation, International Organization for Migration, Japan, Mali, Max Havelaar Foundation, McDonalds, Netherlands, Norwegian Refugee Council, One UN, Sustainable Agriculture Initiative Platform, Sweden, Switzerland, United Kingdom, United States, World Wildlife Fund

CASE STUDY

Financing for entrepreneurship and job creation in The Gambia



The challenge

For countries grappling with high rates of unemployment and underemployment, entrepreneurship offers one potential path for the creation of more and better jobs, particularly for young people. This is the case in The Gambia, where a lack of job opportunities for young people has been an important factor in encouraging high rates of irregular outward migration to destinations elsewhere in Africa and in Europe.

But entrepreneurs in the West African country face a serious obstacle to starting and scaling up businesses: a chronic lack of financing. Private sector credit in The Gambia is equivalent to only 15% of gross domestic product (GDP), well below the West African average of 59%. Access to finance is particularly difficult for young entrepreneurs, who report that high interest rates and collateral requirements far in excess of loan value hamper their ability to start new ventures and ramp up job-creating investment. Micro, small, and medium-sized enterprises (MSMEs), which account for the bulk of employment in The Gambia as elsewhere, find it harder than their larger competitors to obtain financing.

The response

As part of the Youth Empowerment Project, a broader initiative to promote skills-building and the creation of decent work opportunities for young people in The Gambia, ITC has set up three related programmes to help entrepreneurs and businesses access startup and working capital.

The first is a mini-grant scheme targeting grassroots entrepreneurs, with the aim of making it possible for them to purchase equipment, materials, permits and other business-critical inputs. Applicants submit plans outlining their business ideas, and receive the equivalent of up to \$1,000 along with training in financial planning and practice.

To operate the mini-grants, ITC has partnered with the National Association of Cooperative Credit Unions of The Gambia (NACCUG), a local financial institution. Successful applicants submit invoices for their planned purchases to NACCUG, which procures the items directly from vendors and supplies them to the grantees.

For young Gambian entrepreneurs and MSMEs currently unable to access bank credit, a mini-loans scheme offers

Bubacarr Jaiteh

After his attempt to take the backway to Europe ended with him jailed for ransom in Libya, Bubacarr returned to The Gambia in August 2017. He purchased 75 chicks, intending to sell meat and eggs to people in his village near the capital, Banjul.

With the mini-grant he received in April 2018, Bubacarr purchased more chickens along with feed and feeding equipment. His business, Sonaba Poultry, is now formally registered, with two full-time employees and more than 1,000 chickens. Sales to local mini- and supermarkets pushed his profits to \$1,300 in the six months after he received the mini-grant – nearly double what he had projected.





1. Amet Faal, owner, Black Star Shop 2. Muhammed Sanneh, manager, Sanneh's Tailoring and Fashion Design Pipeline

credit products at reduced interest and against modest collateral, with ITC providing partial loan guarantees. The loans, which are projected to average \$3,000 in value with a ceiling of \$10,000, aim to serve as financing for equipment and working capital for up to 580 entrepreneurs and existing small businesses to scale up.

Finally, for high-growth enterprises, ITC is establishing an angel investors network. It would offer young Gambian entrepreneurs access to both capital and mentorship. Meanwhile, for potential investors it would serve as a transparent and impartial channel for assessing potential deals in the country.

The financing schemes serve to complement the Youth Empowerment Project's work to create a more supportive ecosystem in the Gambia for new and growing businesses by using targeted public support to leverage private investment in skills training and value addition in agriculture, manufacturing and services. 'Tekki fiii!' – Wolof for 'make it here' – is one of the slogans associated with the project: more opportunities for dignified work at home would show young Gambians that they have alternatives to the 'backway,' the local term for the perilous journey overland through neighbouring African countries and across the Mediterranean Sea to get to Europe.

The results

As of the end of 2018, a panel of representatives from the Youth Empowerment Project, NACCUG, the Gambian government, and three youth business associations had approved 97 mini-grants – just under one out of every four applications – worth approximately \$85,000. The grantees, 36 of whom are women, have used the funds to open or expand businesses in sectors from poultry and farming to food service and tailoring. They report higher incomes, typically more than projected, with the most successful businesses having already gone on to hire new workers.

Meanwhile, the mini-loan programme has disbursed close to \$35,000, allowing eight businesses in sectors including fashion, poultry, and food service to expand. The funds come directly from the partner financial institution, the Social Development Fund, a non-profit development finance institution supervised by the Gambian central bank, which was selected to operate the programme after a competitive bidding process. It offered the best bids in terms of low collateral requirements – allowing purchased equipment to serve as its own collateral – and annual interest rates of up to 10% compared to market rates of around 18%.

The future

Isatou Jobe

After working in restaurants in The Gambia's tourism industry, Isatou used a mini-grant to open a restaurant in her home town of Farafenni in the country's North Bank Region.

Her restaurant, where the 21-year-old prepares breakfast, lunch, and dinner, now employs three women.

Isatou says that training she received in tandem with the grant has helped her manage the business's finances more effectively.





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3. Kebba Tiwana, founder and manager, Tiwana's Organic Farm Enterprise 4. Adama Bittaye, owner, A2 & Sons Enterprise

Mam S. Danso

Winning a mini-grant allowed the 32-year-old to purchase tailoring machines and office equipment to open up a clothing design business in her home village of Jarumeh Koto in Central River Region North's Sami district.

Strong demand during religious festivals led to profits worth \$400 even after paying wages to herself and two employees.

Mam does not miss her former jobs in Banjul and now aspires to become one of the biggest entrepreneurs in her region.

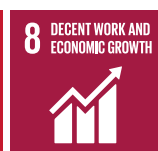


The mini-grant scheme originally targeted 250 grantees by 2021, though given high demand this number – and the associated financial resources – might be increased.

The mini-loan scheme is set to ramp up in 2019, accompanied by outreach to explain the mechanism to potential borrowers.

ITC will support NACCUG and the Social Development Fund to build a bridge between the two schemes to help successful mini-grant recipients go on to access credit to grow their businesses. Partnerships and staffing preparations are underway to launch the Gambia Angel Investors Network in coordination with the regional

ecosystem for angel investing, notably through a partnership with the African Business Angels Network.



Funder

European Union

CASE STUDY

Leveraging technology and trade to create jobs for refugees and host communities in Kenya



The challenge

Displacement crises have now become a fixture on the global political landscape. The numbers of people forcibly displaced from their homes remain at historic highs: 68.5 million people, according to UNHCR, the United Nations refugee agency – over 25 million of them across borders as refugees.

Close to 85% of the world's displaced people are in developing countries, living among communities that, in material terms, may be scarcely better off. Moreover, over half of the world's refugees are in so-called 'protracted' situations where they have been in exile in an asylum country for more than five years. Some 6.5 million refugees have been in exile for longer than 10 years.

The scope and duration of current displacement situations have tested the limits of policy and practice that often date back to the post-1945 era. For instance, humanitarian agencies have typically offered literacy, basic schooling and vocational training in areas such as tailoring, carpentry, and in recent years, information technology. But such skills-building work has typically occurred in isolation from labour markets.

Connecting skills to real market demand creates opportunities for displaced people to earn incomes and build expertise and experience that would better equip them to be effective economic actors, whether back home or in a resettlement country.

Tapping into international markets can play a useful role in generating economic opportunities in displacement settings. This is true for physical merchandise like clothes and furniture. But it is especially true for services. The internet has made it possible for many types of service sector work to be done remotely. Through online platforms such as Upwork, Freelancer and Fiverr, companies can break down a given job into a series of tasks and invite individual freelance workers around the world to submit bids

In principle, workers in a refugee camp need nothing more than a decent internet connection to bid for jobs like data entry, transcription and writing. In reality, submitting competitive bids requires skills, knowledge and practice.

to perform each one. In principle, workers in a refugee camp need nothing more than a decent internet connection to bid for jobs like data entry, transcription and writing. In reality, submitting competitive bids requires skills, knowledge and practice.

The response

ITC's Refugee Employment & Skills Initiative has been working in two major refugee complexes in Kenya to enable refugees and host communities to tap into international markets for home décor goods and freelance digital services. Feasibility studies identified those two sectors as having high market potential, particularly for clients that place a premium on social impact.

Together with the Norwegian Refugee Council and other partners, ITC offered skills training combined with support for business development and connecting to markets.

In Dadaab, home to close to a quarter-million refugees from Somalia, the initiative kicked off in May with a digital training and mentorship programme. Over five months, Samasource Digital Basics, the Nairobi office of a San Francisco-based non-profit that teaches digital skills to people without traditional paths to employment, trained about 100 participants in internet research, word processing, translation and spreadsheet capabilities. It also coached them on how best to present themselves to potential employers on freelancing platforms. Samasource and ITC provided follow-up support and professional skills



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1. Nyota Farsamo artisans with their crafts, Dadaab. © ITC/David Macharia 2. Artisan during a training, Dadaab. © Botul Khalid
3.-4. Online freelancing course participants, Dadaab. © Chris Muturi

mentorship. For home décor, Tosheka Textiles, a Kenyan social enterprise specializing in textile production, provided training to a group of artisans – most of them women – on product development. Experts from Goodies African Interiors & Gifts and Afrika Handmade, two Nairobi-based home décor retailers, worked with the artisans on business and client management before working to help them break into markets in Nairobi and beyond.

Later in the year, ITC piloted a similar project, focused on digital skills, in another settlement complex – Kakuma, in northwestern Kenya, with over 180,000 refugees and asylum seekers, many of them from South Sudan. GrowthBond, a digital marketing and financial services firm, led the training work, which also covered internet marketing in an attempt to match participants' creative talents with freelance market demand. ITC led business and entrepreneurship development and mentorship workshops for both freelancers and local businesses. Upwork, a leading online work platform, ran a five-week freelancing bootcamp, during which participants interacted with clients, bid for jobs, learned how to improve their profiles and earned small incomes.

The results

Training and market connections have turned into income opportunities for people in both Dadaab and Kakuma. In both places, online freelancers have successfully bid for online contracts. Seventy of the 83 freelancers trained in Dadaab have come together as the Dadaab Collective, offering services including data collection and entry, technical writing, translation and transcription. Half of them have secured work, earning over \$3,000.

Course participants in Kakuma have already earned hundreds of dollars from successful online bids for tasks such as designing Facebook and Instagram advertisements during the training activities and follow-up. In a competition set up by ITC and GrowthBond to incentivize continued engagement after the course, six freelancers won cash prizes based on the number of bids they made, the money they earned, and the ratings their work received, giving them funds to start their small businesses.

In the home décor sector, the 50 artisans ITC worked with in Dadaab have organized into a collective called Nyota Farsamo, from the Swahili word for 'star' and the Somali word for 'artisan.' The business now works with distributors in Nairobi, and earned over \$2,800 from selling woven and plaited baskets to buyers in Nairobi and tie-dye scarves that a Canadian company is using as corporate gifts. Subsequent sales have further boosted revenue and incomes for the artisans in Dadaab.

The future

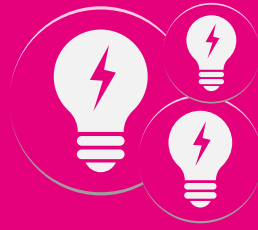
ITC will continue to support the online freelancers in Dadaab and Kakuma, as well as the artisan collective in Dadaab, to strengthen their businesses and build connections to new clients.

Looking ahead, ITC is exploring how to deliver trade-led, market-based solutions in displacement settings in Ethiopia, Somalia and Uganda.



Funders

The Netherlands and Norwegian Refugee Council



SheTrades Invest: Catalysing financing for women-owned businesses to scale up



The challenge

Micro, small, and medium-sized enterprises (MSMEs) account for around 90 percent of businesses and the vast majority of jobs worldwide. In developing countries, the productivity gap between these firms and their larger counterparts is especially wide, which translates into lower wages and worse working conditions for much of the workforce. Major opportunities to reduce poverty and advance inclusive growth lie in enabling these MSMEs to become more competitive and tap into international value chains.

But however good their business idea, entrepreneurs and MSMEs often face an insurmountable obstacle to scaling up investment and production: a lack of financing. Even more so in developing economies than in developed ones, local capital markets and investors prioritize larger and more mature businesses. Micro-businesses might be able to access microfinance loans of up to a few thousand dollars, but small and mid-sized firms struggle with what has been termed a 'missing middle' for amounts too big for micro-finance, but too small for commercial banks or conventional equity investors.

While potential lenders and investors typically overestimate the risks presented by MSMEs, it is also true that small businesses frequently lack management skills, clear financial statements and understanding of the kinds of information prospective sources of financing might require. The result is massive unmet financing needs: between \$900 billion and \$1.1 trillion, according to one estimate by the International Finance Corporation.

For women entrepreneurs and their businesses, financing can be even harder to secure. Women are less likely than men to have bank accounts, putting them at a disadvantage in the traditional financial system. Regulatory and legal issues related to property ownership by women in many countries make it harder for them to post collateral to obtain loans. Women entrepreneurs are often forced to resort to

Women-owned business enterprises receive only 3% of global venture capital funding and face an estimated annual credit gap of \$285 billion.

alternative funding mechanisms such as savings clubs and mutual loan groups, but this makes them even more reliant than men are on personal networks of family and friends, and typically cannot provide the funding amounts needed for growth at scale. Women-owned business enterprises receive only 3% of global venture capital funding and face an estimated annual credit gap of \$285 billion.

Improving access to credit for women-owned businesses would help budding entrepreneurs create new businesses and jobs. Companies owned by women typically employ more women, including in senior management. Given that women account for a disproportionately large share of the world's poor and that women spend more of their incomes than men do on health and education, thriving women-owned businesses would make a large contribution to sustainable and inclusive growth.

The solution

Under the umbrella of its SheTrades initiative, ITC has created SheTrades Invest, an alliance of long-term and development-oriented impact investors and development finance institutions to commit capital to women-led businesses in developing countries. It was launched in December 2018 – on the first anniversary of the Buenos Aires Declaration on Women and Trade – in partnership with GroFin, a private development finance institution that invests in small and growing businesses in Africa and the Middle East.



1.-3. SheTrades Invest event, Kenya



€10 million in financing for women-owned businesses through SheTrades Invest

Investors participating in SheTrades Invest will deploy risk-impact capital into vetted and eligible women-owned MSMEs to create economic growth and jobs. Investment partners will be selected on the basis of their ability to target strong social returns and, where possible, to provide funding to enterprises at rates that compare favourably with traditional local sources of finance. ITC's contribution will be to leverage the large network of women entrepreneurs associated with its SheTrades initiative to identify high-potential businesses, improve their investment readiness through training to upgrade their financial and managerial capacities, and offer coaching, mentoring and networking activities.

GroFin has since 2004 invested in over 700 MSMEs, raising \$500 million in risk capital from development finance institutions, private impact investors and the international development agencies of countries such as the Netherlands, the United Kingdom and the United States. As part of the first stage of SheTrades Invest, GroFin will invest €10 million in women-owned businesses in the 14 countries where it already operates: Côte d'Ivoire, Egypt, Ghana, Iraq, Jordan, Kenya, Nigeria, Oman, Rwanda, Senegal, South

Africa, the United Republic of Tanzania, Uganda and Zambia. ITC and GroFin have put out a call for businesses in these countries to apply to receive training, mentoring and, potentially, investment.

The future

ITC is working to attract more impact investors and development finance institutions to join SheTrades Invest. The initiative seeks to expand into Latin America and South and Southeast Asia in 2019 by bringing in investors interested in these geographic areas.

For businesses seeking investment, ITC will seek to ensure that the initiative can provide the full portfolio of financial instruments from equity to debt, as well as meet the funding needs of enterprises of very different sizes.

5 GENDER
EQUALITY



Funders

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

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 results



> 7 000 companies now registered in the ConnectUEMOA platform and virtual marketplace for 160 products



Regional online mechanism set up in West Africa to identify and reduce non-tariff obstacles to trade

Highlights

In the **East African Community (EAC)**, ITC launched a new initiative to help agribusinesses benefit from market opportunities within the region and in Europe. For targeted agricultural commodities such as avocado, cocoa, coffee, spices, tea and horticulture products, ITC is providing support to MSMEs in **Burundi, Kenya, Rwanda, the United Republic of Tanzania and Uganda** to strengthen export competitiveness. In collaboration with the EAC Secretariat, and with input from public and private sector stakeholders from the region, the project's interventions will seek to remove trade barriers in each of the sectors as well as to strengthen MSME export competitiveness and business development.

In the **West African Economic and Monetary Union** (also known as UEMOA), ITC launched two digital platforms to create business opportunities and facilitate trade. On the ConnectUEMOA platform, companies can register their profile, products and services in a virtual marketplace to explore business opportunities in the region and beyond. More than 7,000 companies are already registered on the platform and 160 products, ranging from regional food items to artisanal skincare products and handmade decorations, are for sale. ConnectUEMOA users can also access news and information about trade-related events. The second platform, the UEMOA Trade Obstacles Alert Mechanism (MAOC for its French abbreviation), allows companies encountering problems with their shipments to alert the responsible agencies in real-time, enabling a swift response to unblock the movement of merchandise.

ITC worked to prepare businesses to take full advantage of continental economic integration, releasing *A Business Guide to the African Continental Free Trade Area Agreement*.

In the **Central European Free Trade Area**, which includes Balkan countries that are not members of the European Union, ITC worked to foster regional trade by supporting governments to address tariff and non-tariff bottlenecks to regional value chains. ITC mapped regional value chains for vegetables and iron and steel to identify the most significant barriers to intra-regional trade, such as border delays due to mandatory physical inspection of all goods or non-acceptance of health and safety certificates issued by exporting countries. In six countries, ITC conducted national diagnostic studies to assess the quality-related regulatory and institutional frameworks and analyse the root causes for trade barriers. These studies informed recommendations by a private sector regional advisory group on how countries could foster greater economic integration by sharing

information, harmonizing technical regulations and bolstering region-wide product testing. Many of the proposed policy options, such as enabling speedy clearance by processing documents prior to goods' arrival at the border, are slated for implementation in 2019.

South-South Trade and Investment

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

Key results



\$14.3 million in deals catalysed for exports from Ethiopia, Kenya, Rwanda, Uganda and the United Republic of Tanzania to India and the European Union.



\$102.7 million in prospective trade deals under negotiation between China and Ethiopia, Kenya, Mozambique, Zambia, Bangladesh, Cambodia, Lao PDR, Myanmar, Nepal and Tajikistan.



\$32 million in confirmed investment deals and \$219 million in prospective investment leads facilitated from India and China to Ethiopia, Kenya, Mozambique, Rwanda, Uganda, the United Republic of Tanzania and Zambia.

Highlights

In 2018, ITC through its Supporting Indian Trade and Investment for Africa (SITA) initiative continued to increase business linkages between **India** and **Eastern Africa**. This was accomplished through support for institutional capacity development, investment promotion activities and the organization of delegations of East African ministers and officials to India and of Indian businesses to East Africa.

The result was trade deals totalling \$14.3 million, confirmed investment deals totalling \$32 million and a further \$59 million of investment leads at various stages of negotiation. The agreements came in sectors from spices, textiles and apparel and leather to edible oils, pulses and information technology-enabled services.

One of the deals facilitated saw an Indian apparel company establish a manufacturing unit in **Ethiopia's** Mekelle Industrial Park to produce knitwear for the European and North American markets; the first export shipments are

scheduled for the first quarter of 2019. In addition, **Rwanda's** spices sector exported its first consignments of hybrid chilis worth nearly \$23,000 to India, representing the start of a new export sector for the country.

ITC also promoted technology and knowledge transfer between India and East Africa, training Ethiopian handloom sector personnel on advanced weaving techniques and technologies; facilitating cooperation between **Ugandan** and Indian researchers to develop a hybrid cotton seed; and brokering an agreement between a Kenyan foundation and an Indian rural business process outsourcing company to set up a 100-seat centre in Nairobi staffed by disadvantaged urban youth.

Through a similar project, the Partnership for Investment and Growth in Africa (PIGA), ITC worked to foster increased trade and investment between **China** and **Ethiopia, Kenya, Mozambique** and **Zambia**. Along with sector-focused road shows, investment missions to China and visits of Chinese investor delegations to the four African countries, ITC built a network of close to 1,600 Chinese and African companies and supported African companies to participate at major business and investment events in China. In 2018, ITC facilitated 20 prospective investment deals worth approximately \$160 million in sectors from cosmetics to food processing.

Some of these African companies were part of a delegation of businesses from 20 developing and least developed countries that ITC supported to participate at the first China International Import Exhibition in November. ITC-supported companies reached 185 prospective export deals worth over \$110 million.

The project also developed and published a step-by-step Chinese-language investment guide for businesses interested in opportunities in Ethiopia, Kenya, Mozambique and Zambia.

2018 Funders

Core funders

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

Project-specific funders

China, Enhanced Integrated Framework, European Union, Mo Ibrahim Foundation, Netherlands, United Kingdom, West African Economic and Monetary Union (UEMOA)

CASE STUDY

De-risking diversification into high-value export crops for farmers in Rwanda



The challenge

Small-scale farmers in Rwanda, as in many developing countries, are prone to finding themselves in a sort of low-income trap. The traditional crops they grow are subject to price volatility in local markets as well as farther afield. Competitive pressures and weak market power keep their margins thin at home, while fluctuations in global supply can cause prices to rise and fall unpredictably.

Shifting cultivation into higher-value products and tapping into export markets for niche products, rather than bulk commodities, offers potential to increase incomes while reducing exposure to price volatility for individual crops. Certain higher-value products offer considerable potential for processing, which allows communities to capture more value from their crops while further insulating them from sharp swings in prices.

But even when local agronomic conditions are favourable for new high-value crops, investing in diversification comes with risks: unfamiliar seedlings and plants may not behave as planned, or market demand might disappoint, causing income losses. For smallholders operating close to subsistence levels, the potential costs of diverting land, money and labour into new crops might be too high to justify.

The response

Together with Rwanda's National Agriculture Export Development Board (NAEB), ITC has been working with farmers in the country's Eastern Province to de-risk efforts to diversify into high-value chilli varieties. Bred for high quality and characteristics such as ease of labour-intensive de-stemming, chilli varieties such as Sarpan Dandicut-2, Namdhari and Teja are sought after in export markets including India and several African countries. Fourteen farmers, who mainly used to grow low-value crops such as beans and maize, participated in the chilli pilot in 2018.

Through the Supporting Indian Trade and Investment for Africa project, ITC identified partners and brokered cooperation to reduce each of the different sets of risks for the Rwandan farmers.

To address challenges related to growing unfamiliar crops, ITC brought in Indian spices experts to train farmers on every step of chilli production, from establishing nurseries to grow seedlings through to field preparation, planting, fertilizer use, pest control, flowering and harvesting. Gashora Farm, in the province's Bugesera District, served as a demonstration site for participating farmers to observe and implement in practice what they had learned.

Additional training work covered chilli-related processing, such as on-farm drying and packaging, and how to price and grade dried chillies.

To pre-empt the risk that the new chillies would find no buyers, ITC facilitated a buy-back arrangement with a South Indian spice extraction company which specializes in food flavouring and colouring. The company supplied seeds to grow the red chillies it wanted to import from Rwanda; experts from the company also participated in the training activities. The buy-back arrangements sought to provide security and confidence to both the farmers and the buyer: purchase orders clearly delineated transaction terms such as quantities, payment, delivery, pricing, quality standards and other requirements.

Finally, to reduce the chances that the smallholders' chillies would fail to reach export markets in India and elsewhere because of their unfamiliarity with trade-related logistics procedures, ITC supported them to learn about export documentation; container packing and fumigation; and working with shipping companies.



1. Hybrid chillies, Rwanda 2. Harvesting chillies, Rwanda 3. Indian spice company representative examines crop quality, Rwanda 4. Dried chillies ready for export / OR / Studying area for future chili crops cultivations, Rwanda

The results

In April 2018, Rwandan farmers shipped 22.5 metric tons of top-grade dried chilli worth nearly \$23,000 to India, signifying the start of a new export industry for the country. The chillies met health and safety requirements easily. The Indian company used the chillies to produce oleoresins.

The Rwandan farmers involved in chilli production report higher incomes and increased savings as well as capacity to spend on clothing, housing and medical care.

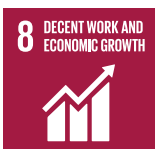


**A new export industry
for Rwanda:
\$23 000
value of dried chilli exports**

The future

The number of farmers growing chillies has increased, as has the area under cultivation, promising greater production and sales in 2019.

ITC is working with four leading Indian spice companies to further expand chilli acreage and varieties in Rwanda and the broader region. One of the companies is now growing organic chillies, which once certified will command price premiums, in Rwanda. Beyond chilli, the companies have expressed an interest in cultivating rosemary, ginger and turmeric in Rwanda. They are also exploring possibilities for rosemary production in the United Republic of Tanzania.



Funder

United Kingdom

CASE STUDY

MSMEs from developing countries make inroads into China's market



The challenge

Rapid growth and rising domestic consumption have propelled China to its current status as the world's second-largest economy, as well as its second-largest importer. But while Chinese demand presents enormous economic opportunities, micro, small and medium sized enterprises (MSMEs) from developing and least developed countries (LDCs) often struggle to export to China.

Exporting to any market involves costs and efforts beyond those incurred when selling domestically. These include adapting products to meet target market preferences and standards, travel to meet potential partners, and the need to manage linguistic and cultural differences.

Large companies selling into China might recruit local staff or hire specialized support services for accessing the Chinese market. For many smaller companies, however, such expenses may be out of the question. Even MSMEs selling otherwise competitive goods and services might not understand how to customize them to appeal to Chinese buyers. Rather than an inability to supply a quality product at an attractive price, it is insufficient understanding of buyers' needs and the absence of a business network that keeps many MSMEs from breaking into China's market.

The response

ITC has worked since 2014 to promote trade between China and other developing countries. These efforts have focused in particular on enabling MSMEs in LDCs in Africa and Asia to benefit from Chinese demand and investment, through a combination of advisory support, technical training, and business networking.

When the Chinese government organized the first China International Import Expo (CIIE) in November 2018, one of many moves to bolster the world-leading exporter's profile as a destination for imports, ITC was well-placed to support companies to make inroads into the Chinese market.

ITC identified close to 100 MSMEs from Bangladesh, Bolivia, Cambodia, Ecuador, Ethiopia, Kazakhstan, Kenya, Kyrgyzstan, Lao PDR, Mozambique, Myanmar, Nepal, Nigeria, Rwanda, Tajikistan, Thailand, Uganda and Zambia, working in three sectors: food and agricultural products; apparel, accessories and consumer goods; and services such as tourism. Companies were identified based on their readiness to export, their potential to export to China and their willingness to share the costs of participation.

It is noteworthy that in assembling the delegation, ITC drew on networks associated with seven different projects involving four funders, achieving synergies in the form of enhanced value for money in terms of trade promotion support.

In the run-up to the CIIE, which brought to Shanghai 150,000 international and domestic buyers as well as exhibitors from 100 countries, ITC supported the enterprise delegation with registration assistance along with e-learning courses and advisory services on export sales and negotiation, cross-border contracts, transport and logistics, and trade fair participation in China, including business-to-business matchmaking with potential buyers.

At the fair, experts from ITC promoted the companies and supported them during the preparation and signing of letters of intent to do business with China-based buyers and investors.


The results

At the CIIE, the ITC-supported business delegation reached prospective deals to supply merchandise and services to Chinese importers worth a total of \$116 million.

Zambian agribusiness firms concluded letters of intent to supply pork, rice, and cashews worth tens of millions of dollars to counterparts in China. Companies from Ethiopia, Kenya and Rwanda struck tentative deals to export coffee and chilli sauce to Asia's largest economy. Five companies



1. Booth supporting ITC business delegation, China International Import Expo, Shanghai 2. Wood furniture factory, Zambia 3.-4. Business matchmaking, Hangzhou, China


\$116 million
 in prospective deals for
 ITC-supported businesses at CIIE

from Tajikistan have agreed to supply cotton yarn, socks, sportswear and felt slippers to Chinese importers. A company from Bangladesh selling natural cosmetics has shipped \$350,000 worth of products to a Chinese buyer thanks to contacts made at the CIIE. Bolivian companies are set to sell quinoa, beans and dehydrated fruit into the Chinese market. One of them, selling grains, beans and seeds, completed a \$150,000 deal with a Chinese buyer. Tourism operators in Myanmar and Nepal are poised to start catering to the growing number of globetrotting Chinese tourists.

Many of the participating companies were pleasantly surprised by their success at the fair. 'The exposure we have had in CIIE is wonderful and is beyond imagination,' said Swoyambhu Ratna Tuladhar of Yak & Yeti Enterprises, a Nepali handicrafts company that was showcasing its products internationally for the first time. Daisy Sandu, who runs Daisy Meat in Zambia, called it a 'game-changing opportunity.'

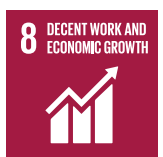
Some said that sales deals aside, the exercise of coming together as a group had been valuable for the participating companies, since they were able to exchange experiences and learn from each other. Pablo Palacios, a manager at

Southern Expeditions, an Ecuadorean sustainable tourism company, said that being part of the ITC-supported delegation had opened his eyes to how tour operators in other countries faced similar problems. 'For us, this process was an important learning experience about Chinese business culture, a place to exchange ideas and enhance our network,' Palacios said.

The future

China has announced that it will hold a second edition of the CIIE in November 2019. ITC will bring another delegation of 100 MSMEs in sectors including processed foods; apparel; consumer goods; tourism; education; and information and communications technology to the fair.

In the meantime, ITC is providing technical support to companies that attended the 2018 fair as they work to see prospective deals through to fruition. Based on their experiences, ITC will also develop recommendations for how companies could further enhance their export prospects in China, with practical recommendations about identifying products and engaging with prospective buyers.



Funders

Canada, China, Denmark, Finland, Germany, India, Ireland, the Netherlands, Norway, Sweden, Switzerland and United Kingdom





Corporate results



Corporate governance and structure

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

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

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

Joint Advisory Group

ITC's JAG held its 52th formal session in Geneva on 10 July. Members discussed the 2017 Annual Report and were presented with a demonstration of ITC's new Market Price Information tool.

WTO Deputy Director-General Yonov Frederick Agah and UNCTAD Secretary-General Mukhisa Kituyi addressed the gathering. Both of them praised ITC's delivery in 2017, emphasizing areas of collaboration between ITC and its parent institutions, notably on trade information and statistics such as the Cotton Portal, ePing and the Global Trade Helpdesk. ITC is a proven technical partner in support to the implementation of the WTO Trade Facilitation

Agreement, and in the field of non-tariff measures, they said, reiterating that meeting the Sustainable Development Goals (SDGs) was a shared objective for all three organizations. ITC's country-level work and support for the private sector were recognized as crucial to ensuring that trade, within a strong multilateral trading system, translates into genuine improvements in people's lives in developing and least developed countries (LDCs).

ITC Executive Director Arancha González said ITC had continued to transform funders' contributions into market-based economic opportunities and improved livelihoods for micro, small and medium-sized enterprises (MSMEs) and people at the base of the pyramid. In support of the SDGs, ITC delivered capacity-building support worth almost \$86 million in 2017, she said, emphasizing ITC's focus on priority countries, particularly LDCs and fragile economies. She further noted that ITC's funders had made the largest annual extrabudgetary contributions in the previous period, amounting to over \$100 million. ITC's goals for 2018 would be to increase delivery by nearly 20% and to leave funding challenges behind. She promised ITC would keep making the case for open trade in the face of political headwinds, while continuing to work to enable businesses in developing countries to take advantage of existing market opportunities.

Delegates commended ITC for the results of its work to promote economic growth through inclusive and sustainable trade, praising the organization as a valuable partner in the field. They welcomed ITC's new Strategic Plan for 2018-21 and expressed appreciation for ITC's expanding suite of trade intelligence products such as ePing, SME Trade Helpdesk, Export Potential Map and Market Access Map. ITC was encouraged to continue its interventions in post-conflict areas and fragile states and to keep prioritizing MSMEs at the base of the pyramid in LDCs, small and vulnerable economies and landlocked developing countries.



From left to right: ITC Executive Director Arancha González; UNCTAD Secretary-General Mukhisa Kituyi; ITC Deputy Executive Director Dorothy Tembo; and Director of ITC Division of Country Programmes Ashish Shah, Joint Advisory Group, Geneva

Delegates urged ITC to strengthen risk management and monitoring and make additional efforts to develop a methodology for measuring and reporting on cost effectiveness.

Consultative Committee of the ITC Trust Fund

Two formal CCITF meetings in 2018 discussed ITC's recent performance and delivery. In addition, ITC held an informal CCITF session in February to discuss the draft Operational Plan for 2018 and to obtain feedback on ITC's risk management framework.

In light of the context of increased uncertainty and volatility, ITC has worked to identify and mitigate strategic, internal and external risks. In 2018, ITC examined project risks and accordingly added elements to its risk management framework.

ITC thinks about risks to implementation in three broad categories:

1. Strategic: These include funding volatility risk as well as impact and sustainability risks, as ITC's project portfolio concentrates increasingly on some of the world's most challenging economies. Project managers have drawn attention to challenges finding specialized experts within the required timeframes, and the need to rely on implementing partners in remote and isolated regions. ITC manages these risks through ongoing dialogue with stakeholders.

2. Internal: ITC has responded to these preventable operational risks with three lines of defence: operations management and staff, risk control and oversight functions established by management, and independent assurance. Fraud, harassment and staff safety risks are met with zero tolerance, and have been the subject of training and other awareness-raising. The strict application of rules and procedures has assured stakeholders about ITC's compliance with high standards, though these procedures sometimes constrain the ability of project managers to respond flexibly to changing conditions in the field.

3. External: These include risks over which ITC has little control, from country-specific ge-political situations to environmental risks, UN reform, the UN Secretary-General's proposed Funding Compact and cybersecurity. A more specific risk is when funders have different reporting requirements, resulting in ad-hoc reporting requests. ITC's response is to build resilience to withstand the potential impact of such risks.



Evaluation and performance

For all ITC interventions, systematic evaluation is a key instrument for accountability against expected results as well as to support organizational learning and knowledge development. Evaluations inform ITC's decision-making in policy, programme and project management with the purpose of improving performance and enhancing ITC's contributions towards achieving the United Nations Sustainable Development Goals (SDGs).

The Independent Evaluation Unit (IEU) is the custodian of ITC's evaluation function. It deals with four types of evaluations. Three are internal to ITC, marked by different levels of rigour: One, evaluations the IEU itself conducts directly. Two, self-evaluations by project managers with advisory support from the IEU. Three, project completion reports by managers. The fourth kind of evaluation is led by funders. The IEU monitors these evaluations and works to translate their results into changes in the way ITC operates. Eighteen evaluations were produced in 2018: three IEU-led evaluations, two self-evaluations, eight project completion reports and five funder-led evaluations.

As every year, ITC distilled critical findings and learning points from evaluations into an Annual Evaluation Synthesis Report, which included recommendations to senior management. The main lessons learned dealt with sustainability and are summarized in the table below. A separate 'meta-evaluation' of three of the 2018 evaluations found that ITC meets requirements set out by the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP) for integrating human rights and gender equality considerations when evaluating projects.

A major milestone for ITC's evaluation work in 2018 was the publication of a revised set of the guidelines that provide an organization-wide basis for the methodology, process and quality standards of ITC evaluations, ensuring a level of coherence and comparability.

The IEU is an active member of the United Nations Evaluation Group (UNEG), and managed the midterm review of UNEG's strategy for 2014-2019.

In 2018 the United Nations Office of Internal Oversight Services (OIOS) audited a portfolio of ITC projects to bolster export competitiveness in Bangladesh, Kenya, Myanmar and Uganda, implemented between 2013 and 2017 and financed by the Netherlands government's Centre for the Promotion of Imports from developing countries (CBI). The auditors concluded that the projects, collectively termed the third phase of the Netherlands Trust Fund (NTF III) were well managed: active involvement by the funder and ITC senior management, robust planning, effective budgeting and clearly defined theories of change contributed to meeting most expected outputs and outcomes on time. They found some scope to improve risk management procedures, recommending ITC conduct sustainability reviews three to five years after projects conclude.

ITC also contributed to the 2018 programme of work of the Joint Inspection Unit (JIU), the United Nations' independent oversight body, by taking part in six system-wide reviews covering topics such as internship programmes; South-South and triangular cooperation; whistle-blowers; administrative support services; accessibility for persons with disabilities; and strengthening the uptake of policy research by United Nations agencies. ITC was recognized for its policy on employment and accessibility for persons with disabilities. ITC's Global Trade Helpdesk initiative was recognized as an example of good practice for aggregating and disseminating information from multiple international agencies. ITC was also commended for involving researchers from developing countries in building national datasets for its *SME Competitiveness Outlook* publication.



Key lessons learned on sustaining impact

1. Continuous understanding of local conditions, capacities and relationships is essential for the success of ITC interventions.

To maximize impact, projects need to clearly assess the needs, conditions, and readiness of partner companies, trade and investment support institutions and government agencies, both before projects start and during implementation.

2. Sustainability is rooted in the successful transfer of capacity, skills and competencies to beneficiaries and partners in ways that foster local ownership and long-term commitment.

Ultimately, the basis for sustained success after projects close is local support and capacity. Shortfalls of such capacity must be closed by projects' end for exit to be successful.

3. Beneficiaries and partners are like startups' on a journey of complex innovation and change in a risky and uncertain environment.

Innovation is about change. When ITC projects advocate simultaneous change among MSMEs, trade and investment support institutions and governments, it can take time for all to adjust. ITC can be a facilitator supporting its partners and stakeholders to work towards their own development objectives.

4. Incorporating risk and contingency planning into project management empowers beneficiaries and partners to meet sustainability challenges.

Robust risk management and contingency planning helps partners and beneficiaries cope with the large unexpected developments inherent to any startup environment. Flexible project management, experience shows, has helped achieve successful results by enabling quick responses to emerging risks.

5. The theory of change remains a vital tool for fostering innovation and sustainable transitions.

The multiplicity of factors affecting project partners' and beneficiaries' ability to consolidate and independently build upon results underscore the importance of holistic and responsive project planning and implementation. A well-articulated theory of change ensures that projects and programmes address the needs of stakeholders.

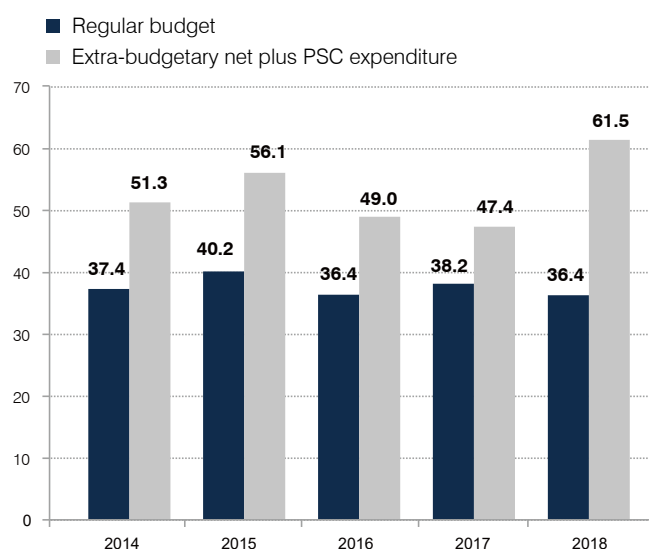


Financial overview

Two sources of funding enable ITC to carry out its mandate: the regular budget (RB) and extra-budgetary resources (XB). The RB is equally funded by the United Nations (UN) and the World Trade Organization (WTO) on a biennial basis; 2018 was the first year of the 2018-2019 biennium. XB funds refer to the voluntary contributions made by member states, multilateral organizations, private sector entities and others, often extending over multi-year periods. Programme support cost (PSC) is earned via a charge to XB expenditures and the budget is approved yearly.

In 2018, ITC received an 'unqualified audit opinion' on its financial statements for 2017, confirming full compliance with International Public Sector Accounting Standards and sound financial management practices.

FIGURE 2 Expenditure pattern 2014–2018 (\$ million)



KEY FINANCIAL DATA FOR 2018

- **\$165.04 million**: total value of new XB agreements signed in 2018 for projects running up to 2023 (2017: \$102.48 million).
- **\$166.53 million** overall resources available in 2018, comprised of an opening balance of \$32.75 million and \$133.78 as new contributions (2017: \$122.75 million).
- **\$133.78 million** gross contributions received (2017: \$93.75 million).
- **\$104.00 million** was the overall cumulative expenditure (2017: \$89.76 million).

ITC's fundraising efforts were very successful in 2018, resulting in \$165.04 million of new funding agreements signed. These have allowed an expansion of ITC's activities to meet increasing demand.

Total expenditures in 2018 increased by 16% compared to 2017. While RB expenditures in the first year of the biennium decreased by \$1.83 million to \$36.35 million, XB spending on technical assistance, capacity building and market intelligence increased by 38% to \$63.94 million gross. PSC expenditures amounted to \$3.72 million, representing a decrease of \$1.63 million.

Regular budget

The UN and the WTO make equal contributions to fund the biennial RB, which covers organizational running costs including salaries and common staff expenditures. RB funding also contributes to general research and

TABLE 1 Status of resources (\$ million gross) as of 31 December 2018

DESCRIPTION	Opening balance	Net income received*	Expenditures	Total cash at hand
Regular budget	-	37.60	36.35	1.26
Programme support costs	1.18	6.18	3.72	3.64
Total extra-budgetary resources	31.57	89.99	63.94	57.62
Extra-budgetary resources, Window I	2.88	18.15	12.73	8.30
Extra-budgetary resources, Window II	28.69	71.84	51.21	49.32
Total	32.75	133.78	104.00	62.52

*Net contribution including refunds to donors (\$0.58 million), excluding interest and transfers to operating reserves.

development on trade promotion and export development, part of which results in published studies, market information and statistical services.

- **\$37.60 million** of RB resources were available for 2018.
- **\$36.35 million** was recorded as expenditure as of 31 December 2018, which translates into an implementation rate of 97% of available resources.

For presentation purposes, the biennium budget is distributed equally between the two years, though statutory increases mean that staff costs rise in the second year.

Extra-budgetary funds

Total available resources in 2018 included:

- **\$31.57 million** carried forward from 2017.
- **\$89.99 million** in gross contributions received in 2018.

ITC continued to build strong relations with a range of funders, securing \$165.04 million of agreements with donor governments, multilateral agencies and international foundations.

Despite an overall environment of constrained funding for international development programmes, XB contributions to ITC in 2018 reached a record high of \$89.99 million. These contributions came from an increasingly diversified base: 14 funders each provided more than \$1 million, together accounting for 88% of XB funding.

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

ITC's XB delivery of \$63.94 million in 2018 represented a 38% increase over the year before, reflecting growing demand for ITC services as well as a continued shift towards large programmes. The multi-year nature of these programmes means ITC is carrying forward a balance of \$57.62 million (compared to \$31.57 million at the end of 2017) to be used for activities in 2019 and beyond, for which funding agreements worth \$174.50 million have already been signed.

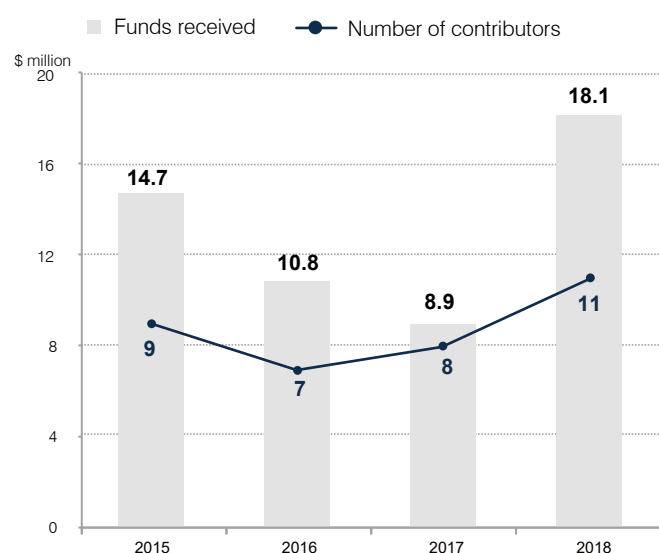
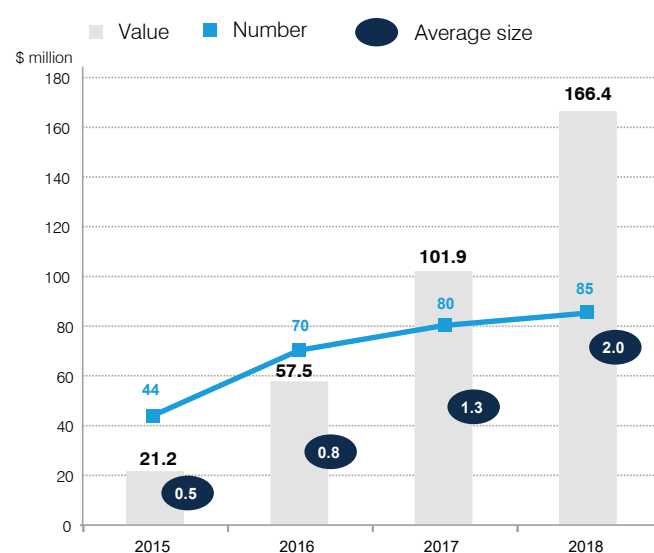
FIGURE 3 Window I - contributions 2015–2018 (\$ million)**FIGURE 4** Signed funding agreements 2015–2018 (\$ million)

TABLE 2 RB expenditure in 2018 (\$ million gross)*

CATEGORIES	Expenditure
Staff and other personnel costs	30.1
Operating and other direct costs	4.2
Contractual services	0.9
Equipment vehicles and furniture	0.6
Travel	0.5
Supplies commodities and materials	0.1
Total	36.35
Resources available	37.60
% of delivery	96.7%

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

While the trend towards greater XB funding appears set to continue, maintaining ITC's delivery of technical assistance will remain contingent on the future levels of the regular budget as well.

Programme support account

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

- **\$6.18 million** received in PSC income in 2018 in addition to \$1.18 million carried forward from 2017.
- **\$3.72 million** in PSC expenditure.
- **\$3.64 million** balance in the PSC account at the end of the year.

UN budget reform

The UN General Assembly has approved, on a trial basis, a shift from a biennial to an annual budget period for the UN Secretariat. The move is intended to improve performance management, planning and reporting on resource use. It will entail changes such as a new budget format and requirements to submit supplementary information to review bodies; a new timeline for budget preparation and submission; the discontinuation of mid-term reports; and an end to the practice of carrying over unspent funds at the end of the year.

Meanwhile ITC's other parent organization, the WTO, will maintain its current biennial budget process. Should the UN

TABLE 3 XB expenditure in 2018 (\$ million gross)

CATEGORIES	Expenditure
Technical experts and other personnel	44.0
Operating and other direct costs	7.6
Travel	6.9
Contractual services	2.3
Transfers and grants issued to implementing partners	2.1
Equipment, vehicles and furniture	0.8
Supplies, commodities and materials	0.1
Total	63.9

TABLE 4 XB expenditure by focus area in 2018 (\$ million gross)

FOCUS AREAS	Expenditure
Providing Trade and Market Intelligence	5.6
Building a Conducive Business Environment	7.4
Strengthening Trade and Investment Support Institutions	4.6
Connecting to International Value Chains	15.5
Promoting and Mainstreaming Inclusive and Green Trade	19.6
Supporting Regional Economic Integration and South-South Links	9.8
Corporate	1.4
Total	63.9

General Assembly make the shift to annual budgeting permanent, it will have implications for the administrative arrangements relating to the ITC budget.

In a separate matter also related to the interaction of the budgetary procedures of its two parent organizations, ITC's RB in Swiss francs has in recent years been reduced several times. The UN operates a biennial budget programme in US dollars, which includes a 'recosting' methodology allowing for budget adjustments based on changing exchange rates, inflation and other parameters. The 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 worked asymmetrically: the UN's downward adjustments from recosting had to be matched by the WTO, while its upward adjustments – because they could not be matched by the WTO – had to go unimplemented.

In response to this challenge, the UN General Assembly approved in December 2018 a revised recosting arrangement for ITC that will result in a stable budget in Swiss francs, even as the US dollar amount in the UN programme budget varies in accordance with exchange rate movements.

Human resource management

The top priorities for ITC's human resource management team in 2018 included reinforcing the zero-tolerance policy towards prohibited conduct; continued work towards gender parity within the organization; upgrading work-life balance policies and systems; improving hiring processes; designing and rolling out a talent development framework; and capturing the skill sets of ITC staff in a database to identify gaps and facilitate workforce planning.

Zero tolerance towards prohibited conduct

Since 2010 ITC has had a policy of zero tolerance, in line with United Nations policy, towards prohibited conduct, covering discrimination, harassment (including sexual harassment) and abuse of authority. This means that ITC, as part of its commitment to a safe and equal working environment, provides avenues for staff to report sexual harassment and seek help, supports victims of sexual harassment and protects whistle-blowers. Staff, especially managers, are regularly reminded of their responsibilities to expose harassment and support victims of it.

In 2018, ITC bolstered this zero tolerance policy by requiring staff to read and accept a new set of guidelines clarifying expected standards of behaviour and to complete – in dialogue with their supervisors – the UN ethics office module 'Standards of Conduct: What's expected of me?' The ITC human resources team organized training programmes for interested staff on unconscious bias and workplace inclusivity, and monitored staff compliance with mandatory training requirements on harassment – requirements that were also extended to consultants and contractors.

Gender parity

ITC continued its moves towards gender equity through targeted outreach to attract qualified women professionals and a monthly scorecard to monitor progress towards gender parity. As of the end of 2018, the percentage of female professionals working for ITC had reached 44% overall – up from 41% the year before – with 54% at the P-2 and 52% at the P-3 levels. The share of women employees at the P-4 level advanced towards parity. The Executive Director has reaffirmed her pledge to reach gender parity at most professional levels by 2020, with parity at the P-5 level to follow by 2023.

In addition, ITC partnered with the International Telecommunication Union (ITU) to launch a joint mentoring programme to address gaps in the enabling environment for women leaders. Participants receive support at critical phases in their careers from experienced ITC and ITU leaders, both men and women. Mentees have enjoyed access to cross-organization networking opportunities and experiential learning about overcoming work-related challenges and developing management competencies.

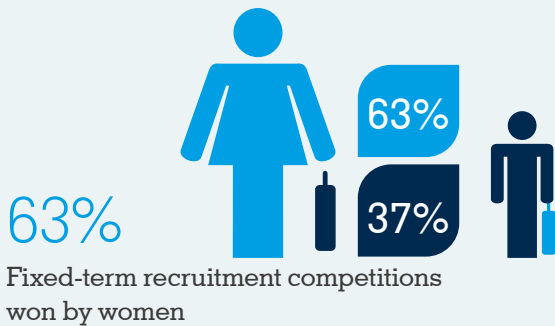
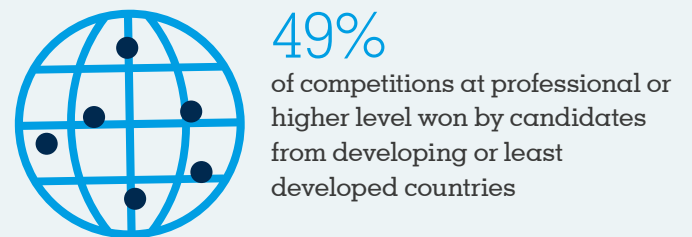
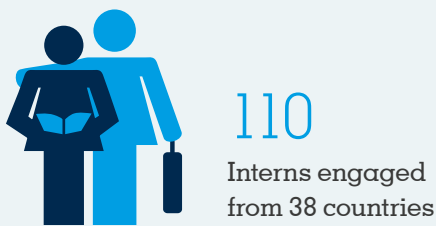
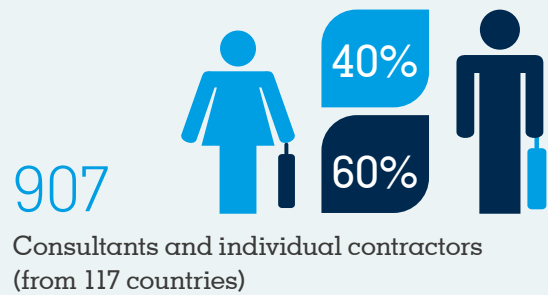
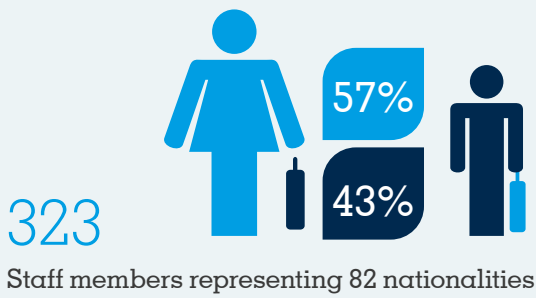
Work-life balance

In March 2018, after a staff survey, ITC enhanced its work-life balance policies to create an enabling work environment, improve staff engagement and productivity, strengthen results-based management by prioritizing individual performance, and help staff better manage demands on their time.

The ability to use work-life balance options, such as teleworking and staggered working hours, including half days and shorter mandatory lunch breaks, was extended to part-time workers.



ITC human resources in numbers



First impressions



Yu Zhang

Junior Professional Officer,
Office for Asia and the Pacific
(China)

My job involves supporting the design and implementation of trade-related technical assistance projects in the Asia-Pacific region, particularly in least developed countries. I have seen firsthand how ITC supports SMEs through capacity building and fostering stronger value chains. In 2018, I was part of the ITC team that supported nearly 100 MSMEs from 20 countries to participate in the 2018 China International Import Expo in Shanghai, which led to \$116 million worth of prospective deals. ITC has provided me with great growth opportunities and it is my honour to work with brilliant colleagues from all over the world at ITC.



Judith Fessehaie

Policy Programme Officer,
SheTrades, Sustainable and
Inclusive Value Chains
(Italy)

I recently joined the Empowering Women to Trade programme at ITC. It is a very interesting time to be here because the SheTrades initiative is quickly scaling up its in-country projects as well as its scope. We are moving from providing capacity building and market access support to women entrepreneurs and producers, to tackling more comprehensively the structural barriers faced by women in the economy, promoting trade policy reforms at national and regional levels as well as a global agenda on trade and gender. I am very excited to be at ITC, working with driven and dynamic teams that have the unique capacity to move from firm-level projects to shaping the global agenda for inclusive and sustainable trade.



Cintia de Lima Cardoso

Data and Information Assistant,
Trade and Market Intelligence
(Brazil)

Before joining ITC's Trade and Market Intelligence team, I worked as a business journalist. By then, I already admired ITC's work and the quality of its data. That is why I was so eager to be part of ITC's staff. My main tasks are to translate very technical information into everyday words and to spread the good news that the invisible barriers to trade – which is to say, non-tariff measures – can be overcome.

ITC improved its internal online system to track managerial action on requests to use work-life balance flexibilities, promoting ease of use. ITC also introduced a set of progressive work-life balance principles to strengthen accountability between supervisors and staff. This assures staff members of a fair hearing and a presumption that requests will be approved to the maximum extent possible, while committing both staff and supervisors to use flexible working arrangements productively.

Recruitment and selection

During 2018 ITC's human resources team piloted the use of an industry-standard emotional intelligence assessment tool in key hiring processes and found it to be a useful means to identify candidates suited to a position's current and anticipated requirements. This situational selection approach is a useful complement to traditional selection methods.

Talent development framework

ITC designed and rolled out a Talent Development Framework consisting of career counselling, mentoring, participation in simulated job selection processes, and training in personal and professional capabilities. The aim of the framework is to develop and grow ITC's internal human resources in order to maximize individual and corporate effectiveness.

Workforce planning

An ITC skills database developed in 2018 will serve as a regularly-updated compendium of staff skills to maximize their use and identify skills gaps. Information in the database will feed into ITC planning for workforce deployment as well as learning and development.

ITC's Innovation Lab

ITC's Innovation Lab was created in response to a need to adapt nimbly to changes in the ways businesses trade and development actors deliver technical assistance. It seeks to equip individuals and teams across ITC to leverage new technologies and new business models to ensure that the organization can continuously transform itself to remain relevant to the needs of its clients.

At ITC, innovation means a culture of rethinking approaches, generating and implementing new ideas and sharing lessons learned, all with the goal of delivering trade-related technical assistance more effectively while increasing value for money.

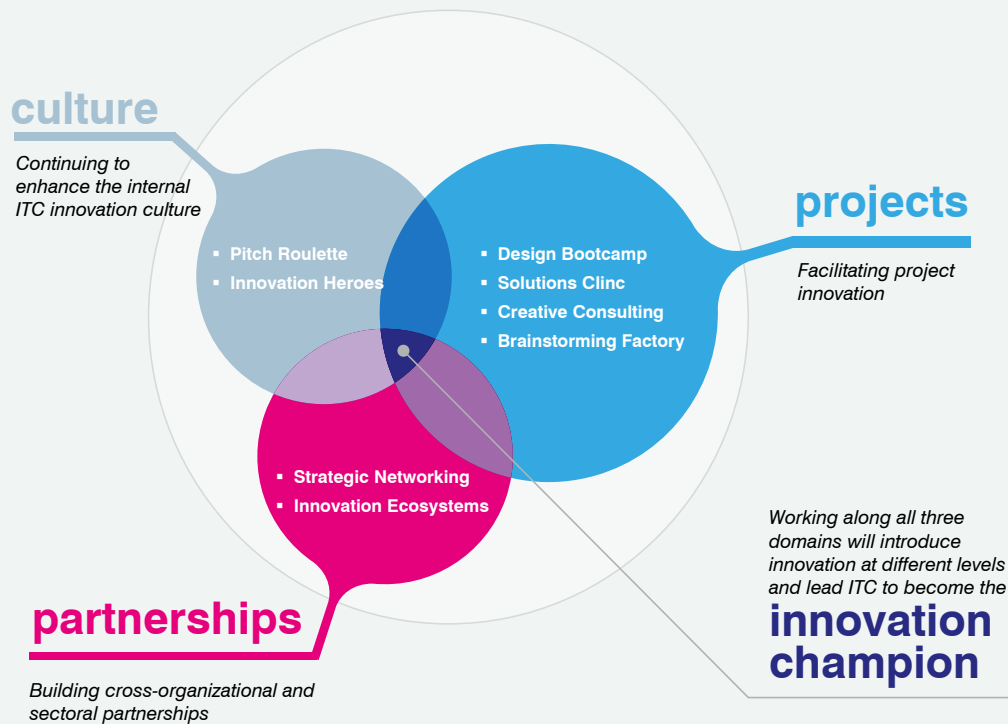
Since its creation in 2014, the Innovation Lab has piloted a series of activities, working with ITC teams and external experts to trigger innovation in project design and delivery. In 2018, the Lab established and piloted new programmes, such as identifying Innovation Champions within ITC and holding regular events to introduce colleagues to potentially useful new tools and apps. Based on feedback from users and partners, it amended its portfolio to include, for instance, a shorter version of the Innovation Bootcamp, a training using human-centred design for solution development.

The Lab does not have any dedicated staff; instead, individuals from across ITC volunteer to team up on its activities. ITC in 2018 allocated \$200,000 from core funds to support the Innovation Lab's work.

2018 highlights

- **674 people** learned about creative thinking and innovation in trade through activities such as: the Innovation Heroes Awards, the Innovation Sprint, the Ahimsa conference, donor meetings and pitching sessions
- **3 internal process** improvements triggered: the use of the client relationship management (CRM) system, the review of the ITC Library services and gender mainstreaming
- **5 new collaborations** developed with: individual experts, the Geneva Creativity Centre, the Ahimsa Fund, the Master Trainer's Institute. The Lab joined the UN Innovation Network.
- **121 people** were trained in innovation methods and tools across ITC within Solution Clinic sessions, brainstorming sessions, the ITC Innovation Bootcamp and the Innovation Sprint.
- **10 project innovation** initiatives incubated. Five projects have already been pitched to an external audience, two are in the inception phase for development and five graduated from the Bootcamp in November.
- **5 initiatives** across ITC boosted with Lab inputs: the YEP Gambia project activities on design thinking; an Innovation Sprint workshop facilitated for the Migration and Displacement initiative; and inputs offered to working groups on digital offering and environmental mainstreaming.

FIGURE 4 Innovation Lab three domains and the main activities



The Lab's work

To achieve its mission in 2018, the Innovation Lab worked within three domains: culture, projects and partnerships.

Within each domain, the Innovation Lab delivered activities that introduced and fostered innovation at different levels of the organization.

New in 2018

Project Innovation

▪ **Bootcamp 555**

A new model of the Innovation Bootcamp was launched in January 2018. Instead of following a two-month model like the original Bootcamp, this Bootcamp 555 offered five teams five days of intensive training on human-centred design, followed by a five-month incubation period. Twenty people were trained and one project has already moved into implementation.

▪ **Training of Trainers in Human-centred design (YEP Gambia)**

As part of the Youth Empowerment Project (YEP), the Innovation Lab trained 15 trainers in the Gambia on human-centred design. Of these, six went on to become certified Design Thinking Trainers, who are now working with the Startup Incubator Gambia and have already trained 60 young entrepreneurs on how to implement the methodology in their businesses.

▪ **Tech Series**

The Tech Series is a series of sessions hosted by the Innovation Lab introducing the latest technologies, tools and apps to support ITC staff in their daily work.

Innovation Culture

▪ **Innovation Champions**

The Innovation Champions is a pilot programme that engages advisers, idea generators and influencers for innovation within the organization. The programme engages staff at various levels in the organization to facilitate the implementation of innovation within projects and processes; encourage innovation at all levels, especially the corporate level; and build broader connections with ITC's partners.

Partnerships

▪ **Innovation Sprint for Economic Opportunities for Displaced Populations**

In partnership with the Geneva Creativity Centre, the Lab designed and facilitated an eight-hour rapid innovation sprint workshop. Fifteen people from around Geneva came together to generate ideas, develop solutions and present their ideas.

▪ **United Nations Innovation Network (UNIN)**

The Lab grew its presence within the Geneva and UN innovation ecosystem and took the key step of joining the United Nations Innovation Network. As part of membership, the Lab has access to innovation knowledge from around the UN System, as well as the opportunity to attend and present at innovation-focused webinars.



1.-2. Innovation Bootcamp workshop 3. Keynote speaker Réginald Bien-Aimé at the Innovation Bootcamp finals 4. Innovation Champions 2018-2019

Lessons Learned

Through the course of implementing its activities, the Lab identified lessons as well as challenges to consider in 2019.

- Communications was identified as a core area to foster awareness within the organization about the role of the Innovation Lab and its services and about innovation in ITC's work in general. The Lab has accordingly developed a communications strategy for 2019.
- In response to increased demand for the Lab's services, Lab members are working to update its governance structure to manage demand appropriately.
- The Lab has a wealth of internal expertise, which is appreciated by participants in its different activities (Innovation Bootcamp, Innovation Tech Series, facilitated brainstorming, solutions clinics, etc.). Going forward, the Lab will consider sourcing some activities internally rather than hiring external facilitators.
- For maximum participation, Lab scheduling must be flexible and aware of different workloads around the organization.

What's next?

The year 2018 was marked by growth and recognition of the Lab's capacity to deliver. In line with its internal three-year strategic plan, the Innovation Lab will continue activities such as the Innovation Bootcamp and Innovation Heroes awards, while piloting new initiatives such as creating a toolkit of innovation methodologies tailored for ITC, exploring how to incorporate innovation into the project cycle and building on collaboration with external partners.



Communications and outreach

ITC's communications outreach through traditional and social media seeks to raise the profile of its projects, tools, policy analysis and advocacy in support of inclusive trade.

In 2018, ITC built on its efforts to engage with influential media in beneficiary and funder countries. This paid off in terms of press coverage: media mentions of ITC nearly doubled, increasing by 99% to 12,742. Global news sources such as Bloomberg and Thomson Reuters continue to use ITC data in their trade coverage, as do a wide array of national media providers. ITC initiatives received coverage in local and national media, as well as in regional and global outlets. ITC also got its message out through the press in op-eds and interviews with print and television media.

ITC's website received over 3.7 million page views in 2018 – a 6% increase over the previous year. These views came over the course of 1.94 million user sessions, 7% more than the year before. News stories, press releases and media advisories about ITC's work received 137,000 views. *International Trade Forum*, ITC's quarterly publication, received 274,000 page views over the course of the year. ITC revamped and restarted its corporate newsletter, providing regular updates on ITC projects, events and publications to nearly 14,000 e-mail recipients.

Social media continues to grow as a means for ITC to disseminate news about projects, events and publications, as well as to engage directly with a wider audience. During 2018, ITC's main Twitter account (@ITCnews) gained 24% more followers, bringing the total to 27,751. ITC's LinkedIn network also expanded by 24% to 32,749. On Facebook, ITC's following grew by 17% to 20,881. After starting to use Instagram in 2017 to reach out to a younger audience, ITC's following expanded by 43% to just over 3,500.

Social media campaigns centred on videos and graphics drew attention and online traffic to ITC's work. A particularly popular innovation was a series of short videos, often accompanied by website articles, showcasing information from ITC trade and market intelligence tools under the hashtag #ITCdata. ITC's video downloads and views across platforms including YouTube increased by 14% to over 263,000.

Publications

Publications offering policy- and market-relevant analysis for businesses, governments, and researchers are a key component of ITC's external outreach.

Promoting the competitiveness of micro, small, and medium-sized enterprises (MSMEs) in the digital economy



SME Competitiveness Outlook 2018



1. ITC stand at WTO Public Forum 2018 2. International Women's Day 2018
3. ITC social media in action

1.94 million

visitors to ITC website
(7% increase over 2017)



3.7 million

ITC page views online
(6% increase over 2017)

12 742

media mentions
(99% increase over 2017)



32 278

publication downloads

Social media followers
(increase over 2017)



Facebook	17%
Twitter	24%
LinkedIn	24%

was a recurring theme in the 45 ITC publications released in 2018. Other topics ranged from Chinese investment in Africa to using export demand to create jobs for women in Jordan. *A Business Guide to the African Continental Free Trade Area Agreement* provided insights into how businesses of all sizes can take advantage of the ongoing moves towards a borderless African economy. Publications in Arabic, French and Chinese targeted region-specific audiences.

Web downloads for 2018 and prior publications totalled 32,278. The most downloaded publications were the *ITC Coffee Guide*, *Model Contracts for Small Firms*, the *SME Competitiveness Outlook 2018*, and the *State of Sustainable Markets* report. ITC is increasingly tying the release and marketing of publications to events and news developments to leverage media interest and reach a broader audience.

The fourth edition of ITC's annual flagship report, the *SME Competitiveness Outlook 2018: Business Ecosystems for the Digital Age* analysed how internet platforms were changing the ways small firms do business. It proposed an agenda for how different actors in the business ecosystem, such as trade and investment promotion organizations, skills training institutions and quality assurance bodies, can act to broaden access to the benefits of digitalization and make trade and growth more inclusive.



ITC events

Leading events

SheTrades Global

6-27 June, Liverpool

ITC's key event on women's economic empowerment brought 500 women entrepreneurs and business owners from 56 countries to Liverpool for sessions around financing, investment, contract negotiations and data in decision-making. More than 650 business-to-business meetings resulted in \$7.5 million worth of business leads.

MSME Day 2018: Connecting youth to business

27 June, Geneva and New York

ITC led the second international Micro, Small and Medium-sized Enterprises Day, dedicated to promoting MSMEs as catalysts for youth employment and youth entrepreneurship. Events in Geneva and New York brought together young entrepreneurs with experts from the private sector and the diplomatic community to examine how to overcome the barriers, such as access to finance, preventing young entrepreneurs from taking advantage of the business opportunities presented by current megatrends like technology and climate change.

World Export Development Forum

11-12 September, Lusaka

ITC's flagship event brought together over 1,200 attendees from business, the policy community, trade organizations and international agencies to the Zambian capital to talk business and do business. A Youth UnConference saw young leaders voice hopes, concerns and demands for a borderless business world in the African Continental Free Trade Area. Young social entrepreneurs pitched business

ideas, showcasing innovative talent from across Africa. Plenaries addressed job creation, agribusiness, green finance and investment risks in Africa. Business-to-business matchmaking meetings forged 1,500 business leads in the agri-food sector and related industries. Technical capacity-building and partnership opportunities covered issues such as packaging, business skills training investment and online learning through ITC's SME Trade Academy, and investment. The conference also launched the Zambia chapter of the SheTrades initiative.

Trade for Sustainable Development (T4SD) Forum

1-3 October, Geneva

The 2018 edition explored Sustainable Development Goal 12 – responsible consumption and production – and its relationship to sustainable value chains. The event brought together over 160 representatives from private companies, governments, standard setters and international organizations. The forum has emerged as the leading global event to discuss sustainability in value chains.

World Trade Promotion Organizations Conference and Awards

25-26 October, Paris

In partnership with Business France, the 12th WTPO conference brought together more than 85 countries and 150 trade and investment promotion organizations to share experiences about successes and future challenges. The theme - 'Trade and Investment Ecosystems – Delivering for Growth' - reflected the role of these institutions in business support ecosystems. In addition to the keynote speeches, panel discussions, and technical sessions, the conference recognized high-performing trade and investment promotion organizations from around the world.



1. SheTrades Global 2018, United Kingdom 2. World Export Development Forum 2018, Zambia 3. World Trade Promotion Organizations Conference 2018, France 4. MSME Day 2018, Switzerland

Other highlights

Among the many other events ITC organized or co-hosted, a consistent theme was bringing the business voice to debates around entrepreneurship and youth, trade facilitation, climate change, e-commerce, migration, access to finance and more. Highlights include:

International Women's Day, 7 March, Geneva. ITC and Maersk, the shipping company, commemorated International Women's Day by jointly organizing an event highlighting women entrepreneurs moving from local business to global trade.

No such thing as a commodity, 20 March, Geneva. This joint ITC-World Economic Forum event explored new opportunities for firms in developing countries to move away from commodity dependence to higher value-added production and trade.

Climate change and the agri-food sector, 29-31 October, Geneva. The private sector, governments and civil society attended this event, organized jointly with the UN Framework Convention on Climate Change. One focus was on implementing adaptation strategies for small businesses in the agri-food sector.

Youth Entrepreneurship and Self-employment (YES) Forum, 12-13 November, Dakar. Jointly organized by ITC, the International Labour Organization, the UN Capital Development Fund, the UN Conference on Trade and Development, and the UN Industrial Development Organization, the event provided a unique platform for the Global Initiative on Decent Jobs for Youth to address youth entrepreneurship and self-employment.



Partnering for good trade

ITC continued to deepen its partnerships with international organizations, national and sub-national governments and institutions, private sector companies and associations, and civil society groups to leverage complementary expertise to promote good trade and translate it into sustainable improvements in livelihoods, particularly for youth, women and migrant communities.

These alliances made it possible for ITC and its partners to enhance their impact across a wide array of fronts, from issues like migration, humanitarian assistance and the environment to specific economic sectors such as logistics, digital services, and agribusiness.

To maximize the effectiveness of its partnerships, ITC strengthened its internal due diligence processes to select non-traditional implementing partners based on an assessment of their capacity to deliver at scale.

Below are some illustrative examples of ITC's different kinds of partnerships in 2018.

International organizations

ITC, the **United Nations Conference on Trade and Development** (UNCTAD) and the **World Trade Organization** (WTO) jointly operate the **Global Trade Helpdesk**, a one-stop shop for micro, small and medium sized enterprises (MSMEs) to access trade and market intelligence, from applicable tariffs to instructions on how to go about obtaining key trade-related documentation. Many international and regional organizations contribute to the multi-agency platform, such as the United Nations Industrial Development Organization (UNIDO), the Food and Agriculture Organization (FAO), the African Development Bank (ADB), the Inter-American Development Bank (IaDB),

the World Customs Organization, the World Bank Group and the International Chamber of Commerce.

ITC is an active member of the **International Labour Organization's** (ILO) global initiative on decent jobs for youth, and leads the thematic area on youth entrepreneurship and self-employment. ITC worked with other United Nations entities and partners to develop a plan identifying key themes and priorities to foster youth employment through entrepreneurship, self-employment and skills development. The ILO was one of ITC's partners in organizing the November 2018 Youth Entrepreneurship and Self-Employment Forum (YES Forum) in Dakar, Senegal.

ITC teamed up with the **Eurasian Economic Commission** to promote trade within the bloc and with the rest of the world, to improve the business environment and to strengthen sustainable economic development in the group's member countries. The partnership will open the door to joint events to benefit micro, small and medium sized enterprises (MSMEs) in Armenia, Belarus, Kazakhstan and the Russian Federation.

The **Caribbean Development Bank** and ITC signed a broad based cooperation agreement to assist Caribbean businesses. The two organizations are selecting sectors and countries for project interventions.

The **West African Economic and Monetary Union** (UEMOA, for the French acronym) established two online platforms to facilitate trade and develop business opportunities in West Africa. A Trade Obstacles Alert Mechanism facilitates the identification and removal of trade barriers faced by commercial operators while the ConnectUEMOA platform is putting 7,000 companies online in a virtual marketplace covering 160 products.



1. ITC and Maersk agree to scale up partnership on women's economic empowerment 2. UPS Foundation announces funding and support for SheTrades initiative 3. Field visit with yam producers, Ghana. © Chocolats Halba

Doing good while doing business: ITC's partnerships with the private sector

ITC's principal clients operate in the private sector: the micro, small, and medium-sized enterprises (MSMEs) it works to connect to world markets as a means to drive growth, create jobs and reduce poverty.

In pursuit of this objective, ITC is increasingly partnering with a different set of private-sector actors: the larger companies that lead international value chains. These partnerships serve multiple purposes: They make it possible to leverage the financial and technical resources and expertise of private corporations and foundations to find solutions to the obstacles facing MSMEs in developing countries. They allow lead firms to broaden their supplier networks and MSMEs to find new buyers and investors. And they enable cutting-edge technology, logistics and business practices to flow down the value chain from large companies to small businesses, lifting quality, productivity and efficiency while increasing traceability and accountability.

ITC's business partnerships - with the private sector, for the private sector - are about shared value creation: increased commercial opportunities that arise from partnering with ITC, but also value chains that are more environmentally responsible and socially inclusive, which make the most of their potential to contribute to meeting the Sustainable Development Goals.

In practice, ITC's work with larger companies has taken different forms. In the dominant mode of cooperation, companies become buyers for ITC's MSME clients. This has happened through business-to-business matchmaking, other kinds of brokered linkages such as the ties fostered by ITC's Ethical Fashion Initiative between small-scale artisans

Estimated export and investment value resulting from ITC market intelligence, business connections and support to trade and investment support institutions



and top global fashion houses, and online connections facilitated by ITC's Sustainability Marketplace and SheTrades platforms. With increasing frequency, ITC also plays a role in fostering investment along with trade ties, as with its Supporting Indian Trade and Investment for Africa (SITA) and Partnership for Investment and Growth in Africa (PIGA) initiatives. ITC's private sector partners have also been involved in training work. In 2018, ITC refined its approach to working with private sector companies, setting out clear parameters for identifying potential partners while establishing guidelines for reducing reputational and other risks to ITC.

Total cash and in-kind contributions from private sector partners in 2018: **\$1 million**



4-5. Asylum seekers trained on leatherwork by *Lai Momo social cooperative, Italy* 6. Launching joint publication with Huawei, WEDF 2018, Zambia

SheTrades and UPS: Better logistics to make women entrepreneurs more competitive

In partnership with global logistics giant **UPS** and its charitable arm, the **UPS Foundation**, ITC is working to improve women entrepreneurs' trade competitiveness through capacity building and a platform for the exchange of best practices. The project will work with women entrepreneurs as well as trade and investment support institutions at the global level, through online activities, as well as at the national level, with in-country activities in Mexico, Nigeria, the United Arab Emirates and Viet Nam. Countries were selected based on geographical priority and local presence. ITC is also working with **Maersk**, the container shipping company, to improve women entrepreneurs' understanding of logistics-related challenges to doing business across borders.

Coop in Ghana: Raising incomes and fostering resilience for cocoa and yam producers

In Ghana, ITC has since 2016 worked with a group of public- and private-sector actors to bolster livelihoods, climate resilience, and income diversification for cocoa and yam farmers. Together with **Chocolats Halba**, a division of Swiss retailer **Coop**, the **Kuapa Kokoo Farmer Union**, **Niche Cocoa**, the **Max Havelaar Foundation**, **Fairtrade Africa**, the **Yam Development Council of Ghana** and the Ghanaian government, ITC has fostered cooperation among value chain actors and facilitated thousands of dollars of investment into the country's cocoa and yam sectors. Farmers directly reached by the project have seen incomes rise by an average of 22%. The Kuapa Kokoo Farmer Union is now rolling out improved climate risk mitigation and adaptation practices. Between 2019 and 2023, the partnership aims to scale up investments in upgrading crop productivity and quality while reducing over-dependency on monocropping and the associated vulnerability to price fluctuation.

Huawei: Building capacity for services competitiveness

This partnership with Chinese telecoms company **Huawei** seeks to support developing countries to tap into the opportunities offered by international services trade, by helping MSMEs to leverage new trends such as e-commerce and digital trade, while supporting governments and trade and investment support institutions (TISIs) to design better policy. ITC and Huawei in 2018 issued a joint publication, *Faster customs, faster trade: Using technology for trade facilitation*. Huawei will support the costs of delivering jointly developed training programmes on 'digital technology and information and communication technology innovation' in developing countries.

SheTrades Invest: Financing for women-owned MSMEs

Together with **GroFin**, a development finance company, ITC launched SheTrades Invest, an initiative to increase investment in women-owned businesses in 14 countries. The partnership will facilitate access to finance for female entrepreneurs in Côte d'Ivoire, Egypt, Ghana, Iraq, Jordan, Kenya, Nigeria, Oman, Rwanda, Senegal, South Africa, Uganda, the United Republic of Tanzania and Zambia. It will help strengthen the financial and managerial capacity of women entrepreneurs, improve their investment readiness, and connect them to impact investors and financiers.

DHL: Better logistics to help small businesses tap into e-commerce

DHL Logistics and ITC continued their collaboration to develop training materials, provide advisory services and publish logistics strategies to support small business e-commerce in North Africa and the Middle East.



1



2

1. ITC and Business and Technology Incubator training refugees on IT skills, State of Palestine 2. East African Community and ITC launch the MARKUP initiative

The East African Community and ITC launched the \$20 million regional initiative Market Access Upgrade Project (MARKUP) designed to address market access constraints and supply side weaknesses.

The **United Nations Capital Development Fund** (UNCDF) and ITC launched the Jobs, Skills and Finance (JSF) for Women and Youth in The Gambia programme to help consolidate the country's democratic transition by facilitating social inclusion and jobs for women and young people through skills development, cash incentives and access to finance.

The **Enhanced Integrated Framework** (EIF), a multi-agency mechanism to promote trade-led development in least developed countries, has teamed up with ITC to promote women's economic empowerment and trade. The EIF and ITC's SheTrades initiative are working in countries such as the Gambia and Zambia to increase the competitiveness of women entrepreneurs, and looking expand cooperation to new geographic areas.

Other international organizations ITC partnered with include: Standards and Trade Development Facility (STDF), World Tourism Organization (UNWTO), Food and Agriculture Organization (FAO), International Organization for Migration, World Customs Organization, United Nations High Commission for Refugees, United Nations Industrial Development Organization (UNIDO), World Food Programme, European Commission and the Inter-American Development Bank.

Trade and investment support institutions

Together with the **Business and Technology Incubator** (BTI), ITC assisted refugees and young people in the Gaza Strip in the State of Palestine to capitalize on internet-based work opportunities via training on digital marketing and related soft skills.

ITC worked with cocoa sector business support organizations to help rural households in Guinea, Liberia and Sierra Leone increase revenues derived from the cocoa value chain.

ITC partnered with **CINDE**, the Costa Rican Investment promotion agency in a triangular programme of support, providing investment advisory services and tools to investment promotion agencies in Ethiopia, Kenya, Mozambique and Zambia. The partnership assisted more than the end beneficiaries; CINDE itself found that examining its own business practices and teaching others gave it a fresh and valuable perspective.

Dubai Exports became the Middle East and North Africa hub for ITC's SheTrades initiative. It has assigned dedicated support staff, created a database of 3,000 women entrepreneurs in the region and held workshops to build the capacity of women-owned businesses to manage trade logistics. Plans are being made to establish national chapters in countries including Algeria, Lebanon and Tunisia.

Other sector associations, chambers of commerce, and trade and investment promotion agencies ITC partnered with include: Gambia Horticultural Enterprises, India Pulses and Grains Association, Lanka Fruit and Vegetable Producers, Processors and Exporters Association, Kenya Private Sector Alliance, Bangladesh Women Chamber of Commerce and Industry, Horticulture Association of Colombia, Sierra Leone Investment and Export Promotion Agency, Fresh Produce Exporters Association of Kenya, Kenya Tea Development Agency, Vietnam Chamber of Commerce and Industry.



3



4

3. WTO, ITC and UNCTAD sign MoU on Global Trade Helpdesk 4. Kampala Innovation Week, Uganda

Non-profit organizations

In Uganda, ITC worked closely with **Innovation Village Kampala**, the country's largest technology hub - home to 130 start-ups and 2000 innovators, 40% of whom are young women - to organize Kampala Innovation Week, an event where Ugandan start-ups presented their business models and investment needs to a panel of international investors.

In The Gambia, ITC partnered with **PUM Netherlands Senior Experts**, a MSME development organization, to evaluate business opportunities and set up training programmes for youth in the country's poultry sector.

ITC's Ethical Fashion Initiative team is collaborating with **Lai Momo**, an Italian social cooperative (Italy), to train asylum seekers on entrepreneurship and leatherwork, with the goal of equipping trainees with skills so that they could go back to their countries of origin and collaborate with ITC's social enterprise partners, particularly in Burkina Faso and Mali.

Academic, training and research institutions

ITC and the **IE University School of Global and Public Affairs** agreed to partner on a new executive master's degree in internationalization and trade to be launched in February 2020. The curriculum will address the sweeping changes in the global trade landscape, linking technology to transformational business models.

ITC has partnered with the **Centre for WTO Studies (CWS)** at the New Delhi-based **Indian Institute of Foreign Trade (IIFT)** to train trade officials from **Afghanistan**, principally from the country's **Ministry of Industry and Commerce**, but also from business and academia, on WTO issues and on Indian best practices for public-private cooperation on trade policy.

ITC and the **Gambia Tourism and Hospitality Institute** collaborated on curriculum development and a six-month hospitality training programme for youth. This allowed young people from rural parts of the country to gain skills in food, beverage and room operations and to advance into certificate programmes, apprenticeships, internships and other opportunities for employment.

Other educational institutions ITC partnered with include: Graduate Institute for Policy Studies GRIPS (Japan), Gambia Training Institute, Kabul University, Technological University of Tajikistan, Ethiopian Institute of Textile and Fashion Technology.

■ 129

Countries in which ITC
was active in 2018





Appendices

APPENDIX I

ITC FOCUS AREAS AND PROGRAMMES

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

HOW ITC PROGRAMMES LINK TO SUSTAINABLE DEVELOPMENT GOALS AND TARGETS

SDG	TARGETS	PROGRAMMES
Goal 1 End poverty in all its forms everywhere.	1.2 Reduce the proportion of men, women and children of all ages living in poverty	All programmes
	1.b Create sound policy frameworks based on pro-poor and gender-sensitive development strategies	
Goal 2 End hunger, achieve food security and improved nutrition and promote sustainable agriculture.	2.3 Double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists and fishers	Transparency in Trade Non-Tariff Measures in Goods and Services
	2.4 Ensure sustainable food production systems and implement resilient agricultural practices	Supporting Trade Negotiations and Policy Reform
	2.b Correct and prevent trade restrictions and distortions in world agricultural markets	Value-added to Trade Empowering Women to Trade Empowering Poor Communities to Trade
		Trade for Sustainable Development
Goal 4 Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.	4.4 Substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship	Strengthening Trade and Investment Support Institutions Value-added to Trade Empowering Women to Trade Youth and Trade Empowering Poor Communities to Trade
	5.1 End all forms of discrimination against all women and girls everywhere	Trade Development Strategies Trade Facilitation
	5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life	Value-added to Trade Empowering Women to Trade
	5.a Undertake reforms to give women equal rights to economic resources	
Goal 5 Achieve gender equality and empower all women and girls.	5.b Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women	
Goal 8 Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all.	8.2 Achieve higher levels of economic productivity through diversification, technological upgrading and innovation	All programmes
	8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of MSMEs	
	8.5 Achieve full and productive employment and decent work for all women and men, including for young people	
	8.6 Substantially reduce the proportion of youth not in employment, education or training	
	8.9 Implement policies to promote sustainable tourism that creates jobs and promotes local culture and products	
	8.10 Strengthen the capacity of financial institutions to encourage and expand access to financial services for all	
	8.a Increase Aid for Trade support for developing countries, in particular least developed countries	
Goal 9 Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation.	9.3 Increase the access of small-scale industrial and other enterprises, in particular in developing countries, to financial services, including affordable credit, and their integration into value chains and markets	Trade Development Strategies Trade Facilitation Value-added to Trade
	9b Support domestic technology development, research and innovation in developing countries, including by ensuring a conducive policy environment for, <i>inter alia</i> , industrial diversification and value addition to commodities	South-South Trade and Investment

SDG	TARGETS	PROGRAMMES
Goal 10 Reduce inequality within and among countries.	10.1 Achieve and sustain income growth of the bottom 40% of the population	All programmes
	10.2 Empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status	
	10.a Implement the principle of special and differential treatment for developing countries, in particular least developed countries (LDCs)	
Goal 12 Ensure sustainable consumption and production patterns.	12.2 Achieve the sustainable management and efficient use of natural resources	Value-added to Trade
	12.6 Encourage companies to adopt sustainable practices	Trade for Sustainable Development
Goal 16 Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.	16.6 Support effective, accountable, and transparent institutions at all levels	Trade Development Strategies
	16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels	Supporting Trade Negotiations and Policy Reform
	16.8 Broaden and strengthen the participation of developing countries in the institutions of global governance	Value-added to Trade Boosting Regional Trade
Goal 17 Strengthen the means of implementation and revitalize the global partnership for sustainable development.	17.3 Mobilize additional financial resources for developing countries from multiple sources	All programmes
	17.5 Adopt and implement investment promotion regimes for least developed countries	
	17.6 Enhance North-South, South-South and triangular regional and international cooperation on and access to science, technology and innovation and enhance knowledge-sharing on mutually agreed terms	
	17.10 Promote a universal, rules-based, open, non discriminatory and equitable multilateral trading system	
	17.11 Increase the exports of developing countries, in particular with a view to doubling the LDCs' share of global exports	
	17.12 Realize timely implementation of duty-free and quota-free market access on a lasting basis for all LDCs	
	17.13 Enhance global macroeconomic stability, including through policy coordination and policy coherence	
	17.17 Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships	
	17.19 Support statistical capacity-building in developing countries	

APPENDIX II

ITC TECHNICAL COOPERATION BY REGION AND FOCUS AREA

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
Africa											
Associate Expert: Regional Office for Africa (B323)						■		Netherlands	30	36	119%
Burkina Faso et Mali: Création d'emplois équitables et développement durable de microentreprises dans les chaînes de valeur liées au secteur du «lifestyle» (B276)					■			European Union	3,500	3,128	89%
Comoros: Improving the competitiveness of vanilla, ylang-ylang and clove exports (A863)				■				Enhanced Integrated Framework (EIF)	65	71	109%
Indian Ocean Rim Association (IORA): Economic empowerment of women (A285)					■			Australia	40	40	101%
Malawi: Improving trade statistics and trade information systems (A864)	■							European Union	44	59	134%
Mano River: Value Chain Development for Cocoa and Associated Crops (NTF IV) (B586)			■	■	■			Netherlands	660	585	89%
Non-tariff measures (B626)	■							ITF Window 1	340	357	105%
NTF IV Programme Management (B584)				■	■			Netherlands	200	162	81%
Partnership for Investment and Growth in Africa (Main Phase) (B340)						■		United Kingdom of Great Britain and Northern Ireland	3,000	3,342	111%
Poor Communities and Trade Programme (A874)					■			Japan	26	1	2%
Poor Communities and Trade Programme (B649)					■			ITF Window 1	99	111	113%
Projet d'Appui à la Compétitivité du Commerce et à l'Intégration Régional (PACCIR/ UEMOA) (B216)						■		European Union	1,230	1,259	102%
Refugee Employment and Skills Initiative (RESI): Linking Refugees in Kenya to Market Opportunities (Components 1 & 2) (B571)						■		Netherlands Norwegian Refugee Council	260	454	174%
Rwanda: Enabling the future of e-commerce (B330)				■				Germany	1,810	959	53%
Senegal: Export development of IT and IT-enabled services (NTF IV) (B390)				■	■			Netherlands	400	627	157%
SheTrades Coffee (B637)					■			ITF Window 1	200	151	75%
Sub-Saharan Africa: Sustainable Finance Conferences and Trainings for Financial Institutions and SMEs (B319)			■	■	■			African Guarantee Fund	150	117	78%
Supporting Indian Trade and Investment for Africa (SITA) (A854)						■		United Kingdom of Great Britain and Northern Ireland	3,420	3,723	109%
Tanzania: Integration of horticulture supply/value chains into tourism - SECO component (B265)				■				Republic of Korea Switzerland	200	177	89%
The Gambia: Youth Empowerment Project (YEP) (B179)	■			■	■			European Union	3,000	4,290	143%
UEMOA: Projet de développement des exportations sous AGOA (B414)				■		■		UEMOA	166	130	79%
Uganda: Export development of IT and IT-enabled services (NTF IV) (B387)				■	■			Netherlands	450	465	103%
Zambia: Green jobs (A813)			■	■				ILO	33	23	69%
Trade Facilitation (B628)		■						ITF Window 1	638	685	107%
Trade for Sustainable Development (T4SD) - Hubs (B694)					■			ITF Window 1	216	224	104%
Benin: Strengthening production and trade capacities (A860)			■	■		■		EIF	-	35	-
Burundi: Market Access Upgrade Programme - MARKUP (B718)			■	■		■		European Union	-	108	-
CEEAC: Appui au commerce intra-africain (B702)	■	■	■					ITF Window 1 (BDF)	-	34	-

APPENDICES

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
COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)	■	■	■					European Union	-	33	-
Culture project: Identity Building and Sharing Business Initiative (B542)					■			ITF Window 1 (BDF) European Union	-	3	-
ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■		European Union	-	224	-
EU-EAC Market Access Upgrade Programme - MARKUP (B383)		■		■		■		European Union	-	868	-
Export competitiveness programme management (NTF III) (B197)				■				Netherlands	-	41	-
Ghana: Developing cocoa and associated crops through the Sankofa Project empowered by Alliances for Action (B766)			■	■	■			Coop Genossenschaft/ ChocolatsHalba/Sunray Max Havelaar Foundation	-	104	-
Guinea: Development of the mango sector (B013)			■	■		■		EIF	-	12	-
Guinée: Programme d'appui à l'intégration socio-économique des jeunes (INTEGRA) (B463)			■	■	■			ITF Window 1 (BDF)	-	1,094	-
Innovative MSME and Value Chain development through the Alliances for Sankofa in cocoa and associated crops sectors (B794)				■				ITF Window 1	-	20	-
Lesotho: Horticulture productivity and trade development (B158)				■				EIF	-	23	-
Malawi: programing mission (B697)		■	■	■	■			ITF Window 1 (BDF)	-	26	-
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 (A653)			■	■				ITF Window 1 (BDF)	-	5	-
Nigeria Food Africa SDG-Fund (B449)				■				SDG Fund	-	30	-
Participation of a Malian delegation of Gum Arabic Exporters to Food Ingredients (B617)					■			Mali	-	15	-
Promotion of Malian arabic gum in the US and European markets (B771)			■	■				EIF	-	39	-
Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés (B587)			■					France	-	841	-
RESI High Skills (B839)					■			ITF Window 1	-	17	-
Senegal: Improving the competitiveness of the mango industry (A996)				■				EIF	-	5	-
Sénégal: Programme de Compétitivité de l'Afrique de l'Ouest (PCAO) (B461)				■		■		ITF Window 1 (BDF)	-	8	-
SheTrades Commonwealth Programme (B578)					■			United Kingdom of Great Britain and Northern Ireland	-	1,798	-
Sierra Leone: West Africa Competitiveness Programme (B457)						■		ITF Window 1 (BDF)	-	20	-
Sub-Saharan Africa: Improving food packaging for Small and Medium Agro-Enterprises (A554)				■				FAO	-	34	-
Tanzania: Kigoma Joint Programme under UNDAF II (B727)				■	■			One UN	-	213	-
World Export Development Forum (WEDF) 2018 (B805)							■	Huawei Technologies	-	27	-
Zambia: Empowering the Zambia Credit Guarantee Scheme to Improve SME Access to Finance (B763)				■				ITF Window 1 (BDF)	-	37	-

Arab States

Algeria - National trade strategy to support Algeria's economic diversification (AfTIAS) (B603)		■						International Islamic Trade Finance Corporation	200	188	94%
Arab States: Aid for Trade initiative (A895)	■	■	■					International Islamic Trade Finance Corporation	110	255	232%

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
Arab States: Development of SME exports through virtual market places (A676)	■	■		■				World Bank	590	496	84%
Djibouti: Feasibility study to set up a handicrafts export village (AfTIAS) (B604)					■			International Islamic Trade Finance Corporation	15	10	66%
Egypt: Establishing a specialized export promotion department within Export Development Bank of Egypt (AfTIAS) (B606)			■					International Islamic Trade Finance Corporation	200	99	50%
Egypt: Improving the international competitiveness of the textile and clothing sector (GTEX/MENATEX) (B673)				■				Switzerland Sweden	250	81	32%
Global: Networking and knowledge management for the textile and clothing sector (GTEX) (B451)				■				Switzerland	224	151	68%
Jordan: Refugee employment and skills initiative (RESI) (B450)				■	■			Japan	31	177	565%
Lebanon: Export Competitiveness of SMEs in the IT and Nuts sectors (AfTIAS) (B607)			■	■				International Islamic Trade Finance Corporation	150	85	56%
Libya: Trade Academy (B409)			■		■			France	780	751	96%
Morocco: Export development for employment creation (A749)			■	■	■			Canada	130	102	79%
Morocco: Improving the international competitiveness of the textile and clothing sector (GTEX/MENATEX) (B674)				■				Switzerland Sweden	200	157	79%
North Africa: Engaging MSMEs and the Arab diaspora to support export-driven economic growth (B438)				■	■			Japan	85	83	97%
Overcoming Trade Obstacles related to Non-Tariff Measures in the Arab countries (A538)	■							United States	1,197	1,349	113%
Projet de développement et de promotion du tourisme en Republique de Djibouti (A993)			■	■				EIF	129	76	59%
Saudi Arabia: Development of dates sector in Medina region (AfTIAS) (B605)				■		■		International Islamic Trade Finance Corporation	250	-	0%
State of Palestine: Reform and Development of Markets, Value Chains and Producers' Organizations (B580)	■			■	■			Food and Agriculture Organization	150	34	22%
Sudan: Supporting economic stabilization through accession to the World Trade Organization (B446)		■						Japan	2	24	1188%
Syria: Developing production capacity and linking internally displaced populations to international markets (B434)				■	■			Japan	30	40	133%
Tunisia: Improving the international competitiveness of the textile and clothing sector (GTEX/MENATEX) (B672)				■				Switzerland Sweden	350	351	100%
MENATEX Regional: Regional component of the Textiles and Clothing Programme for the MENA region (B696)				■				Sweden	-	4	-
Palestine: Linking refugees and young population in Gaza to market opportunities (B682)			■		■			Japan	-	142	-
Promoting Labour Market Integration of Syrians under Temporary Protection and Host Communities in Turkey (B655)				■	■			International Organization for Migration	-	195	-
Qatar: Barcode initiative for SME trade development (B743)				■				Qatar Development Bank	-	81	-
Qatar: Foundations for B2B E-Commerce (B687)		■		■				Qatar Development Bank	-	260	-
Sudan: WTO Accession (B683)		■						Japan	-	323	-
Syria: Enabling through digital channels (B681)				■	■			Japan	-	131	-

Asia and the Pacific

Afghanistan: Ethical Lifestyle Initiative for the Economic Reintegration of Returnees and Internally displaced people (B439)					■			European Union	1,588	1,408	89%
Afghanistan: Trade-related assistance (A764)		■						European Union	1,600	1,382	86%

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
Asian LDCs: Enhancing export capacity for intra-regional trade (A850)						■		China	258	239	93%
Associate expert: Office for Asia and the Pacific (B221)				■				Japan	50	81	163%
Feasibility study for value addition in the fruit and vegetable sector of Sri Lanka (B531)			■	■				WTO	20	22	108%
Indian Ocean Rim Association (IORA): Economic empowerment of women (A285)					■			Australia	80	81	101%
Myanmar: Improving food safety and compliance with SPS measures to increase export revenues in the oilseeds value chain (A648)				■				WTO	327	249	76%
Myanmar: Inclusive tourism development with focus on Kayah state (consolidation) & a new state (extension) (NTF IV) (B386)				■				Netherlands	969	1,161	120%
Nepal: Pashmina enhancement and trade support (A907)				■				EIF	32	7	23%
Non-tariff measures (B626)	■							ITF Window 1	160	168	105%
NTF IV Programme Management (B584)				■	■			Netherlands	50	41	81%
Pacific: Economic empowerment of women (Women and Trade Phase II) (A775)					■			Australia	99	14	14%
Poor Communities and Trade Programme (A874)					■			Japan	13	0	2%
Poor Communities and Trade Programme (B649)					■			ITF Window 1	201	226	113%
SheTrades Pacific (B644)					■			ITF Window 1	250	270	108%
Sri Lanka: Trade related assistance (A306)		■		■				European Union	3,000	1,476	49%
Supporting Indian Trade and Investment for Africa (SITA) (A854)						■		United Kingdom of Great Britain and Northern Ireland	380	414	109%
Trade Facilitation (B628)		■						ITF Window 1	213	228	107%
Trade for Sustainable Development (T4SD) - Hubs (B694)					■			ITF Window 1	360	374	104%
Trade Promotion between China and other Developing Countries along the Belt and Road Initiative (B568)	■					■		China	160	132	82%
Associate expert - Office for Asia and the Pacific (B773)						■		China Scholarship Council	-	55	-
Bhutan Trade Support (B382)		■		■				European Union	-	372	-
Culture project: Identity Building and Sharing Business Initiative (B542)					■			ITF Window 1 (BDF) European Union	-	1	-
Export competitiveness programme management (NTF III) (B197)				■				Netherlands	-	41	-
Iran: Trade-Related Technical Assistance (B782)		■	■		■			ITF Window 1 (BDF)	-	18	-
Lao PDR: ASEAN Regional Integration Support (Laos-ARISE Plus) (B505)		■		■		■		ITF Window 1 (BDF) European Union	-	26	-
Myanmar Trade and Investment Project (TIP) (B494)	■	■	■	■				United Kingdom of Great Britain and Northern Ireland	-	491	-
Myanmar: Upgrading horticulture supply and sustainable tourism to develop business linkages (B566)				■				Switzerland	-	26	-
Nepal Trade and Investment Programme (B731)	■	■	■	■		■		ITF Window 1 (BDF)	-	18	-
NTM Survey Pakistan (B742)	■							World Bank	-	51	-
Pacific: Trade development (B346)	■	■				■		ITF Window 1 (BDF)	-	31	-
Pakistan: Growth for rural advancement and sustainable progress (GRASP) (B466)		■		■	■			ITF Window 1 (BDF)	-	85	-
SheTrades Commonwealth Programme (B578)					■			United Kingdom of Great Britain and Northern Ireland	-	599	-

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
Eastern Europe and Central Asia											
Eastern Partnership: Ready to Trade - an EU4Business initiative (B252)				■				European Union	1,600	1,300	81%
Global: Networking and knowledge management for the textile and clothing sector (GTEX) (B451)				■				Switzerland	149	101	68%
Kyrgyzstan: Improving the international competitiveness of the textile and clothing sector (GTEX) (B676)			■	■				Switzerland	400	476	119%
Support to Facilitation of Trade between CEFTA Parties (B444)		■					■	European Union	380	277	73%
Tajikistan: Improving the international competitiveness of the textile and clothing sector (GTEX) (B675)		■	■	■	■			Switzerland	400	718	179%
Ukraine National Export Strategy (B614)		■						GlZ, Germany	474	358	76%
Ukraine: Linking SMEs in the fruit and vegetables industry to global and domestic value chains (A303)		■		■				ITF Window 1 Sweden	700	773	110%
Tajikistan: Enabling market access for agricultural products through improved food safety system (STDF) (B312)		■	■	■				WTO	250	242	97%
Trade Promotion between China and other Developing Countries along the Belt and Road Initiative (B568)	■						■	China	40	33	82%
Culture project: Identity Building and Sharing Business Initiative (B542)					■			ITF Window 1 (BDF) European Union	-	1	-
International Trade in Central Asia (B723)		■	■	■			■	ITF Window 1 (BDF)	-	45	-
Promoting Labour Market Integration of Syrians under Temporary Protection and Host Communities in Turkey (B655)				■	■			IOM	-	49	-
Latin America and the Caribbean											
Caribbean: Development of value-added products and intra-regional trade to enhance livelihoods from coconuts (A325)				■				European Union	250	642	257%
Central America: Linking women business enterprises (WBEs) with the global gifts and home decoration market (A314)				■	■			European Union	400	278	70%
Colombia PUEDE: Peace and unity through rural economic development and exports (B599)	■			■	■			ITF Window 1 (BDF)	64	92	144%
Haiti: Ethical fashion initiative (A922)					■			United States	38	72	189%
Poor Communities and Trade Programme (A874)					■			Japan	7	0	2%
Saint Lucia: Strengthening the institutional infrastructure for export promotion (A332)	■	■	■					ITF Window 1 Saint Lucia Trade Export Promotion Agency	408	109	27%
Trade for Sustainable Development (T4SD) - Hubs (B694)					■			ITF Window 1	324	336	104%
Grenada: supporting the fresh fruit and vegetables food safety management systems (B710)		■	■	■				Caribbean Development Bank	-	158	-
Guatemala: Strengthening the business skills and employability of informal entrepreneurs at the Ciudad Pedro de Alvarado Border (B615)			■		■			ITF Window 1 (BDF) United States	-	231	-

PROJECTS BY REGION	FOCUS AREA 1	FOCUS AREA 2	FOCUS AREA 3	FOCUS AREA 4	FOCUS AREA 5	FOCUS AREA 6	CORPORATE	FUNDERS	OP BUDGET \$'000	EXPENDITURE \$'000	% DELIVERED
Global and multi-region											
AIM for Results: Improving TISI performance and measurement (B633)			■					ITF Window 1	1,000	979	98%
Associate expert: Sustainable and inclusive value chains (B198)					■			Germany	13	12	94%
Associate expert: Sustainable and inclusive value chains (B307)				■				Netherlands	148	146	98%
Associate expert: Enterprise and institutions (B412)			■	■	■			Germany	142	130	91%
Associate expert: Trade facilitation and policy for business (B699)		■						Germany	151	173	115%
Associate expert: Trade facilitation and policy for business (B393)		■						Finland	124	110	89%
Associate expert - E-learning (B774)				■	■			China Scholarship Council	-	44	-
Associate Expert - Evaluation Unit (B772)							■	China Scholarship Council	-	39	-
Associate expert - E-solutions (B800)				■				Germany	-	66	-
Business development fund (B532)							■	ITF Window 1	586	-	0%
DCP Partnership and Coordination (B650)							■	ITF Window 1 ITHRAA - Sultanate of Oman	260	259	100%
DEI Coordination and Innovation Fund (B647)							■	ITF Window 1	50	45	90%
Demonstrating Impact for TIPOs: towards a global standard (B507)			■					ITF Window 1	77	69	91%
DMD Partnership & Coordination (B620)							■	ITF Window 1	50	5	11%
Economic Partnership Agreements (EPAs) in Asia-Pacific and European Union (EU) Phase II (B500)	■							GRIPS, Japan	109	82	75%
E-Learning (B648)	■							ITF Window 1	108	108	100%
E-solutions (B636)				■				ITF Window 1	313	280	90%
Export Potential Map (A341)	■							Netherlands	35	35	101%
Export strategy design and management (B630)		■						ITF Window 1	340	442	130%
Fellowship: Mo Ibrahim Foundation (B203)			■				■	Mo Ibrahim Fondation	114	114	100%
Global Trade Helpdesk (B572)	■							Switzerland Germany	500	437	87%
Improving transparency in trade through embedded market analysis tools (B352)	■							Republic of Korea	15	-	-
Improving transparency in trade through market analysis tools as a global public good (B336)	■							European Union ITF Window 1 Revolving Fund MAR FIIAPP UNDP	2,066	1,420	69%
Information Technology Services & Support - 2018 (B625)							■	ITF Window 1	185	334	180%
Innovation Lab (B662)							■	ITF Window 1	200	165	83%
Market Price Information (B627)	■							ITF Window 1	150	225	150%
MLS-SCM Revolving Fund (B189)				■				Revolving Fund MLS-SCM	230	147	64%
NY Office (B624)							■	ITF Window 1	20	19	96%
OED Cabinet (B623)							■	ITF Window 1	200	299	150%
RBM (B622)							■	ITF Window 1	100	109	109%
SEC Revolving Fund (B190)				■				Revolving Fund EC	50	-	-
Secondee from Republic of Korea (B600)	■							Republic of Korea	260	221	85%

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
SheTrades (B641)					■			ITF Window 1	900	1,450	161%
SheTrades Coordination (B642)					■			ITF Window 1	350	348	99%
SME Competitiveness Survey and Outlook (B631)	■		■					ITF Window 1	687	725	105%
Support Trade Negotiations (B629)		■						ITF Window 1	200	210	105%
TIS Revolving Fund / E-learning (B155)	■							Revolving Fund TS	30	5	16%
Trade for Sustainable Development (T4SD) (B036)					■			GIZ, Germany, European Union, FEAC Finance in Motion GmbH, Germany, Switzerland, SAI Platform, United States World Wildlife Fund, COLEACP, McDonald's	2,498	2,724	109%
Trade for Sustainable Development (T4SD) - Database (B645)					■			ITF Window 1	840	809	96%
Trade in services (B026)		■				■		China	257	191	74%
Trade in services (B632)		■						ITF Window 1	100	64	64%
TS Revolving Fund (B205)			■					Revolving Fund TS	70	75	107%
Value Added to Trade (B635)				■				ITF Window 1	938	937	100%
WTPO (TPO Network World Conference and Awards) (B665)			■					ITF Window 1	239	274	115%
Guidelines and methodologies for inclusive agri-food system development through Alliances (B693)			■	■	■			FAO	100	98	98%
Certificate in Export Management (CEM) (B736)								ITF Window 1 (BDF)	-	32	-
Economic Partnership Agreements (EPAs) worldwide and rules of origin (B725)	■							GRIPS, Japan	-	63	-
E-trade for Impact: strengthening ITC e-strategy solutions (B738)		■						ITF Window 1	-	139	-
Export potential: methodological extensions (B705)	■							ITF Window 1	-	148	-
Global: Support for Innovative Methods and Tools (understanding NTMs and accessing e-Commerce) (B678)	■			■				United States	-	107	-
Improving the business environment for exporting SMEs through trade facilitation (A812)		■						DHL Huawei Technologies ITF Window 1 Qatar Development Bank UNCTAD	-	325	-
Innovation Lab (B788)							■	ITF Window 1	-	15	-
ITC E-learning - Global Public Good (B892)	■							ITF Window 1	-	24	-
SheTrades: International workshop agreement on the definition of Women Owned Businesses (B562)					■			Sweden	-	32	-
SheTrades: using data to address constraints to extra-EU trade (B582)	■				■			European Union	-	15	-
Vulnerable Migration & Forced Displacement Framework (B842)					■			ITF Window 1	-	8	-
World Export Development Forum (WEDF) 2017-2018 (Hungary) (B498)							■	Hungary	-	73	-

APPENDIX III

ITC COUNTRY AND REGIONAL PROJECTS AND PROGRAMMES BY COUNTRY

COUNTRY/AREA	<ul style="list-style-type: none"> ▪ GLOBAL AND REGIONAL PROGRAMMES ▪ COUNTRY-SPECIFIC PROJECTS
AFGHANISTAN	<ul style="list-style-type: none"> ▪ Afghanistan: Ethical Lifestyle Initiative for the Economic Reintegration of Returnees and Internally displaced people ▪ Afghanistan: Trade-related assistance ▪ Asian LDCs: Enhancing export capacity for intra-regional trade ▪ Trade Promotion between China and other Developing Countries along the Belt and Road Initiative
ALBANIA	<ul style="list-style-type: none"> ▪ Support to Facilitation of Trade between CEFTA Parties
ALGERIA	<ul style="list-style-type: none"> ▪ Algeria: National trade strategy to support Algeria's economic diversification (AfTIAS) ▪ Arab States: Aid for Trade initiative ▪ North Africa: Engaging MSMEs and the Arab diaspora to support export-driven economic growth
ARGENTINA	<ul style="list-style-type: none"> ▪ Trade for Sustainable Development (T4SD) - Hubs
ARMENIA	<ul style="list-style-type: none"> ▪ Eastern Partnership: Ready to Trade - an EU4Business initiative
AZERBAIJAN	<ul style="list-style-type: none"> ▪ Eastern Partnership: Ready to Trade - an EU4Business initiative
BAHRAIN	<ul style="list-style-type: none"> ▪ Arab States: Aid-for-Trade initiative
BANGLADESH	<ul style="list-style-type: none"> ▪ Asian LDCs: Enhancing export capacity for intra-regional trade ▪ Non-tariff measures programme ▪ SheTrades Commonwealth Programme ▪ Trade Promotion between China and other Developing Countries along the Belt and Road Initiative
BELARUS	<ul style="list-style-type: none"> ▪ Eastern Partnership: Ready to Trade - an EU4Business initiative
BELIZE	<ul style="list-style-type: none"> ▪ Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts
BENIN	<ul style="list-style-type: none"> ▪ Benin: Strengthening production and trade capacities ▪ ECOWAS: West Africa Business and Export Promotion Project (WABEP) ▪ UEMOA: Projet d'Appui à la Compétitivité du Commerce et à l'Intégration Régional (PACCIR) ▪ Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés ▪ UEMOA: Projet de développement des exportations sous AGOA
BHUTAN	<ul style="list-style-type: none"> ▪ Bhutan Trade Support ▪ Trade Promotion between China and other Developing Countries along the Belt and Road Initiative
BOSNIA AND HERZEGOVINA	<ul style="list-style-type: none"> ▪ Support to Facilitation of Trade between CEFTA Parties
BURKINA FASO	<ul style="list-style-type: none"> ▪ Burkina Faso et Mali: Création d'emplois équitables et développement durable de microentreprises dans les chaînes de valeur liées au secteur du « lifestyle » ▪ ECOWAS: West Africa Business and Export Promotion Project (WABEP) ▪ Non-tariff measures programme ▪ Poor Communities and Trade Programme ▪ UEMOA: Projet d'Appui à la Compétitivité du Commerce et à l'Intégration Régional (PACCIR) ▪ Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés ▪ Trade Facilitation ▪ UEMOA: Projet de développement des exportations sous AGOA

COUNTRY/AREA	<ul style="list-style-type: none"> ▪ GLOBAL AND REGIONAL PROGRAMMES ▪ COUNTRY-SPECIFIC PROJECTS
BURUNDI	<ul style="list-style-type: none"> ▪ Burundi: Market Access Upgrade Programme - MARKUP ▪ EU-EAC Market Access Upgrade Programme - MARKUP
CABO VERDE	<ul style="list-style-type: none"> ▪ ECOWAS: West Africa Business and Export Promotion Project (WABEP)
CAMBODIA	<ul style="list-style-type: none"> ▪ Asian LDCs: Enhancing export capacity for intra-regional trade ▪ Poor Communities and Trade Programme ▪ Trade for Sustainable Development (T4SD) - Hubs ▪ Trade Promotion between China and other Developing Countries along the Belt and Road Initiative
CAMEROON	<ul style="list-style-type: none"> ▪ Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés ▪ Sub-Saharan Africa: Improving food packaging for Small and Medium Agro-Enterprises
CENTRAL AFRICAN REPUBLIC	<ul style="list-style-type: none"> ▪ CEEAC: Appui au commerce intra-africain *
CHAD	<ul style="list-style-type: none"> ▪ Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés
COLOMBIA	<ul style="list-style-type: none"> ▪ Colombia PUEDE: Peace and unity through productive development and commercialization * ▪ Trade for Sustainable Development (T4SD) - Hubs
COMOROS	<ul style="list-style-type: none"> ▪ Comoros: Improving the competitiveness of vanilla ylang-ylang and clove exports
COSTA RICA	<ul style="list-style-type: none"> ▪ Central America: Linking women business enterprises (WBEs) with the global gifts and home decoration market
CÔTE D'IVOIRE	<ul style="list-style-type: none"> ▪ Culture project: Identity Building and Sharing Business Initiative * ▪ ECOWAS: West Africa Business and Export Promotion Project (WABEP) ▪ Non-tariff measures programme ▪ UEMOA: Projet d'Appui à la Compétitivité du Commerce et à l'Intégration Régional (PACCIR) ▪ Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés ▪ Sub-Saharan Africa: Improving food packaging for Small and Medium Agro-Enterprises ▪ Sub-Saharan Africa: Sustainable Finance Conferences and Trainings for Financial Institutions and SMEs ▪ UEMOA: Projet de développement des exportations sous AGOA
DEMOCRATIC REPUBLIC OF THE CONGO	<ul style="list-style-type: none"> ▪ COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders
DJIBOUTI	<ul style="list-style-type: none"> ▪ Arab States: Aid-for-Trade initiative ▪ Djibouti: Feasibility study to set up a handicrafts export village (AfTIAS) ▪ Djibouti: Projet de développement et de promotion du tourisme
DOMINICA	<ul style="list-style-type: none"> ▪ Caribbean: Development of value-added products and intra-regional trade to enhance livelihoods from coconuts
DOMINICAN REPUBLIC	<ul style="list-style-type: none"> ▪ Caribbean: Development of value-added products and intra-regional trade to enhance livelihoods from coconuts
EGYPT	<ul style="list-style-type: none"> ▪ Arab States: Aid for Trade initiative ▪ Egypt: Establishing a specialized export promotion department within Export Development Bank of Egypt (AfTIAS) ▪ Egypt: Improving the international competitiveness of the textile and clothing sector (GTEX/MENATEX) ▪ MENATEX Regional: Regional component of the Textiles and Clothing Programme for the MENA region ▪ North Africa: Engaging MSMEs and the Arab diaspora to support export-driven economic growth
EL SALVADOR	<ul style="list-style-type: none"> ▪ Central America: Linking women business enterprises (WBEs) with the global gifts and home decoration market

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COUNTRY/AREA	<ul style="list-style-type: none"> ▪ GLOBAL AND REGIONAL PROGRAMMES ▪ COUNTRY-SPECIFIC PROJECTS
ETHIOPIA	<ul style="list-style-type: none"> ▪ COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders ▪ Partnership for Investment and Growth in Africa (Main Phase) ▪ Poor Communities and Trade Programme ▪ SheTrades Coffee ▪ Supporting Indian Trade and Investment for Africa (SITA)
GABON	<ul style="list-style-type: none"> ▪ Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés
GAMBIA	<ul style="list-style-type: none"> ▪ ECOWAS: West Africa Business and Export Promotion Project (WABEP) ▪ Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés ▪ The Gambia: Youth Empowerment Project (YEP)
GEORGIA	<ul style="list-style-type: none"> ▪ Eastern Partnership: Ready to Trade - an EU4Business initiative
GHANA	<ul style="list-style-type: none"> ▪ ECOWAS: West Africa Business and Export Promotion Project (WABEP) ▪ Ghana: Developing cocoa and associated crops through the Sankofa Project empowered by Alliances for Action ▪ Innovative MSME and Value Chain development through the Alliances for Sankofa in cocoa and associated crops sectors ▪ Non-tariff measures programme ▪ Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés ▪ SheTrades Commonwealth Programme ▪ Sub-Saharan Africa: Sustainable Finance Conferences and Trainings for Financial Institutions and SMEs ▪ Trade for Sustainable Development (T4SD) - Hubs
GRENADA	<ul style="list-style-type: none"> ▪ Grenada: supporting the fresh fruit and vegetables food safety management systems
GUATEMALA	<ul style="list-style-type: none"> ▪ Central America: Linking women business enterprises (WBEs) with the global gifts and home decoration market ▪ Guatemala: Strengthening the business skills and employability of informal entrepreneurs at the Ciudad Pedro de Alvarado Border *
GUINEA	<ul style="list-style-type: none"> ▪ ECOWAS: West Africa Business and Export Promotion Project (WABEP) ▪ Guinea: Development of the mango sector ▪ Guinée: Programme d'appui à l'intégration socio-économique des jeunes (INTEGRA) * ▪ Mano River: Value Chain Development for Cocoa (NTF IV) ▪ Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés
GUINEA-BISSAU	<ul style="list-style-type: none"> ▪ ECOWAS: West Africa Business and Export Promotion Project (WABEP) ▪ UEMOA: Projet d'Appui à la Compétitivité du Commerce et à l'Intégration Régional (PACCIR) ▪ UEMOA: Projet de développement des exportations sous AGOA
GUYANA	<ul style="list-style-type: none"> ▪ Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts
HAITI	<ul style="list-style-type: none"> ▪ Haiti: Ethical fashion initiative ▪ Poor Communities and Trade Programme
HONDURAS	<ul style="list-style-type: none"> ▪ Central America: Linking women business enterprises (WBEs) with the global gifts and home decoration market
INDIA	<ul style="list-style-type: none"> ▪ Supporting Indian Trade and Investment for Africa (SITA)
INDONESIA	<ul style="list-style-type: none"> ▪ Indian Ocean Rim Association (IORA): Economic empowerment of women ▪ Trade for Sustainable Development (T4SD) - Hubs

COUNTRY/AREA	<ul style="list-style-type: none"> ▪ GLOBAL AND REGIONAL PROGRAMMES ▪ COUNTRY-SPECIFIC PROJECTS
IRAN (ISLAMIC REPUBLIC OF)	<ul style="list-style-type: none"> ▪ Culture project: Identity Building and Sharing Business Initiative * ▪ Iran: Trade-Related Technical Assistance *
IRAQ	<ul style="list-style-type: none"> ▪ Arab States: Aid for Trade initiative
JAMAICA	<ul style="list-style-type: none"> ▪ Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts
JORDAN	<ul style="list-style-type: none"> ▪ Arab States: Aid for Trade initiative ▪ Arab States: Development of SME exports through virtual market places ▪ Jordan: Refugee employment and skills initiative (RESI) ▪ MENATEX Regional: Regional component of the Textiles and Clothing Programme for the MENA region
KAZAKHSTAN	<ul style="list-style-type: none"> ▪ International Trade in Central Asia *
KENYA	<ul style="list-style-type: none"> ▪ COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders ▪ Culture project: Identity Building and Sharing Business Initiative * ▪ EU-EAC Market Access Upgrade Programme - MARKUP ▪ Indian Ocean Rim Association (IORA): Economic empowerment of women ▪ Partnership for Investment and Growth in Africa (Main Phase) ▪ Poor Communities and Trade Programme ▪ Refugee Employment and Skills Initiative (RESI): Linking Refugees in Kenya to Market Opportunities (Components 1 & 2) ▪ Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés ▪ RESI High Skills ▪ SheTrades Commonwealth Programme ▪ Sub-Saharan Africa: Improving food packaging for Small and Medium Agro-Enterprises ▪ Sub-Saharan Africa: Sustainable Finance Conferences and Trainings for Financial Institutions and SMEs ▪ Supporting Indian Trade and Investment for Africa (SITA) ▪ Trade for Sustainable Development (T4SD) - Hubs
KUWAIT	<ul style="list-style-type: none"> ▪ Arab States: Aid for Trade initiative
KYRGYZSTAN	<ul style="list-style-type: none"> ▪ International Trade in Central Asia * ▪ Kyrgyzstan: Improving the international competitiveness of the textile and clothing sector (GTEX) ▪ Trade Promotion between China and other Developing Countries along the Belt and Road Initiative
LAO PEOPLE'S DEMOCRATIC REPUBLIC	<ul style="list-style-type: none"> ▪ Asian LDCs: Enhancing export capacity for intra-regional trade ▪ Lao PDR: ASEAN Regional Integration Support (Laos-ARISE Plus) ▪ Trade Promotion between China and other Developing Countries along the Belt and Road Initiative
LEBANON	<ul style="list-style-type: none"> ▪ Arab States: Aid for Trade initiative ▪ Lebanon: Export Competitiveness of SMEs in the IT and Nuts sectors (AFTIAS)
LESOTHO	<ul style="list-style-type: none"> ▪ Lesotho: Horticulture productivity and trade development
LIBERIA	<ul style="list-style-type: none"> ▪ ECOWAS: West Africa Business and Export Promotion Project (WABEP) ▪ Mano River: Value Chain Development for Cocoa (NTF IV)
LIBYA	<ul style="list-style-type: none"> ▪ Arab States: Aid for Trade initiative ▪ Libya: Trade Academy

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COUNTRY/AREA	<ul style="list-style-type: none"> ▪ GLOBAL AND REGIONAL PROGRAMMES ▪ COUNTRY-SPECIFIC PROJECTS
MALAWI	<ul style="list-style-type: none"> ▪ COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders ▪ Malawi: Improving trade statistics and trade information systems ▪ Malawi: Value Chain Development Project for the Honey and Horticulture Sector * ▪ Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés
MALI	<ul style="list-style-type: none"> ▪ Burkina Faso et Mali: Création d'emplois équitables et développement durable de microentreprises dans les chaînes de valeur liées au secteur du « lifestyle » ▪ Culture project: Identity Building and Sharing Business Initiative * ▪ ECOWAS: West Africa Business and Export Promotion Project (WABEP) ▪ Non-tariff measures programme ▪ Participation of a Malian delegation of Gum Arabic Exporters to Food Ingredients ▪ Poor Communities and Trade Programme ▪ UEMOA: Projet d'Appui à la Compétitivité du Commerce et à l'Intégration Régional (PACCIR) ▪ Promotion of Malian arabic gum in the US and European markets ▪ Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés ▪ Sub-Saharan Africa: Improving food packaging for Small and Medium Agro-Enterprises ▪ Trade Facilitation ▪ UEMOA: Projet de développement des exportations sous AGOA
MAURITANIA	<ul style="list-style-type: none"> ▪ Arab States: Aid for Trade initiative
MONTENEGRO	<ul style="list-style-type: none"> ▪ Support to Facilitation of Trade between CEFTA Parties
MOROCCO	<ul style="list-style-type: none"> ▪ Arab States: Aid for Trade initiative ▪ Arab States: Development of SME exports through virtual market places ▪ MENATEX Regional: Regional component of the Textiles and Clothing Programme for the MENA region ▪ Morocco: Export development for employment creation ▪ Morocco: Improving the international competitiveness of the textile and clothing sector (GTEx/ MENATEX) ▪ North Africa: Engaging MSMEs and the Arab diaspora to support export-driven economic growth
MOZAMBIQUE	<ul style="list-style-type: none"> ▪ Partnership for Investment and Growth in Africa (Main Phase)
MYANMAR	<ul style="list-style-type: none"> ▪ Asian LDCs: Enhancing export capacity for intra-regional trade ▪ Myanmar Trade and Investment Project (TIP) ▪ Myanmar: Improving food safety and compliance with SPS measures to increase export revenues in the oilseeds value chain ▪ Myanmar: Inclusive tourism development with focus on Kayah state (consolidation) & Tanintharyi (extension) (NTF IV) ▪ Myanmar: Upgrading horticulture supply and sustainable tourism to develop business linkages ▪ Trade Promotion between China and other Developing Countries along the Belt and Road Initiative
NEPAL	<ul style="list-style-type: none"> ▪ Asian LDCs: Enhancing export capacity for intra-regional trade ▪ Nepal Trade and Investment Programme * ▪ Nepal: Pashmina enhancement and trade support ▪ Non-tariff measures programme ▪ Poor Communities and Trade Programme ▪ Trade Promotion between China and other Developing Countries along the Belt and Road Initiative
NICARAGUA	<ul style="list-style-type: none"> ▪ Central America: Linking women business enterprises (WBEs) with the global gifts and home decoration market

COUNTRY/AREA	<ul style="list-style-type: none"> ▪ GLOBAL AND REGIONAL PROGRAMMES ▪ COUNTRY-SPECIFIC PROJECTS
NIGER	<ul style="list-style-type: none"> ▪ ECOWAS: West Africa Business and Export Promotion Project (WABEP) ▪ Non-tariff measures programme ▪ UEMOA: Projet d'Appui à la Compétitivité du Commerce et à l'Intégration Régional (PACCIR) ▪ Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés ▪ Trade Facilitation ▪ UEMOA: Projet de développement des exportations sous AGOA
NIGERIA	<ul style="list-style-type: none"> ▪ ECOWAS: West Africa Business and Export Promotion Project (WABEP) ▪ Nigeria Food Africa SDG-Fund ▪ Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés ▪ SheTrades Commonwealth Programme ▪ Sub-Saharan Africa: Improving food packaging for Small and Medium Agro-Enterprises
OMAN	<ul style="list-style-type: none"> ▪ Arab States: Aid for Trade initiative
PAKISTAN	<ul style="list-style-type: none"> ▪ NTM Survey Pakistan ▪ Pakistan: Growth for rural advancement and sustainable progress (GRASP) *
PANAMA	<ul style="list-style-type: none"> ▪ Central America: Linking women business enterprises (WBEs) with the global gifts and home decoration market
PAPUA NEW GUINEA	<ul style="list-style-type: none"> ▪ Pacific: Economic empowerment of women (Women and Trade Phase II) ▪ SheTrades Pacific
PERU	<ul style="list-style-type: none"> ▪ Trade for Sustainable Development (T4SD) - Hubs
QATAR	<ul style="list-style-type: none"> ▪ Arab States: Aid for Trade initiative ▪ Qatar: Barcode initiative for SME trade development ▪ Qatar: Foundations for B2B E-Commerce
REPUBLIC OF MOLDOVA	<ul style="list-style-type: none"> ▪ Eastern Partnership: Ready to Trade - an EU4Business initiative ▪ Support to Facilitation of Trade between CEFTA Parties
RWANDA	<ul style="list-style-type: none"> ▪ EU-EAC Market Access Upgrade Programme - MARKUP ▪ Rwanda: Enabling the future of e-commerce ▪ SheTrades Coffee ▪ Sub-Saharan Africa: Improving food packaging for Small and Medium Agro-Enterprises ▪ Supporting Indian Trade and Investment for Africa (SITA)
SAINT LUCIA	<ul style="list-style-type: none"> ▪ Caribbean: Development of value-added products and intra-regional trade to enhance livelihoods from coconuts ▪ St. Lucia: Strengthening the institutional infrastructure for export promotion
SAINT VINCENT AND THE GRENADINES	<ul style="list-style-type: none"> ▪ Caribbean: Development of value-added products and intra-regional trade to enhance livelihoods from coconuts
SAUDI ARABIA	<ul style="list-style-type: none"> ▪ Arab States: Aid for Trade initiative ▪ Saudi Arabia: Development of dates sector in Medina region (AfTIAS)
SENEGAL	<ul style="list-style-type: none"> ▪ ECOWAS: West Africa Business and Export Promotion Project (WABEP) ▪ UEMOA: Projet d'Appui à la Compétitivité du Commerce et à l'Intégration Régional (PACCIR) ▪ Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés ▪ Senegal: Export development of IT and IT-enabled services (NTF IV) ▪ Senegal: Improving the competitiveness of the mango industry

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COUNTRY/AREA	<ul style="list-style-type: none"> ■ GLOBAL AND REGIONAL PROGRAMMES ■ COUNTRY-SPECIFIC PROJECTS
SENEGAL	<ul style="list-style-type: none"> ■ Sénégal: Programme de Compétitivité de l'Afrique de l'Ouest (PCAO) * ■ Sub-Saharan Africa: Improving food packaging for Small and Medium Agro-Enterprises ■ UEMOA: Projet de développement des exportations sous AGOA
SERBIA	<ul style="list-style-type: none"> ■ Support to Facilitation of Trade between CEFTA Parties
SIERRA LEONE	<ul style="list-style-type: none"> ■ ECOWAS: West Africa Business and Export Promotion Project (WABEP) ■ Mano River: Value Chain Development for Cocoa (NTF IV) ■ Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés ■ Sierra Leone: West Africa Competitiveness Programme *
SOMALIA	<ul style="list-style-type: none"> ■ Arab States: Aid for Trade initiative
SOUTH AFRICA	<ul style="list-style-type: none"> ■ Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés
SRI LANKA	<ul style="list-style-type: none"> ■ Feasibility study for value addition in the fruit and vegetable sector of Sri Lanka ■ Indian Ocean Rim Association (IORA): Economic empowerment of women ■ Sri Lanka: Trade related assistance ■ Trade Promotion between China and other Developing Countries along the Belt and Road Initiative
STATE OF PALESTINE	<ul style="list-style-type: none"> ■ Arab States: Aid for Trade initiative ■ Palestine: Linking refugees and young population in Gaza to market opportunities ■ State of Palestine: Reform and Development of Markets, Value Chains and Producers' Organizations
SUDAN	<ul style="list-style-type: none"> ■ Arab States: Aid for Trade initiative ■ Sudan: Supporting economic stabilization through accession to the World Trade Organization ■ Sudan: WTO Accession
SURINAME	<ul style="list-style-type: none"> ■ Caribbean: Development of value-added products and intra-regional trade to enhance livelihoods from coconuts
SYRIAN ARAB REPUBLIC	<ul style="list-style-type: none"> ■ Promoting Labour Market Integration of Syrians under Temporary Protection and Host Communities in Turkey ■ Syria: Developing production capacity and linking internally displaced populations to international markets ■ Syria: Enabling through digital channels
TAJIKISTAN	<ul style="list-style-type: none"> ■ Culture project: Identity Building and Sharing Business Initiative * ■ International Trade in Central Asia * ■ Tajikistan: Enabling market access for agricultural products through improved food safety system (STDF) ■ Tajikistan: Improving the international competitiveness of the textile and clothing sector (GTEX) ■ Trade Promotion between China and other Developing Countries along the Belt and Road Initiative
THE FORMER YUGOSLAV REPUBLIC OF MACEDONIA	<ul style="list-style-type: none"> ■ Support to Facilitation of Trade between CEFTA Parties
TOGO	<ul style="list-style-type: none"> ■ ECOWAS: West Africa Business and Export Promotion Project (WABEP) ■ UEMOA: Projet d'Appui à la Compétitivité du Commerce et à l'Intégration Régional (PACCIR) ■ UEMOA: Projet de développement des exportations sous AGOA
TRINIDAD AND TOBAGO	<ul style="list-style-type: none"> ■ AIM for Results: Improving TISI performance and measurement (Phase I)
TUNISIA	<ul style="list-style-type: none"> ■ Arab States: Aid-for-Trade initiative ■ Arab States: Development of SME exports through virtual market places ■ Euro-Med Trade and Investment Facilitation Mechanism - An online tool and problem-solving network ■ Global: Networking and knowledge management for the textile and clothing sector (GTEX) ■ Tunisia: Strengthening the competitiveness of the textile and garments value chain

COUNTRY/AREA	<ul style="list-style-type: none"> ▪ GLOBAL AND REGIONAL PROGRAMMES ▪ COUNTRY-SPECIFIC PROJECTS
TURKEY	<ul style="list-style-type: none"> ▪ Promoting Labour Market Integration of Syrians under Temporary Protection and Host Communities in Turkey
TURKMENISTAN	<ul style="list-style-type: none"> ▪ International Trade in Central Asia *
UGANDA	<ul style="list-style-type: none"> ▪ Culture project: Identity Building and Sharing Business Initiative * ▪ EU-EAC Market Access Upgrade Programme - MARKUP ▪ Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés ▪ Supporting Indian Trade and Investment for Africa (SITA) ▪ Uganda: Export development of IT and IT-enabled services (NTF IV)
UKRAINE	<ul style="list-style-type: none"> ▪ Eastern Partnership: Ready to Trade - an EU4Business initiative ▪ Ukraine National Export Strategy ▪ Ukraine: Linking SMEs in the fruit and vegetables industry to global and domestic value chains
UNITED ARAB EMIRATES	<ul style="list-style-type: none"> ▪ Arab States: Aid for Trade initiative
UNITED REPUBLIC OF TANZANIA	<ul style="list-style-type: none"> ▪ COMESA Cross-border Trade Initiative: Facilitating Small-Scale Trade Across the Borders ▪ EU-EAC Market Access Upgrade Programme - MARKUP ▪ Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés ▪ Sub-Saharan Africa: Improving food packaging for Small and Medium Agro-Enterprises ▪ Supporting Indian Trade and Investment for Africa (SITA) ▪ Tanzania: Integration of horticulture supply/value chains into tourism - SECO component ▪ Tanzania: Kigoma Joint Programme under UNDAF II
UZBEKISTAN	<ul style="list-style-type: none"> ▪ Culture project: Identity Building and Sharing Business Initiative * ▪ International Trade in Central Asia *
VANUATU	<ul style="list-style-type: none"> ▪ Poor Communities and Trade Programme
VIET NAM	<ul style="list-style-type: none"> ▪ Non-tariff measures programme ▪ Trade Facilitation ▪ Trade for Sustainable Development (T4SD) - Hubs
YEMEN	<ul style="list-style-type: none"> ▪ Arab States: Aid for Trade initiative
ZAMBIA	<ul style="list-style-type: none"> ▪ COMESA Cross-border Trade Initiative: Facilitating Small-Scale Trade Across the Borders ▪ Non-tariff measures programme ▪ Partnership for Investment and Growth in Africa (Main Phase) ▪ Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés ▪ Sub-Saharan Africa: Improving food packaging for Small and Medium Agro-Enterprises ▪ Sub-Saharan Africa: Sustainable Finance Conferences and Trainings for Financial Institutions and SMEs ▪ Zambia: Empowering the Zambia Credit Guarantee Scheme to Improve SME Access to Finance * ▪ Zambia: Green jobs
ZIMBABWE	<ul style="list-style-type: none"> ▪ COMESA Cross-border Trade Initiative: Facilitating Small-Scale Trade Across the Borders ▪ Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés

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APPENDIX IV

ITC NEEDS ASSESSMENT AND PROJECT DESIGN IN 2018 BY REGION

REGION	REGIONAL	COUNTRY-SPECIFIC
Sub-Saharan Africa	SheTrades West Africa	Madagascar: Programme d'appui au développement des exportations
	Sustainable Packaging Programme	Namibia: Supporting Trade Competitiveness for SMEs
	SADC: Sector development for Agro-processing and pharmaceuticals	Seychelles: Post WTO accession support
	UAC 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
		Uganda: Improving livelihoods of displaced people and host communities through trade
		ECOWAS: West Africa Business and Export Promotion Project (WABEP)
		Eritrea: Job creation for the Youth
		Nigeria: Food Africa SDG-Fund
		*Guinée: Programme d'appui à l'intégration socio-économique des jeunes (INTEGRA)
		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
		Liberia: Developing the surf tourism industry
		The Gambia: Jobs, skills and finance (JSF) for women and youth
		UNDAP II: Tanzania
		*Zambia: Empowering the Zambia Credit Guarantee Scheme to Improve SME Access to Finance
		SheTrades Gambia
		Burundi: Market Access Upgrade Programme - MARKUP
		Tanzania: Kigoma Joint Programme under UNDAP II
		Ghana: Developing cocoa and associated crops through the Sankofa Project empowered by Alliances for Action
		Promotion of Malian arabic gum in the US and European markets
		*Eritrea: technical cooperation programme
		SheTrades Zambia
		Innovative MSME and Value Chain development through the Alliances for Sankofa in cocoa and associated crops sectors
		COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders
		*Projet de relèvement socio-économique en République Centrafricaine
		*Sénégal: Programme de Compétitivité de l'Afrique de l'Ouest (PCAO)
	*Sierra Leone West Africa competitiveness programme	
	Burkina Faso and Mali: Creation d'emplois équitables et développement durable des micro-entreprises dans les chaînes de valeur liées au secteur du lifestyle	
	Cameroun: Project d'appui à la compétitivité et au développement de l'entrepreneuriat rural jeune dans la filière coton	
	Guinée: Projet de relance de la filière ananas à travers l'appui à la production, la transformation et l'exportation	

* Financed by the Business Development Fund

REGION	REGIONAL	COUNTRY-SPECIFIC	
Sub-Saharan Africa		Malawi: Value chain development project for the honey and horticulture sector	
		Senegal: Projet d'appui à la compétitivité de l'Afrique de l'Ouest	
		Uganda: Development of handicraft and souvenir products for tourism and export markets	
		Uganda: Enhancing value chains of agricultural products	
		Rwanda - Competitive Intelligence and NTMs	
Asia and the Pacific		Bhutan Trade Support	
		*Pakistan: Growth for rural advancement and sustainable progress (GRASP)	
		Myanmar Trade and Investment Programme (TIP)	
		Lao PDR: 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	
		*Iran Trade Related Assistance	
		NTM Survey Pakistan	
		Advancing Afghan Trade -Phase II	
		Afghanistan: Ethical Lifestyle Initiative for the Economic Reintegration of Returnees and Internally displaced people	
		Systematic and Emergency Mechanism for Safer Trade (SEMST) - Thailand and Lao People's Democratic Republic	
	Arab Region	Euro-Med Trade and Investment Facilitation Mechanism (TIFM) Phase II	Oman: Strengthening SME export competitiveness in priority sub-sectors: Frankincense and dates
			State of Palestine: Improving competitiveness of selected goods and services to meet international markets demand
Tunisie: Projet de valorisation des industries créatives et agroalimentaires pour un emploi durable			
Iraq Trade Academy			
Djibouti: Feasibility study to set up a handicrafts export village (AfTIAS)			
Non Oil Export Development Strategy of Oman			
State of Palestine: Enhance Employment of Refugees and Young Population in Gaza			
Jordan: Trade for Employment			
State of Palestine: Reform and Development of Markets, Value Chains and Producers' Organizations			
Syria: 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: Improving the international competitiveness of the textile and clothing sector (GTEX/MENATEX)			
Egypt: Improving the international competitiveness of the textile and clothing sector (GTEX/MENATEX)			
Morocco: Improving the international competitiveness of the textile and clothing sector (GTEX/MENATEX)			
State of Palestine: Reform and Development of Markets, Value Chains and Producers' Organizations			
Promoting Labour Market Integration of Syrians under Temporary Protection and Host Communities in Turkey			
Qatar: Barcode initiative for SME trade development			
Jordan: Improving the international competitiveness of the textile and clothing sector (MENATEX)			
Bahrain: Establishment of the Bahrain Export Development Agency			
Lebanon: Creating Sustainable Jobs and Stable Income			

APPENDICES

REGION	REGIONAL	COUNTRY-SPECIFIC
Latin America and the Caribbean	Caribbean: Development of value-added products and intra-regional trade to enhance livelihoods from coconuts II	Jamaica: Improving and maintaining private actors' capacity to trade Ecuador: Developing market opportunities in the EU for tropical and exotic fruits
	Caribbean: Cooperation with the Caribbean Development Bank	*Colombia PUEDE: Peace and unity through rural economic development and exports Grenada: supporting the fresh fruit and vegetables food safety management systems *Guatemala: Strengthening the business skills and employability of informal entrepreneurs at the Ciudad Pedro de Alvarado Border
Eastern Europe and Central Asia	*International Trade in Central Asia	Tajikistan: Enabling market access for agricultural products through improved food safety system (STDF)
	Trade and market intelligence for the Eastern Partnership Countries	Uzbekistan WTO Accession Programme
	Central Asian Trade Intelligence Portal (CATI)	
Global and multi-regional	China - Kazakhstan e-commerce development	
	China's Silk Belt and Road Initiative	
	SheTrades initiatives (national / global)	
	I 4 IMPACT (AIM): Improving institutional performance for SME internationalization	
	Global Trade Helpdesk	
	SheTrades Commonwealth Programme	
	*Culture project: Identity Building and Sharing Business Initiative	
	Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés	
	Quality platform and in-country initiatives enabling SMEs comply with quality-related market requirements	
	SheTrades: International workshop agreement on the definition of Women Owned Businesses	
	SheTrades: using data to address constraints to extra-EU trade	
	SheTrades Coffee	
	Trade for Sustainable Development (T4SD) - Hubs	
	MENATEX Regional: Regional component of the Textiles and Clothing Programme for the MENA region	
	Economic Partnership Agreements (EPAs) worldwide and rules of origin	
	*Certificate in Export Management (CEM)	
	E-trade for Impact: strengthening ITC e-strategy solutions	
	ACP: Strengthening Productive Capabilities and Value Chain Alliances	
	Business survey study to identify the information needs' of EU services' exporters	
	Improving transparency in trade through market analysis tools as a global public good	
Youth & Trade: Entrepreneurship and Employability project		

* Financed by the Business Development Fund

APPENDIX V

PROFILE OF ITC STAFF

COUNTRY	WOMEN	MEN	TOTAL	%	COUNTRY	WOMEN	MEN	TOTAL	%
DEVELOPING AND TRANSITION COUNTRIES					LEAST DEVELOPED COUNTRIES				
Algeria		1	1		Benin		2	2	
Argentina	2	4	6		Burkina Faso	1		1	
Barbados		1	1		Comoros		1	1	
Armenia	2	1	3		Democratic Republic of the Congo		1	1	
Belarus		1	1		Ethiopia	1	2	3	
Bolivia	1	1	2		Guinee	1	1	2	
Brazil	8		8		Madagascar	1		1	
Cameroon		1	1		Nepal		1	1	
China	2	3	5		Uganda	1	1	2	
Colombia	2	1	3		Zambia	2		2	
Congo	1		1		Least developed countries total	7	9	16	5.0%
Côte d'Ivoire		2	2		OTHER COUNTRIES				
Dominican Republic		1	1		Australia	1	2	3	
Ecuador		2	2		Belgium	1	2	3	
Ghana	1	1	2		Bulgaria	1		1	
Guatemala	1		1		Canada	4	4	8	
India	3	8	11		Croatia	3		3	
Indonesia	1		1		Czechia	2		2	
Iran		1	1		Denmark		1	1	
Jamaica	1		1		Finland	1		1	
Kazakhstan	1		1		France	31	27	58	
Kenya	4	1	5		Germany	16	3	19	
Malaysia	2		2		Ireland	2	1	3	
Mauritius	3	3	6		Italy	12	6	18	
Mexico	2	4	6		Japan	1	1	2	
Mongolia	1		1		Korea		1	1	
Morocco	1	2	3		Malta		1	1	
Namibia	1		1		Netherlands	1		1	
Nicaragua	1		1		New Zealand	2	2	4	
Pakistan		3	3		Norway		1	1	
Panama	1		1		Poland	1	3	4	
Peru	1	1	2		Portugal	1		1	
Romania	4	1	5		Spain	6	2	8	
Russian Federation	5		5		Sweden	1		1	
Serbia		1	1		Switzerland	10	3	13	
South Africa	1	2	3		United Kingdom	10	9	19	
Sri Lanka	2		2		United States	6	5	11	
State of Palestine	1		1		Other countries total	113	74	187	58%
Syria	1	2	3		ITC TOTAL				
Thailand	1		1		184	139	323	100%	
Tunisia		3	3						
Turkey	1		1						
Ukraine	1		1						
Uzbekistan	2		2						
Venezuela		1	1						
Viet Nam	1	2	3						
Zimbabwe	1	1	2						
Dev. and transition countries total	64	56	120	37%					

APPENDIX VI

DISTRIBUTION OF ASSIGNMENTS BY NATIONALITY AND GENDER OF EXPERTS 2018

FROM	TOTAL		WOMEN		MEN	
	NUMBER OF EXPERTS	WORK DAYS	NUMBER OF EXPERTS	WORK DAYS	NUMBER OF EXPERTS	WORK DAYS
DEVELOPING AND TRANSITION COUNTRIES						
AFRICA						
Benin	4	131			4	131
Burkina Faso	14	600	3	225	11	375
Cameroon	4	93	1	5	3	88
Central African Republic	1	30			1	30
Côte d'Ivoire	7	147	1	30	6	117
Djibouti	2	25			2	25
Ethiopia	9	894	2	315	7	579
Gambia	11	578	3	183	8	395
Ghana	8	558			8	558
Guinea	3	284			3	284
Guinea-Bissau	3	26			3	26
Kenya	39	3365	22	2130	17	1235
Madagascar	2	308	2	308		
Mali	12	306	3	88	9	218
Mozambique	7	684	3	269	4	415
Niger	6	120			6	120
Nigeria	5	301	5	301		
Rwanda	7	660			7	660
Senegal	14	729	4	175	10	554
Sierra Leone	2	260			2	260
South Africa	12	488	6	247	6	241
Sudan	3	282	1	220	2	62
Togo	3	50			3	50
Uganda	20	706	7	334	13	372
United Rep. of Tanzania	10	648	1	42	9	606
Zambia	5	492	3	423	2	69
Zimbabwe	2	145			2	145
AFRICA TOTAL	(23.7% of total) 215	12910	67	5295	148	7615

FROM	TOTAL		WOMEN		MEN	
	NUMBER OF EXPERTS	WORK DAYS	NUMBER OF EXPERTS	WORK DAYS	NUMBER OF EXPERTS	WORK DAYS
ASIA AND THE PACIFIC						
Afghanistan	10	666	1	30	9	636
Bangladesh	3	164	1	50	2	114
Bhutan	1	55			1	55
Cambodia	1	20			1	20
China	11	1079	9	789	2	290
India	35	1737	15	942	20	795
Indonesia	5	189	3	104	2	85
Iran	1	10			1	10
Mongolia	3	210	2	188	1	22
Myanmar	3	271	1	124	2	147
Nepal	7	232	2	42	5	190
Pakistan	5	405	3	297	2	108
Papua New Guinea	4	95	3	90	1	5
Philippines	2	85	1	40	1	45
Singapore	3	188	2	163	1	25
Sri Lanka	30	1046	8	410	22	636
Thailand	1	127	1	127		
Turkey	2	119	1	95	1	24
Vanuatu	1	99	1	99		
Viet Nam	8	762	4	102	4	660
ASIA AND THE PACIFIC TOTAL	(15% of total) 136	7559	58	3692	78	3867
ARAB REGION						
Algeria	11	323	2	52	9	271
Bahrain	1	75	1	75		
Egypt	10	501	3	102	7	399
Jordan	12	553	2	155	10	398
Lebanon	2	60	1	20	1	40
Libya	5	263	2	230	3	33
Morocco	19	1382	5	547	14	835
Saudi Arabia	1	15			1	15
State of Palestine	7	210	1	18	6	192
Syrian Arab Republic	2	100			2	100
Tunisia	20	1495	7	504	13	991
ARAB REGION TOTAL	(9.9% of total) 90	4977	24	1703	66	3274

FROM	TOTAL		WOMEN		MEN	
	NUMBER OF EXPERTS	WORK DAYS	NUMBER OF EXPERTS	WORK DAYS	NUMBER OF EXPERTS	WORK DAYS
EUROPE AND THE COMMONWEALTH OF INDEPENDENT STATES (CIS)						
Albania	5	110			5	110
Armenia	1	180	1	180		
Azerbaijan	7	278			7	278
Belarus	1	180			1	180
Bosnia and Herzegovina	3	290			3	290
Georgia	3	367	1	180	2	187
Kazakhstan	1	200	1	200		
Kyrgyzstan	4	423	4	423		
Latvia	1	3			1	3
Montenegro	1	26			1	26
North Macedonia	3	202	2	34	1	168
Republic of Moldova	3	297	1	60	2	237
Romania	2	90	1	50	1	40
Russian Federation	8	971	8	971		
Serbia	3	340	2	314	1	26
Slovakia	1	5			1	5
Tajikistan	12	609	1	52	11	557
Ukraine	29	1552	10	695	19	857
EUROPE AND CIS TOTAL	88 (9.7% of total)	6123	32	3159	56	2964
LATIN AMERICA AND THE CARIBBEAN						
Argentina	6	565	3	231	3	334
Bolivia (Plurinational State of)	1	3			1	3
Brazil	2	230	2	230		
Chile	3	81	1	30	2	51
Colombia	14	982	7	418	7	564
Dominican Republic	2	328			2	328
El Salvador	2	130	1	63	1	67
Grenada	2	94	2	94		
Guatemala	1	55			1	55
Guyana	1	90			1	90
Jamaica	2	173	2	173		
Mexico	2	238	2	238		
Nicaragua	2	65	2	65		
Peru	7	547	4	444	3	103
Saint Lucia	1	40			1	40
LATIN AMERICA AND THE CARIBBEAN TOTAL	48 (5.3% of total)	3621	26	1986	22	1635
TOTAL DEVELOPING AND TRANSITION COUNTRIES	577 (63.6% of total)	35190	207	15835	370	19355

FROM	TOTAL		WOMEN		MEN	
	NUMBER OF EXPERTS	WORK DAYS	NUMBER OF EXPERTS	WORK DAYS	NUMBER OF EXPERTS	WORK DAYS
DEVELOPED COUNTRIES						
Australia	10	627	6	344	4	283
Belgium	6	437	2	224	4	213
Bulgaria	4	79	4	79		
Canada	21	969	8	507	13	462
Croatia	2	114	1	103	1	11
Czechia	2	299	2	299		
Denmark	4	726	1	60	3	666
Finland	4	164	1	40	3	124
France	63	3704	23	1127	40	2577
Germany	31	1913	13	1126	18	787
Greece	2	85	1	60	1	25
Iceland	1	15			1	15
Ireland	3	286	2	246	1	40
Israel	1	15			1	15
Italy	20	1529	10	917	10	612
Netherlands	24	1224	10	507	14	717
New Zealand	2	74			2	74
Norway	1	175			1	175
Poland	5	518	3	443	2	75
Portugal	2	39			2	39
Slovenia	1	84			1	84
Spain	12	899	7	626	5	273
Sweden	3	310	1	200	2	110
Switzerland	28	1571	15	816	13	755
United Kingdom	35	2327	15	858	20	1469
United States of America	43	2928	26	1852	17	1076
TOTAL DEVELOPED COUNTRIES	(36.4% of total) 330	21111	151	10434	179	10677
TOTAL ALL REGIONS	907	56301	358	26269	549	30032

APPENDIX VII

SCHEDULE OF VOLUNTARY CONTRIBUTIONS TO THE ITC TRUST FUND

FUNDERS	2017 (\$ '000)			2018 (\$ '000)		
	WINDOW 1	WINDOW 2	TOTAL	WINDOW 1	WINDOW 2	TOTAL
Governments and national development agencies	8,930	18,644	27,574	18,151	29,887	48,039
Agence Francaise de Development	-	-	-	-	972	972
Argentina	-	20	20	-	-	-
Australia	-	307	307	-	-	-
Belgium	-	-	-	2,275	-	2,275
Canada	723	-	723	741	-	741
China (including China Scholarship Council)	100	400	500	100	1,478	1,578
Denmark	-	43	43	4,713	-	4,713
Expertise France	-	463	463	-	932	932
Finland	-	136	136	1,535	69	1,604
Germany (including GIZ)	2,049	2,212	4,261	2,396	3,012	5,408
Hungary	-	180	180	-	-	-
Iceland	-	-	-	200	-	200
India	50	-	50	50	-	50
Indonesia	-	30	30	-	-	-
Ireland	910	-	910	943	-	943
ITHRAA - Sultanate of Oman	-	31	31	-	37	37
Japan	-	927	927	-	1,050	1,050
Kuwait	145	-	145	-	-	-
Netherlands (including CBI)	-	4,101	4,101	-	2,832	2,832
Norway	1,093	-	1,093	1,079	-	1,079
Qatar Development Bank	-	81	81	-	1,000	1,000
Republic of Korea	-	658	658	-	-	-
Saint Vincent and the Grenadines	-	-	-	-	68	68
South Africa	-	60	60	-	-	-
Sweden	3,859	838	4,698	4,118	2,271	6,389
Switzerland	-	2,543	2,543	-	3,884	3,884
Switzerland/EIF	-	200	200	-	636	636
United Kingdom of Great Britain and Northern Ireland	-	4,653	4,653	-	9,526	9,526
United StatesID	-	760	760	-	2,119	2,119

FUNDERS	2017 (\$ '000)			2018 (\$ '000)		
	WINDOW 1	WINDOW 2	TOTAL	WINDOW 1	WINDOW 2	TOTAL
Business support organizations	-	331	331	-	302	302
Barbados Investment and Development Corporation	-	82	82	-	-	-
Caribbean Export Development Agency	-	-	-	-	14	14
Costa Rica CINDE	-	8	8	-	-	-
Europe-Africa-Caribbean-Pacific Liaison Committee (COLEACP)	-	-	-	-	36	36
European Feed Manufacturers' Federation (FEFAC)	-	6	6	-	6	6
Fundación Internacional y para Iberoamérica de Administración y Políticas Públicas (FIIAPP)	-	-	-	-	18	18
Procomer	-	-	-	-	25	25
ProCórdoba Argentina	-	20	20	-	-	-
PromPeru	-	20	20	-	-	-
Saint Lucia Trade Export Promotion Agency (TEPA)	-	82	82	-	166	166
Sustainable Agriculture Initiative (SAI Platform)	-	114	114	-	24	24
TradeMalta	-	-	-	-	12	12
International organizations including financial institutions, partnerships and funds, regional organisations, UN system and related	60	25,039	25,099	-	40,953	40,953
African Guarantee Fund (AGF)	-	445	445	-	150	150
Caribbean Development Bank	-	129	129	-	-	-
COMESA	-	122	122	-	766	766
Enhanced Integrated Framework (EIF)	-	1,059	1,059	-	140	140
European Union	-	19,484	19,484	-	36,965	36,965
Food and Agriculture Organization of the United Nations (FAO)	-	228	228	-	216	216
Foundation for the Global Compact	60	-	60	-	-	-
International Labour Organization	-	131	131	-	13	13
International Islamic Trade Finance Corporation (ITFC)	-	15	15	-	-	-
International Organization for Migration	-	-	-	-	266	266
Islamic Centre for Development of Trade	-	40	40	-	-	-
Islamic Development Bank	-	1,040	1,040	-	-	-
One UN Fund	-	-	-	-	625	625
Organisation Internationale de la Francophonie	-	34	34	-	-	-
Trademark East Africa	-	150	150	-	-	-
UEMOA	-	276	276	-	640	640
UMOCIR Mali	-	62	62	-	80	80
UNCTAD	-	-	-	-	188	188
UNDP	-	27	27	-	27	27
Western NIS Enterprise Fund (WNISEF)	-	5	5	-	-	-
World Bank	-	848	848	-	-	-
WTO-STDF	-	462	462	-	445	445
Revolving funds	-	484	484	-	432	432

APPENDICES

FUNDERS	2017 (\$ '000)			2018 (\$ '000)		
	WINDOW 1	WINDOW 2	TOTAL	WINDOW 1	WINDOW 2	TOTAL
Academia, training and research institutions, nonprofit organizations and businesses	-	605	605	-	1,275	1,275
Citibank	-	-	-	-	47	47
Coop Genossenschaft / Chocolats Halba / Sunray	-	-	-	-	83	83
DHL	-	70	70	-	73	73
DMI Associates	-	-	-	-	31	31
Huawei Technologies	-	-	-	-	90	90
Max Havelaar Foundation	-	-	-	-	52	52
McDonald's Corp.	-	25	25	-	-	-
National Graduate Institute for Policy Studies (GRIPS)	-	113	113	-	165	165
Norwegian Refugee Council	-	-	-	-	307	307
PepsiCo	-	100	100	-	-	-
Physikalisch-Technische Bundesanstalt (PTB)	-	13	13	-	-	-
Swisscontact	-	170	170	-	22	22
The Mo Ibrahim Foundation	-	114	114	-	114	114
The UPS Foundation	-	-	-	-	276	276
World Wildlife Fund	-	-	-	-	15	15
TOTAL XB FUNDING RECEIVED	8,990	44,619	53,609	18,151	72,417	90,568

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