The COVID-19 pandemic stressed the importance of adaptation in the face of adversity.

Recognizing this need, ITC has leveraged its expertise and tools to deploy timely and effective solutions to help businesses in developing countries to survive and thrive in these challenging times. We believe that innovation must be at the center of our efforts to foster inclusive and sustainable economic development. Our ability to empower MSMEs to trade hinges on our ability to convert this understanding into practical, accessible tools that boost our efficiency.

This is why the ITC Innovations Directory can be a useful tool to share ideas and build on successful innovations to serve small businesses. It is a pioneering effort to consolidate our project and process innovations into a central database that is accessible to our colleagues and partners. It provides a unique opportunity for our teams to break silos, learn from each other, and most importantly, generate solutions to deliver better.

The Directory keeps a record of beneficiaries, design process, outcomes, and team members involved with each innovation. It establishes itself as a well of information from which to pull ideas and build on best practices to solve the challenges of today and tomorrow. Over time, we hope to integrate this directory into our ITC website.

As with any resource, the true value of this Directory lies in the extent to which we use it. I urge all of you to take advantage of this tool to foster collaboration and I welcome your contributions to accelerate our work.

I would like to thank all the teams that have taken the time to document and share their innovative solutions for the benefit of others and hope to see more teams do the same via this Directory over time. Through mutual support, we can continue to be a leading development partner for the internationalization of small businesses in developing economies.

Pamela Coke-Hamilton
Executive Director
International Trade Centre
The ITC Innovations Directory is a product of ITC’s inaugural Innovation Fair, which was held in June 2021 under the theme “From good to better trade.” The Fair was a unique effort to display project and process innovations across various teams within the organization. It also allowed colleagues to showcase innovation at ITC to key partners in order to highlight opportunities for collaboration and spark dialogue on how to creatively prepare for the future of MSMEs and trade-related technical assistance.

Following the event, the Innovation Lab recognized a need to continually consolidate, amplify, and disseminate the bold ideas that ITC teams are spearheading. The Directory is, therefore, designed to be a living document that is expanded over time with new entries. Sharing our innovations with colleagues and partners could break working silos and foster collaboration for further creativity in the years ahead.

"Innovation is core to maintaining ITC’s reputation as a cutting-edge solutions-focused organization. It is therefore crucial to create an innovation-enabling environment where good ideas and creativity are embraced, where failure is accepted, where passion is welcomed, where people are empowered and where dreams are realized."

Ashish SHAH,
Director, Division of Country Programmes, International Trade Centre

The Innovations in this Directory are categorized into three areas, reflecting the diverse ways in which teams innovate at ITC.

The three areas include:

- Data and Research Innovations, which refer to data driven in-house solutions and improvements for data gathering, management, deployment, and outreach.
- Digital Transformation Innovations, which demonstrate how ITC has progressed towards effective digital platforms through solutions that promote or improve trust and traceability, community-building, eLearning, and needs assessment and diagnostics.
- Organizational Transformation Innovations, which highlight how ITC has generally become more efficient including in operations, project size and location, and values (e.g., gender and sustainability).

We hope you find this resource useful and are able to leverage the ideas and people within the Directory to exchange knowledge, replicate good practices, and build strong partnerships that fuel our journey from good to better trade.
# Table of Contents

**FOREWORD** .................................................................................................................................................................................. i
**ABOUT THE DIRECTORY** ........................................................................................................................................................................ ii

## DATA AND RESEARCH INNOVATIONS ................................................................................................................................. 1
- **ASSESSING TRADE BARRIERS: BUSINESS SURVEYS IN SERVICES** ...................................................................................... 3
- **COVID-19 BUSINESS IMPACT SURVEY** ................................................................................................................................. 4
- **COFFEE EXPORT ROADMAPS ACTIVITIES** ................................................................................................................................. 5
- **NON-TARIFF MEASURES AND TRADE BARRIERS THROUGH A GENDER LENS** ................................................................. 6
- **REVOLUTIONIZING TRADE DATA COLLECTION TO MONITOR REGIONAL INTEGRATION: THE AFRICAN TRADE OBSERVATORY** .... 7
- **TRACKING RAPID EVOLUTION OF COVID-19 TEMPORARY TRADE MEASURES** .............................................................. 8
- **GLOBAL TRADE HELPDESK: LEVERAGING PARTNERSHIPS TO IMPROVE MSME ACCESS TO TRADE INTELLIGENCE** ...... 9
- **SHETRADES OUTLOOK** ............................................................................................................................................................... 10
- **INFORMATION ON TRADE REQUIREMENT CHANGES AT YOUR FINGERTIPS: E-PING** ............................................................ 12
- **SHETRADES DASHBOARD** ........................................................................................................................................................... 14
- **THE GLOBAL STATE OF TRADE: THE ITC TRADE BRIEFS SERIES** ............................................................................................ 15
- **HARNESSING THE POWER OF TRADE INFORMATION THROUGH INTEGRATED SOLUTIONS: TRADE PORTALS** ..................... 16
- **HARNESSING THE POWER OF TRADE INFORMATION THROUGH INTEGRATED SOLUTIONS: INVESTMENT PORTALS** ............... 17
- **REDUCING THE TITANIC BURDEN ON THE TRADE NEGOTIATIONS: THE AFCFTA TARIFF NEGOTIATIONS TOOL** ............... 18
- **TRACKING TRADE-RELATED INDICATORS UNDER THE SDGS: THE SDG TRADE MONITOR** ................................................ 19
- **IMPROVING ACCESS TO AGRICULTURAL MARKET PRICES: THE MARKET INFORMATION SYSTEM (MIS) IN SINDH & BALOCHISTAN** 20
- **NAVIGATING COMPLEXITY OF TRADE AGREEMENTS: THE RULES OF ORIGIN FACILITATOR** ............................................. 21
- **LEVERAGING THE TECHNOLOGY – TRADE OI** ............................................................................................................................ 22
- **COFFEE EXPORT GUIDE UPDATE: A FUTURE FACING COFFEE WORLD** .................................................................................. 23

## ORGANISATIONAL TRANSFORMATION INNOVATIONS ............................................................................................................. 25
- **ITC INNOVATION LAB** ................................................................................................................................................................. 27
- **WALK THE TALK: PROMOTING WORKPLACE DIVERSITY AND AN INCLUSIVE ORGANIZATIONAL CULTURE AT ITC** ................. 28
- **SHETRADES GENDER TOOLKIT FOR AGRICULTURAL VALUE CHAIN** ...................................................................................... 29
- **DIGITAL PLATFORM FOR EXPORT MANAGEMENT COACHING** ................................................................................................. 30
- **BETTER STRATEGY MANAGEMENT FOR RESULTS** ..................................................................................................................... 31
- **VOLUNTARY SUSTAINABILITY STANDARDS EXPERT APPROACH** .............................................................................................. 32
- **ITC COVID SAFETY GUIDELINES FOR COMMUNITY TOURS IN MYANMAR** ................................................................................. 34

## DIGITAL TRANSFORMATION INNOVATIONS .......................................................................................................................... 35
- **REFUGEE EMPLOYMENT AND SKILLS INITIATIVE (RESI)** ........................................................................................................ 37
- **#360DIAGNOSTIC TECH STARTUP ASSESSMENT PLATFORM** .................................................................................................... 39
- **LEVERAGING DIGITAL ECOMMERCE INNOVATIONS TO BRING EAST AFRICAN COFFEE TO THE WORLD** ....................... 41
- **SHETRADES COMMONWEALTH BSO VIRTUAL GATHERING** .................................................................................................... 43
- **VIRTUAL EVENT SPACE FOR MSME EXHIBITIONS** ...................................................................................................................... 44
- **ECOMCONNECT.ORG: ONLINE COMMUNITY AND TOOLS** ....................................................................................................... 45
- **YE! COFFEE ROULETTE** ............................................................................................................................................................... 46
- **ECOMCONNECT E-LABS & E-COMMERCE LEADERSHIP PROGRAMME** ................................................................................. 47
- **AUGMENTED WORKSHOPS** ......................................................................................................................................................... 48
- **HIGH PERFORMANCE SALES: EFFECTIVELY NEGOTIATE, SELL TO AND INFLUENCE YOUR BUYERS** .................................. 50

## APPENDIX ....................................................................................................................................................................................... 53
- **KEY INGREDIENTS FOR DRIVING AND SUPPORTING INNOVATION FOR OUR COLLECTIVE SUCCESS: THOUGHTS FROM FORMER ITC LEADERS** ......................................................................................................................... 54
DATA AND RESEARCH INNOVATIONS

Data driven solutions developed for MSMEs and support institutions. In-house solutions and improvements for data gathering, management, deployment and outreach.
Trade policy makers and their advisors

While trade in services is increasingly becoming an important driver of economic development, there is little evidence on the information, skills, and facilities needed to demonstrate compliance with countries’ regulations at reasonable costs. Building on the success of its business surveys on trade in goods, ITC has expanded its scope to capture the experiences of businesses with regulations, related procedures and the business environment when trading services with foreign clients.

The ITC surveys on trade in services are designed to capture, by sector (e.g. IT), services activity (e.g. software development), mode of supply, origin of foreign client and company characteristics (e.g. company size, women or youth firm leadership, length of operations etc.), the trade obstacles encountered when trading services internationally. They are implemented as large-scale representative surveys, allowing inferences about a country at large.

The surveys provide a much-needed evidence base on services trade activities in developing countries, where detailed services trade statistics are often unavailable, increasing trade barriers for firms. This feeds into the design of policies, targeted trade-related technical assistance, as well as trade strategies.

More effective and better targeted, evidence-based policies, better tailored trade-related technical assistance and trade strategies to support developing countries, particularly LDCs and LLDCs to unleash the services trade potential. The surveys also allow identifying bottlenecks at the intersection between services and goods trade, directly feeding into the overall trade facilitation efforts of countries.

Collaborations involved: In the design of the survey methodology and the underlying taxonomy of services trade barriers, ITC closely collaborated with the WTO, OECD and World Bank, as well as sector experts including from UNWTO (tourism) and IRU (transport and logistics). After surveys rollout, stakeholder consultations on survey results aim at establishing recommendations for concrete action mitigating existing trade barriers. the non-tariff measures (NTM) programme is closely working together with internal and external partners ensuring direct linkages to existing programmes and offerings to assist sectors.

Risks: Feasibility of survey implementation in services trade given the limited availability of comprehensive and inclusive business registries allowing for representative sampling in given countries; engagement with (for trade) “non-traditional” political stakeholders, e.g. the Ministry of Telecommunications; limited awareness of services providers that they are considered being engaged in international trade (as per modes of supply definition).

To date, ITC has implemented business surveys on obstacles to services trade in several countries - Bahrain, Ghana, Niger and VietNam, among others, with additional countries in the pipeline for 2021 and 2022 under funded projects. The surveys are a core part of the NTM programme offering, complementing the existing offering on trade in goods.

FURTHER RESOURCES

•  https://ntmsurvey.org/what-we-do/business-survey-on-services/
•  https://ntmsurvey.intracen.org/niger

CONTACT US

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**COVID-19 BUSINESS IMPACT SURVEY**

**BENEFICIARIES**
Public

**CHALLENGE OR OPPORTUNITY Addressed**
The urgent need for data directly from SMEs in developing countries about the impact of COVID-19

**DESCRIPTION**
ITC’s COVID 19 Business Impact Survey was developed in three weeks by the SME Competitiveness Survey (SMECS) Team. Several rounds of comments from colleagues from across ITC helped to get a consensus on the critical questions. The online questionnaire was disseminated using ITC project networks alongside the website and SMECS projects. There are now more than 5,000 respondents. The team gathered and analyzed unique information from small businesses in 121 countries. ITC’s projects used the results of the survey to track the impact of COVID-19 on small businesses and adapt their support activities accordingly.

**RESULTS**
Publicity in the New York Times, countless newspaper articles, and our SMECO gave MSMEs voice in the midst of the first wave of the COVID-19 pandemic. This informed policy and programming to support their survival and resilience. Dissemination of analysis results within ITC has helped adjust project priorities and activities, and contributed to ITC thought leadership through the ITC’s website on COVID-19 and SMEs.

**RISKS AND COLLABORATIONS**
The survey design (software, translation and the dissemination methods) required lots of experience and creativity because the environment was highly unpredictable and fast-moving. There were many stakeholders within ITC and outside providing input into the content of the questionnaire, how it should be implemented, and how the results could be used. It had to all be juggled successfully!

**EXTENT OF USE OR POTENTIAL TO BECOME STANDARD PRACTICE**
Survey results have been used in virtually every ITC speech, op-ed, PowerPoint presentation, as well as in the SMECO 2020. We’ve learned new ways of doing surveys. This may become standard practice: planning is currently afoot to launch a new version along similar lines, for a COVID-19 recovery survey.

**FURTHER RESOURCES**

**CONTACT US**
smohan@intracen.org
COFFEE EXPORT ROADMAPS ACTIVITIES

**BENEFICIARIES**
ITC, MSMEs and Ministry of Commerce and Industry

**CHALLENGE OR OPPORTUNITY ADDRESSED**
Addresses gap of identifying COVID-19 challenges of coffee firms in Lao PDR

**DESCRIPTION**
As part of the EU-funded ARISE Plus Lao PDR project being implemented by the International Trade Centre, an online questionnaire was quickly designed and shared with firms, with the goals of better understanding the early effects of the COVID-19 pandemic on the Lao coffee sector and helping to inform ongoing work under the project. Between July and August 2020, 35 coffee firms were asked about the effects of the COVID-19 pandemic on their businesses, their responses to these challenges and need for support, and their expectations on recovery. The questionnaire was aligned with that of ITC’s global COVID-19 Business Impact Survey. The national stakeholders expressed in several occasions their satisfaction about the organization of this assessment, as it clearly outlined the adaptation of business strategies and their needs for support at short and medium-term.

**RESULTS**
The results of the Lao People’s Democratic Republic COVID-19 Rapid Assessment of the Coffee Sector served as the source to identify the specific needs of businesses in the country, informing the design of the Lao People’s Democratic Republic Coffee Sector Export Roadmap (now finalized). The results were also shared in several occasions and could inform policy-design processes.

**RISKS AND COLLABORATIONS**
The survey was a collaboration between RSE - in charge of the coffee export roadmap; and OAP in charge of the project management of ARISE Plus Lao PDR. At that time, there was a survey fatigue in Lao PDR, with more than 10 surveys run at the same time by different trade stakeholders (development partners and government entities). However, the clear sector focus encouraged the companies to answer, providing a very good response rate.

**EXTENT OF USE OR POTENTIAL TO BECOME STANDARD PRACTICE**
Overall, the coffee export roadmap activities have moved to a full hybrid methodology, while the export strategies are normally meeting-intensive. It has not affected the level of involvement of the stakeholders and the quality of data and information gathered.

**FURTHER RESOURCES**

**CONTACT US**
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### Benificiaries
Trade policy makers and their advisors

### Challenge or Opportunity Addressed
"What is not measured is invisible. What is invisible is lost. What is lost cannot be acted on or remedied." (Mami Mizutori, Head UNDRR). Trade can dramatically improve women's lives, create jobs and achieve sustainable development. However, there is a lack of gender-disaggregated data in the trade arena.

### Description
ITC’s Business Surveys on non-tariff measures (NTMs) contribute to filling the data gap about women in trade providing insights on women ownership and women management in trading firms, share of female employment, and differences across a number of parameters such as sectors, company size or markets served. Such information has been collected for over 60 countries to date. Since 2019, ITC’s SheTrades and NTM programmes teamed up to develop a specific survey methodology to assess differences between women and men-led firms when accessing markets, networks, finance, skills and in the intensity and type of trade barriers encountered to allow better targeted trade policies, trade agreements and capacity building.

### Results
The findings of ITC’s Business Surveys contribute to a better understanding of women’s limited participation in international trade and help identify the obstacles affecting women-led businesses. They aim to fill the data gap on women-owned and women managed companies and help assess how different policies and obstacles affect women and men differently, thereby providing the evidence base needed for mainstreaming gender into trade policies and trade agreements.

### Risks and Collaborations
Collaboration involved: The surveys on differences between women and men-led companies is a result of an ITC-internal collaboration between She Trades and the NTM programme. In the development of the methodology, consultations have taken place with gender experts and women’s business associations from different continents.

Risks: Uncertainty of whether women-led businesses would be willing to share their experiences with accessing international trade and whether public and private sectors would engage in constructive dialogue on how to take account of survey findings, e.g. in designing trade policies.

### Extent of Use or Potential to Become Standard Practice
ITC’s large-scale and representative business surveys on NTMs systematically collect information on female employment in trading firms as well as women firm ownership and management since 2011. This has already become standard practice. The new generation of tailored surveys to assess differences between women and men-led firms is a new offer that has been piloted in the European Union (in 2019 for goods trade and in 2020 for services trade) and is currently being standardized for application also in developing countries as part of the SheTrades offer.

### Further Resources
- [www.intracen.org/uploadedFiles/intracenorg/Content/Publications/From%20Europe%20to%20World%20Women%20EU_final_web.pdf](www.intracen.org/uploadedFiles/intracenorg/Content/Publications/From%20Europe%20to%20World%20Women%20EU_final_web.pdf)

### Contact Us
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**AREATYPE | DATA AND RESEARCH | DATA GATHERING**

**REVOLUTIONIZING TRADE DATA COLLECTION TO MONITOR REGIONAL INTEGRATION: THE AFRICAN TRADE OBSERVATORY**

<table>
<thead>
<tr>
<th>BENEFICIARIES</th>
<th>African countries</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CHALLENGE OR OPPORTUNITY ADDRESSED</strong></td>
<td>The AfCFTA is the most ambitious trade agreement since the establishment of the WTO in 1994 and thus requires active support from different stakeholders. It represents an essential landmark in the quest for African Economic Integration and increases in intra-African trade, which remains low. Many factors contribute to unrealized intra-African trade potential, including data and information-related issues that can be tackled. The ATO project aims at addressing these trade data and information gaps.</td>
</tr>
<tr>
<td><strong>DESCRIPTION</strong></td>
<td>The ATO seeks to transform how trade-related data is collected with the aim given to strengthen regional integration by supporting sound evidence-based-policy and facilitating dialogue and consensus on high impact policy measures at different stages of the AfCFTA implementation.</td>
</tr>
<tr>
<td><strong>RESULTS</strong></td>
<td>The primary objective is to automate all data processes ranging from data collection, data processing, and data dissemination to nudge informed policymaking and business decisions. To ensure its sustainability, capacity building to relevant stakeholders is envisaged and a setup of data provider networks at different levels – national, regional, and continental.</td>
</tr>
<tr>
<td><strong>RISKS AND COLLABORATIONS</strong></td>
<td>It was developed in close collaboration with the African Union and with the generous contribution of the European Union.</td>
</tr>
<tr>
<td><strong>EXTENT OF USE OR POTENTIAL TO BECOME STANDARD PRACTICE</strong></td>
<td>The beta version of the ATO online dashboard was released on the occasion of the 13th Extraordinary Session of the African Union Assembly of Heads of State and Government on the AfCFTA (December 5th, 2020). The web portal, currently available in French and English, enables African firms to explore and compare trade opportunities across Africa easily. Information is currently displayed in French and English, but it will soon be also available in Arabic and Portuguese. The platform will also be enriched by launching an analytical module dedicated to African policymakers on Africa Integration Day. The module will allow duly authorized users to monitor regional integration closely through a series of advanced indicators.</td>
</tr>
<tr>
<td><strong>FURTHER RESOURCES</strong></td>
<td><a href="https://ato.africa/en">https://ato.africa/en</a></td>
</tr>
<tr>
<td><strong>CONTACT US</strong></td>
<td><a href="mailto:ccchalendar@intracen.org">ccchalendar@intracen.org</a></td>
</tr>
</tbody>
</table>
TRACKING RAPID EVOLUTION OF COVID-19 TEMPORARY TRADE MEASURES

**BENEFICIARIES**

Businesses, diplomats, policymakers, journalists, researchers

**CHALLENGE OR OPPORTUNITY Addressed**

Following rapid and unprecedented enactment of emergency trade measures by many governments to combat COVID-19 in March 2020, Market Access Map created a new module specifically dedicated to tracking such measures.

**DESCRIPTION**

It is a regularly updated webpage which displays a list of all emergency measures related to COVID-19 applied on imports and exports. The measures are summarized in a map and a table. The majority of measures are related to regulating trade in medical products (e.g. masks, vaccines), but some measures also affect staple foods. Some measures are terminated, while some are extended until the state of emergency is over.

**RESULTS**

Businesses and governments have been tracking spread of such measures globally on products of their interest using this module. They could also access the underlying decrees.

**RISKS AND COLLABORATIONS**

Initial risk was the ability to timely track the adoption of such measures. We had to rely on artificial intelligence approaches (web crawlers in global and local news websites and government websites) and social media (Twitter, Facebook) to quickly identify new measures and update the page daily (at 18:00 Geneva time). Google partnered with us and integrated the database into its Market Finder online facility.

**EXTENT OF USE OR POTENTIAL TO BECOME STANDARD PRACTICE**

The solution has been fairly popular in terms of web traffic, and was widely adopted, including referenced by other Geneva organizations who later joined efforts of monitoring COVID-19 trade measures. The key to success was a rapid development and launch (official press-release beginning of April 2020).

Speaking of future developments, governments adopt various trade-affecting measures and decrees almost daily, hence there is a demand from global business to track them and adjust supply chains as ‘live’ as possible. This initiative was a trailblazer in this direction.

**FURTHER RESOURCES**


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GLOBAL TRADE HELPDESK: LEVERAGING PARTNERSHIPS TO IMPROVE MSME ACCESS TO TRADE INTELLIGENCE

**BENEFICIARIES**
MSMEs and firms at large, BSOs

**CHALLENGE OR OPPORTUNITY Addressed**
By integrating key trade and market intelligence into a single platform especially designed with MSMEs in mind, market research is simplified to save firms time and resources. MSMEs with limited market research capacities now have access to crucial trade intelligence to help them identify and compare opportunities around the globe.

**DESCRIPTION**
Trade and market intelligence are crucial for firms as they grow and adapt their business plans to take advantage of emerging opportunities in the global marketplace. The trade recovery is underway, but uneven across regions and less accessible to smaller firms with limited resources.

Now, thanks to an integrated platform bringing together timely and relevant data from across 11 partner agencies*, there is a single entry point for trade intelligence, designed to meet the needs of firms of all sizes, especially MSMEs.


* ITC, UNCTAD, WTO, AfDB, FAO, IADB, ICC, WCO, UNIDO, Work Bank Group, WIPO

**RESULTS**
In a single search at the exporter, product, and target market level, MSMEs can now access detailed information on:
- market size, imports, import growth, & export potential,
- tariff information,
- regulatory requirements, private sustainability standards, & trade procedures,
- IP rights protection information,
- contacts of relevant partners in export promotion and trade finance & business community.

**RISKS AND COLLABORATIONS**
**Risks:** We rely on data from across 10 different partners and rely on automated data transfers to have the most up-to-date information. This makes us stronger together and allows us to bring together a variety of timely and relevant resources for MSMEs, but leaves us vulnerable to occasional potential disruptions in IT access.

**EXTENT OF USE OR POTENTIAL TO BECOME STANDARD PRACTICE**
- Global Trade Helpdesk was rolled out last year in June on MSME day, and has provided information to over 55,000 users from firms and BSOs across 197 economies.
- The top 10 user countries of the Global Trade Helpdesk include both developed and developing countries, and they are: 1) US 2) Colombia 3) Peru 4) Mexico 5) India 6) Spain 7) Turkey 8) Switzerland 9) Ecuador 10) Chinese Taipei
- The platform is now available in English, Spanish, French, Russian, and Arabic with Portuguese coming soon thanks to the kind collaboration with Apex Brasil.
- It was endorsed by the 91 members of the WTO Informal Working Group on MSMEs as a key source of trade information for MSMEs in its Recommendations released in December last year.

**FURTHER RESOURCES**
- [https://globaltradepartnerships.org/en](https://globaltradepartnerships.org/en)
- [https://www.youtube.com/watch?v=QVX9ksBorJ4&t=10s](https://www.youtube.com/watch?v=QVX9ksBorJ4&t=10s)

**CONTACT US**
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BENEFICIARIES
Governments or policymakers and other stakeholders such as trade and investment support institutions, development partners, women’s business associations, civil society organizations and researchers

CHALLENGE OR OPPORTUNITY ADDRESSED
Gender data on international trade is often sparse, making it difficult to leverage data for gender-responsive trade policymaking. SheTrades Outlook provides 80% new data, collected through an institutional survey and complemented with existing data from international databases. This significantly contributes to the collection and use of better gender data to shape trade and trade-related policies.

DESCRIPTION
SheTrades Outlook (STO) is an innovative policy tool that helps governments and other stakeholders to assess, monitor and improve the policy ecosystem to support women’s participation in business and international trade.

It contributes to evidence-based policymaking by:
• Allowing policymakers to examine data gaps and monitor outcomes for women in trade;
• Providing new data on trade and gender, based on 6 themes and 83 indicators, that are comparable across countries; and
• Helping governments prioritize areas for inclusive policy reform and technical support.

SheTrades Outlook also promotes the sharing of good practices on women’s economic empowerment to inspire similar initiatives in other country contexts.

RESULTS
• SheTrades Outlook was launched in July 2020. It has rolled out in 38 developed and developing countries across different regions, with the goal to expand more globally.
• More than 700 national institutions participated in the institutional survey and over 80 good practices were identified.
• 10 countries have been supported in developing gender-responsive strategies, policies and legislations based on the results of STO. These include national strategies for the implementation of the African Continental Free Trade Agreement (AfCFTA), public procurement policies, national export strategies and MSME policies, adoption of an international definition of a “woman-owned business” and COVID-19 economic stimulus packages.

RISKS AND COLLABORATIONS
• The UK Government provided generous support for the creation of the tool and its roll-out in more than 30 countries under the SheTrades in the Commonwealth project.
• Government support and consultations are crucial at both the political and technical levels.
• Consultations and collaboration with various stakeholders are key to the success of data collection, delivery of technical assistance on policy reforms, and formulation and implementation of gender-inclusive policies.
• SheTrades ensures that policy recommendations based on the results of STO are actionable and accompanied by technical guidance on how to implement them.
EXTENT OF USE OR POTENTIAL TO BECOME STANDARD PRACTICE

- STO has allowed policymakers to leverage new data for gender-responsive trade policymaking.
- Technical assistance has been provided to implement measures that support gender-inclusive trade in 10 countries (Bangladesh, Gambia, Ghana, Kenya, Lesotho, Mauritius, Nigeria, Sierra Leone, Uganda, and Zambia).
- As SheTrades Outlook is rolled out in more countries globally, more governments can be assisted in designing gender-responsive policies based on data.

FURTHER RESOURCES

www.shetrades.com/outlook

CONTACT US

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Sanitary and phytosanitary (SPS) measures and technical barriers to trade (TBT) are amongst the biggest challenges for micro, small and medium-sized enterprises when it comes to accessing foreign markets. This has been well documented in the ITC business surveys on non-tariff measures, which interviewed over 35,000 traders in over 70 countries to date. WTO notifications are a useful source of information that can help close the information gap of companies. However, business often struggle to identify notifications that are relevant to them and to interpret their concrete meaning as such notifications are only available in WTO official languages and are written in legal language that particularly MSMEs find hard to understand.

ePing is an online service alerting users, for products and markets of their interest, of sanitary and phytosanitary measures (SPS) and technical barriers to trade (TBT) notifications that WTO members submit. It helps policy makers as well as businesses stay informed about regulatory changes in target markets and report back any problems that these changes may imply. In 2021, ITC launched “ePing in Viet Nam”. It is the first time that:
• ePing is available in a language that is not an official WTO language, bringing the information closer to local businesses and fostering public-private dialogue.
• a country attempts to systematically translate SPS and TBT notifications of high priority for its traders and will make these translations available through ePing as a global public good.
• such translation also implies “translation from legal to business language”, boiling down the content of the notification to what is essential for exporters: what the change concretely means and the impact it is likely to have.
• a university teams up with WTO enquiry points and sector associations to provide such translations. As such, this effort is not only a service for businesses and enquiry points. It is also an investment in awareness, knowledge, skills and networks of the students – the future generation of business leaders, policy makers and trade specialists.

ePing helps businesses stay informed about regulatory changes in target markets, facilitate compliance and address potential trade issues at an early stage. The tool helps reduce trade cost and increase trade competitiveness by bringing relevant trade information closer to those who most need it: the exporters and importers.

The Vietnamese version of ePing helps businesses react in a timely manner to regulatory changes in partner countries and enables them to better identify concerns they may have to comply with such changes. These in turn can be reported back through ePing, thereby facilitating the important work done by Viet Nam’s WTO enquiry points in the SPS and TBT Offices.

Collaboration involved: ePing is the result of a collaboration between the WTO, UNDESA and ITC. Since 2016, ITC and WTO jointly maintain and regularly update ePing.

In 2021, the country customization was piloted in Viet Nam in an unprecedented partnership with the Viet Nam Trade Promotion Agency (Vietrade), the SPS and TBT enquiry points in Viet Nam in the Ministries of Agriculture and STAMEQ, the Foreign Trade University (FTU) and local business associations.

Risks taken: Creating the partnership such that translation of notifications remain feasible in the longer term without ITC involvement, i.e. ensuring sustainability.
The collaboration between UNDESA, WTO and ITC on ePing exists since 2016 and the tool has continuously been improved. The new country customization, partnering with academia, private sector associations and WTO Enquiry points, has been piloted in Viet Nam in the first half of 2021 and serves as blueprint for similar initiatives in other countries. There is a strong demand to make ePing available in other local languages to keep SMEs informed on new regulations in foreign markets.

**FURTHER RESOURCES**

- www.epingalert.org/en
- www.epingalert.org/vi
- https://ntmsurvey.intracen.org/epingvietnam

**CONTACT US**

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SHETRADES DASHBOARD

**Beneficiaries**

ITC

**Challenge or Opportunity Addressed**

How to combine multiple datasets to quickly visualize progress and inform decision-making.

**Description**

The SheTrades dashboard was created to serve as a one-stop shop to visualize all SheTrades data. It aims to facilitate data sharing, reduce work around usual data queries and streamline the results shared with internal and external stakeholders. Data in the dashboard comes from ITC’s project portal (NPP) and is updated on a quarterly basis.

**Results**

SheTrades members can open the dashboard and visualize data and results against key targets of the programme such as the amount of sales generated, number of women trained, number of jobs created, etc. The dashboard also monitors progress against strategic corporate targets such as connecting three million women to markets, and the number of shetrades.com users, amongst others. For the first time, all key information is in one place and can be easily presented and understood by all stakeholders.

**Risks and Collaborations**

It took over a year to put together the dashboard and involved intensive work to clean existing databases and train data managers on how to organize and present data and results so they could be used for the dashboard. The final dashboard is the result of a collaborative effort from SheTrades data managers.

**Extent of Use or Potential to Become Standard Practice**

The dashboard is being used by SheTrades project managers to track results and inform decision making. This innovation is extremely scalable as any project can use this tool. Power Bi, as a Microsoft product, is very intuitive and easy to use. The SheTrades team is more than happy to provide a training to other ITC colleagues on this powerful new tool.

**Further Resources**

**Contact Us**

abecerra@intracen.org
THE GLOBAL STATE OF TRADE: THE ITC TRADE BRIEFS SERIES

BENEFICIARIES

Trade community, journalists

CHALLENGE OR OPPORTUNITY ADDRESSED

Few trade databases or publications allow users to conveniently visualize variations in goods exports and changes in market access and customize these visualizations based on their region or sector of interest. ITC’s monthly briefs aim to support the trade policy debate by bringing this information to the trade community’s fingertips.

DESCRIPTION

ITC’s Global State of Trade is a new monthly publication series that explores variations in goods exports across countries, regions, and sectors and allows users to customize data visualizations according to their interests. The series also reports on changes in market access conditions linked to temporary trade measures and notifications of Technical Barriers to Trade (TBT) and Sanitary and Phytosanitary (SPS) measures. In addition, every month, the series will feature ITC statistics including data on tariff and non-tariff measures, services trade, export potential, and investment flows, and showcase ITC research such as the SME Competitiveness Outlook.

RESULTS

• Easily visualize monthly variations in trade and market access conditions
• Customize and download charts and analysis for the region or sector of interest
• Explore innovative ITC data, analysis, and research in one location
• Provide reliable, timely, and useful information to the trade community
• Disseminate ITC statistics and research to a wider audience

RISKS AND COLLABORATIONS

Our aim is to release each monthly issue with the shortest possible delay while still ensuring sufficient coverage of global trade. Lags in the availability of trade data make this a challenging task.

EXTENT OF USE OR POTENTIAL TO BECOME STANDARD PRACTICE

ITC’s Global State of Trade could become the trade community’s go-to portal for the most recent trends in trade and market access.

FURTHER RESOURCES

https://tradebriefs.intracen.org/

CONTACT US

spies@intracen.org
**HARNESSING THE POWER OF TRADE INFORMATION THROUGH INTEGRATED SOLUTIONS: TRADE PORTALS**

**BENEFICIARIES**  
Active and prospective Exporters & Importers, Foreign Investors, Policy makers, Public & Private Trade Support Institutions, Academia & Researchers

**CHALLENGE OR OPPORTUNITY ADDRESSED**  
The increasing need for reliable and up-to-date information on markets, business and ever-evolving trade-related procedures.

**DESCRIPTION**  
Capitalising on best practice models, in-house data assets and a global network of data providers, ITC develops regional and national customised information portals to foster transparency and enhanced insight for strategic planning and business decision making.

**RESULTS**  
Better informed business communities around the world thanks to the availability of visible and reachable online resources powered by ITC.

**RISKS AND COLLABORATIONS**  
**Risks:** The potential lack of essential trade data from the beneficiary country.

**Collaborations:** Partnering with trade data providers from the beneficiary country for upgrading their data collection mechanisms so that these contribute in a standard and sustainable manner to ITC databases for subsequent online dissemination.

**EXTENT OF USE OR POTENTIAL TO BECOME STANDARD PRACTICE**  
National and regional portals (and even one continental portal) have been developed and deployed. They have become part of ITC’s standard service portfolio that responds to increasing demand from client countries.

**FURTHER RESOURCES**  
- [www.bahamastradeinfo.gov.bs/](http://www.bahamastradeinfo.gov.bs/)
- [http://bhutantradeportal.bt](http://bhutantradeportal.bt)
- [https://catiportal.org/en](https://catiportal.org/en)

**CONTACT US**  
lopez@intracen.org
**HARNESSING THE POWER OF TRADE INFORMATION THROUGH INTEGRATED SOLUTIONS: INVESTMENT PORTALS**

**BENEFICIARIES**
International investors

**CHALLENGE OR OPPORTUNITY ADDRESSED**
The need for reliable and up-to-date information sources for foreign investors interested in particular target countries.

**DESCRIPTION**
With a model information solution based on appraisal of current worldwide best practice, ITC develops national portals with information showcasing attractive sectors for Foreign Direct Investment, current investment opportunities and legal framework in force for investing.

**RESULTS**
Enhanced promotion of attractive sectors for foreign investment in developing countries. Standard systematic approach for providing essential and strategic information about the local business ecosystem to foreign investors.

**RISKS AND COLLABORATIONS**

**Risks:** Data shortages at the source level.

**Collaborations:** Partnering with data providers from the beneficiary country for upgrading their data collection mechanisms so that they contribute to populating the data bases for subsequent online dissemination.

**EXTENT OF USE OR POTENTIAL TO BECOME STANDARD PRACTICE**
National portals have been developed and deployed. They have become part of ITC's standard service portfolio that responds to increasing demand from client countries.

**FURTHER RESOURCES**
- [http://cn.invest.go.ke](http://cn.invest.go.ke)
- [http://investzambia.zda.org.zm](http://investzambia.zda.org.zm)

**CONTACT US**
lopez@intracen.org
**REDUCING THE TITANIC BURDEN ON THE TRADE NEGOTIATIONS: THE AFCFTA TARIFF NEGOTIATIONS TOOL**

**BENEFICIARIES**
African Chief negotiators

**CHALLENGE OR OPPORTUNITY ADDRESSED**
Tariff concessions under the AfCFTA accord are sensitive as tariff revenue is an essential source of government income, and tariffs remain a critical measure to reduce import competition and protect the domestic industry.

The negotiation phase represents the cornerstone of the AfCFTA. However, it is a very complex process, which involves many bilateral tariff negotiations, a multiplicity of partners, and existing regional agreements, given that some countries already have tariff concessions among them.

To reduce complexity and embrace technology, an online platform could greatly facilitate and accelerate bilateral negotiations by supporting African negotiators in preparing and submitting offers based on countries’ priorities.

**DESCRIPTION**
Under the umbrella of an African Union-European Union-ITC project and building on ITC’s pioneering role in providing up-to-date market information, ITC launched in 2019 the AfCFTA Tariff Negotiation Tool, the first of its kind. The online tool facilitates the negotiation of tariff lines. It provides African Chief negotiators with a secure exchange platform to automatically generate and share tariff concession offers in a transparent, timely, and straightforward manner, as well as to formulate counterproposals.

**RESULTS**
The online tool allows Parties to run negotiations simultaneously, with instant interactions among counterparts, either single countries or regional economic groups (RECs), and without the necessity of in-person meetings. The tool also offers analytical features to compare, send and receive all proposals and counterproposals, and verify their validity based on the criteria established in the AfCFTA. Moreover, it allows for tracking the history of the negotiations and for following up on all rounds.

**RISKS AND COLLABORATIONS**
The AfCFTA Tariff Negotiation Tool was developed in close collaboration with the African Union and with the generous contribution of the European Union.

**EXTENT OF USE OR POTENTIAL TO BECOME STANDARD PRACTICE**
African Chief Negotiators are using the AfCFTA Tariff Negotiation Tool to help them ensure that the offered tariff concessions meet the technical standards, comply with the AfCFTA tariff modalities, and the quality required in these negotiations.

For example, the number of national tariff lines that should be included in each list – non-sensitive, sensitive, and exclusion – for each specific group of countries (i.e., LDC, non-LDC, and G6) and the double qualification and anti-concentration clauses.

**FURTHER RESOURCES**

**CONTACT US**
durand@intracen.org
### TRACKING TRADE-RELATED INDICATORS UNDER THE SDGS: THE SDG TRADE MONITOR

**Beneficiaries**

Trade policymakers, statisticians and other relevant government officials involved in SDG reporting and monitoring.

**Challenge or Opportunity Addressed**

Increasing interest from trade policy makers in national and regional agencies on the role that trade can play in the achievement of other goals within the framework of the SDG reporting exercise. The SDG Trade Monitor allows to go beyond the limited trade information required in relation to the official SDG trade indicators and trade data disaggregation.

**Description**

Trade is one of the most crucial means of implementing the SDGs. With this in mind, ITC, UNCTAD, and WTO developed the SDG Trade Monitor. This initiative reinforces the collaboration between these three agencies on tracking progress on trade that dates back to the MDGs. This online interactive repository provides a better understanding of how trade is included in the 2030 Agenda by gathering information on the trade-related indicators under targets 2.b; 8.a; 10.a; 17.10; 17.11; and 17.12; as well as four complementary indicators that help to have a more nuanced understanding of the relation between trade and development.

**Results**

An online repository containing up-to-date information on the six SDG trade-related targets and complementary indicators in one place to (i) help further streamline the statistical coordination process behind the SDG trade-related indicators; (ii) provide a centralized and interactive one-stop-shop on this set of data; and (iii) allow trade policymakers to conduct customized analyses and regional and country-level data comparisons.

**Risks and Collaborations**

Result of a close collaboration between ITC, UNCTAD and WTO.

**Extent of Use or Potential to Become Standard Practice**

The beta version of the SDG Trade Monitor was released on October 20, 2020, during World Statistics Day. Since then, various demos were organized with UN regional bodies and presented in medium-level and high-level conferences.

**Further Resources**

https://sdgtrade.org/en

**Contact Us**

befecadu@intracen.org or jsalguero@intracen.org
IMPROVING ACCESS TO AGRICULTURAL MARKET PRICES: THE MARKET INFORMATION SYSTEM (MIS) IN SINDH & BALOCHISTAN

<table>
<thead>
<tr>
<th>BENEFICIARIES</th>
<th>Farmers in the Sindh and Balochistan provinces of Pakistan</th>
</tr>
</thead>
<tbody>
<tr>
<td>CHALLENGE OR OPPORTUNITY Addressed</td>
<td>In the Sindh and Balochistan provinces of Pakistan, farming represents the main economic activity. Farmers do not have access to relevant market prices data to enable them to negotiate with middlemen. The MIS closes this data gap by making this information available and accessible through a variety of channels.</td>
</tr>
<tr>
<td>DESCRIPTION</td>
<td>The MIS aims to innovatively collect and disseminate market prices to farmers to improve their access to local and international markets. It is an integrated solution which comprises a data entry tool available online and offline to collect price information directly from auction markets in the Sindh and Balochistan provinces in Pakistan. Once prices are gathered, uploaded and validated by the departments of agriculture in the two provinces, the information will be immediately channeled to the MIS platform and pushed to the farmers’ mobile phones. The MIS will provide them with detailed prices (per variety, quality, grading, region of origin, and other information).</td>
</tr>
<tr>
<td>RESULTS</td>
<td>This tool will allow farmers, mostly based in remote areas, to receive prices for the product and market of their choice directly on their mobile phones. This is a key achievement in a market context where middlemen usually offer to buy goods below the market prices.</td>
</tr>
<tr>
<td>RISKS AND COLLABORATIONS</td>
<td>The system relies on the capacity of the departments of agriculture of Sindh and Balochistan to collect market prices on a timely and regular basis. ITC is collaborating with them to see how best to cope with challenges in the data collection process.</td>
</tr>
<tr>
<td>EXTENT OF USE OR POTENTIAL TO BECOME STANDARD PRACTICE</td>
<td>We are now entering the development phase of this project in Pakistan. Once launched, it is expected the MIS will become the main system used in the two provinces for the dissemination of price information to farmers.</td>
</tr>
<tr>
<td>FURTHER RESOURCES</td>
<td></td>
</tr>
<tr>
<td>CONTACT US</td>
<td><a href="mailto:arajaonarivelo@intracen.org">arajaonarivelo@intracen.org</a></td>
</tr>
</tbody>
</table>
NAVIGATING COMPLEXITY OF TRADE AGREEMENTS: THE RULES OF ORIGIN FACILITATOR

**BENEFICIARIES**
MSMEs and policy makers

**CHALLENGE OR OPPORTUNITY ADDRESSED**
Despite numerous low-tariff opportunities available under myriads of PTAs, companies struggle to navigate rules of origin requirements to benefit from these opportunities. ROO Facilitator aims to bring transparency on these murky rules, as well as facilitate and automate their use in the next upcoming phase.

**DESCRIPTION**
It is a digital tool which displays available trade agreements, preferential tariff margins and rules of origin for any selected product. The information is standardized and simplified and is accompanied by glossaries and explainers.

**RESULTS**
The tool should improve understanding and usability of rules of origin by MSMEs, and ultimately lead to better preference utilization of trade agreements.

**RISKS AND COLLABORATIONS**
Because it would be the first comprehensive database of rules of origin, it was not clear from the beginning if it would be possible to capture data at a granular level in a harmonized way. The tool has been jointly launched with World Customs Organization and World Trade Organization who provided methodological support.

**EXTENT OF USE OR POTENTIAL TO BECOME STANDARD PRACTICE**
The solution is the go-to tool for any information requests regarding preferential trade agreements and conditions of their utilization.

**FURTHER RESOURCES**
https://findrulesoforigin.org

**CONTACT US**
kniahin@intracen.org or pichot@intracen.org
In order to compute sound economic indicators, ensuring good quality of international trade statistics is essential. Submit your trade flows statistics to Trade Outliers and Indices (TradeOI) to:

- Reveal outliers from your time series
- Find out which positions combine products with different unit values
- Split trade trends between volume and price effects

**DESCRIPTION**

TradeOI is an R-based solution that:

- Links national product nomenclatures and Harmonized System (HS) code revisions used in countries' trade statistics
- Detects outliers using advanced robust regression techniques for long time series and Z-modified methodology for short ones.
- Tests unit values series for heterogeneity against their Relative InterQuartile range (RIQ) and the Relative Standard Deviation (RSD).
- Computes basic and chained indices using Laspeyres, Paasche and Fisher formulas.

TradeOI provides downloadable outputs:

- Data processing report: quickly identify where are the problems in your trade statistics, if any.
- List of outliers with diagnostic statistics: identify extreme data points distorting analysis.
- List of heterogeneous series with RIQ and RSD: identify which series are not fit for indices computations.
- Indices table: get your results and analyse them easily.
- Coverage rates over the different steps of the analysis: immediately find out data characteristics to improve to make your trade statistics fit for analysis.

**RESULTS**

Countries now have an automated tool to help them enhance the quality of their trade data, measure the impact of this on trade indices and similar economic indicators.

**RISKS AND COLLABORATIONS**

**Risk:** Future updates may require an update of the R environment from the users’ side.

**Collaborations:** TradeOI was developed in collaboration with the National Statistical Office of Malawi, who, as a pilot organization, provided valuable feedback at the different steps of the development. Feedbacks from the field, particularly from West Africa, are being taken into account in the ongoing development of updates.

The R technology has been chosen as it is a license-free solution and well known from the statisticians community worldwide. The choice of free and open-source solutions (such as R or Python) is spreading to other projects (e.g. data collection and processing of trade in services statistics, prices, etc.).

**FURTHER RESOURCES**

**CONTACT US**

durand@intracen.org
<table>
<thead>
<tr>
<th>BENEFICIARIES</th>
<th>The coffee industry at large &amp; crosscutting actors</th>
</tr>
</thead>
<tbody>
<tr>
<td>CHALLENGE OR OPPORTUNITY ADDRESSED</td>
<td>There is a lack of producer representation in coffee trade tools and a lack of diversity in coffee market data from which the industry suffers.</td>
</tr>
<tr>
<td>DESCRIPTION</td>
<td>The new edition of the Coffee Export Guide is informed by ITC’s Alliances for Action approach and articulated around principles of inclusiveness and collaboration. An advisory panel of over 75 members from across the global coffee industry helped shape its structure and content. Producer organisations, major coffee roasters and brands, policymakers and coffee organisations offered their time, knowledge and experience to raise the bar of the Coffee Export Guide even higher. Brand new coffee market data and statistics were compiled following a new approach of quality segmentation. It will be made available in Spanish, Portuguese and French, a revolutionary feature for the guide.</td>
</tr>
<tr>
<td>RESULTS</td>
<td>This new edition aims to be consistently inclusive of all supply chain stakeholders, across topics covered. Our goal is to provide the industry with information that is both useful and in line with current realities. The Alliances for Action sustainable agribusiness approach is at the core of the guide and has yielded strategic industry partnerships on and off the page.</td>
</tr>
<tr>
<td>RISKS AND COLLABORATIONS</td>
<td>To ensure industry endorsement and promotion of this important publication, an Advisory panel of over 75 members was set up, including producer organisations, major coffee roasters and brands, policymakers and coffee organisations. There was notable participation from major coffee industry influencers like Specialty Coffee Association (SCA), International Coffee Organization (ICO), Lavazza, World Coffee Research, Fairtrade representatives and many others.</td>
</tr>
<tr>
<td>EXTENT OF USE OR POTENTIAL TO BECOME STANDARD PRACTICE</td>
<td>The ITC Coffee Export Guide is a landmark publication for the Coffee industry and ITC’s most downloaded publication. This edition builds upon this strong legacy and adds the Alliances for Action approach and principles of partnerships, inclusiveness and producer empowerment to lead and support change in the industry.</td>
</tr>
</tbody>
</table>
• [www.youtube.com/watch?v=v9vchAXyYOs&t=4s](http://www.youtube.com/watch?v=v9vchAXyYOs&t=4s)  
| CONTACT US | sarah.charles@intracen.org |
ORGANISATIONAL TRANSFORMATION INNOVATIONS

Highlight how ITC has generally become more efficient. This sub-theme also captures our innovations in operations, project size and location, and values (e.g., gender and sustainability).
## ITC INNOVATION LAB

### BENEFICIARIES
All ITC

### CHALLENGE OR OPPORTUNITY ADDRESSED
The challenge and opportunity addressed with the creation of the Lab is how to strengthen the work ITC is already doing by bringing user-centered approaches and creating safe spaces for ITC colleagues to collaborate and experiment.

### DESCRIPTION
The Innovation Lab is an initiative hosted in the Division of Country Programmes, created by employees for employees. It operates mainly with a volunteer base structure and horizontal decision-making approach to unleash the creative capacity of ITC’s human capital. To accomplish its mission, the Lab enables spaces where members can pitch their ideas and incubate them in a safe environment. The Lab also creates mechanisms to recognize the creative and innovative minds and projects within the agency, which enable ITC to stay ahead of the curve in trade-related technical assistance (TRTA).

### RESULTS
Since Dec 2014, the Lab has piloted innovation bootcamps, coaching around 20 teams in solution development using Design Thinking. The Lab has also run 4 annual Innovation Heroes awards ceremonies, tested the innovation champions programme, piloted “pitch roulettes” to enable people to pitch ideas and receive feedback, launched a tech series to enable peer to peer learning on new technology, and piloted and maintains the Trade Forward podcast. Partnerships within the innovation ecosystem are also key and the Lab has established partnerships with the UN Innovation Network and the University of Geneva i2i hub for entrepreneurship and innovation, as well as supported several teams within ITC with creative consulting sessions, co-created a large impact event in Geneva called the Geneva Global Goals Innovation Day (G3iD), and currently is addressing specific corporate challenges to scale its impact. Lastly and most importantly, the Lab has grown stronger, as well as inspired, a large number of volunteers who are the Lab’s most important asset.

### RISKS AND COLLABORATIONS
At the beginning, with no financial resources, there were several risks involved related to time management and proving the value-add of the Innovation Lab. One of the risks with innovation initiatives is having a lot of good ideas, but not the right implementers who will manage to move the idea towards action. Fortunately, the team had implementers who were excited to help at the beginning and over the course of the life of the Lab. The Lab was developed in a collaborative way with people from all divisions and involved consultations with the local Geneva innovation ecosystem, such as the Impact Hub, and the Innovation Unit at UNHCR, to improve the design and viability of the Innovation Lab.

### EXTENT OF USE OR POTENTIAL TO BECOME STANDARD PRACTICE
After 6 years we can say that the Lab is part of the culture of ITC. There are between 12-13 volunteers on a rotating basis, more people engaging in initiatives such as the innovation challenges, and increasing requests for more facilitated sessions with teams internally, which demonstrates that the Lab has reached internal buy-in. The support from senior management has also been crucial in helping the Lab become a regular presence at internal events.

### FURTHER RESOURCES
- UNIN Webinar "Get to know ITC Innovation Lab" [https://www.uninnovation.network/getting-to-know-members-gallery/2020/3/18/5w2g114i0cp1auapyoxnidow8tnp](https://www.uninnovation.network/getting-to-know-members-gallery/2020/3/18/5w2g114i0cp1auapyoxnidow8tnp)
- ITC Innovation Lab video: [https://vimeo.com/342697962](https://vimeo.com/342697962)

### CONTACT US
adeoro@intracen.org or innovation@intracen.org
WALK THE TALK: PROMOTING WORKPLACE DIVERSITY AND AN INCLUSIVE ORGANIZATIONAL CULTURE AT ITC

**CONCEPT**

**ITC**

**CHALLENGE OR OPPORTUNITY Addressed**

The creation of an enabling work environment and an inclusive organizational culture for all employees. Promotion of gender and diversity mainstreaming across all institutional functions and areas at ITC.

**DESCRIPTION**

Larger umbrella: The creation of ITC's infrastructure for gender equality, diversity and inclusion. Includes the functional Gender Unit (Gender Focal Points, Support team, UN-SWAP 2.0 Business Owners from different areas of the organization) and ITC's Inclusion Group, consisting of coordinators, Gender Focal Points, LGBTQI+ Focal Point, Disability and Accessibility Focal Point and Racial Equity Focal Point. More specifically: innovative campaigns to foster workplace diversity & inclusive organizational culture, to include ITC's Mentoring Programme for Women, the 100 Coffees for Inclusion Initiative, ITC PolicyLab, etc.

**RESULTS**

A workplace culture which enables all employees to unfold their full potential in and beyond the workplace.

**RISKS AND COLLABORATIONS**

Understanding that a holistic approach to gender equality, diversity and inclusion goes beyond policies and accountability mechanisms. Not being afraid of creating spaces for open, transparent and authentic dialogue with employees. Adoption of a growth mindset, authentic messaging around organizational challenges that does not shy away from leaning into uncomfortable conversations in order to achieve a sustainable, qualitative change in ITC's organizational culture.

**EXTENT OF USE OR POTENTIAL TO BECOME STANDARD PRACTICE**

Participatory approaches building on employee engagement and feedback mechanisms are becoming more and more common practice at ITC. Leadership messaging to champion personal and collective commitments to promoting gender equality, diversity and inclusion have become a regular in internal and external communications. The work of the gender unit and inclusion group has created a new momentum for discussing these issues and have increased employee engagement and commitment towards. A commitment to gender equality, D&I is now built into the DNA of ITC.

**FURTHER RESOURCES**


**CONTACT US**

hreinl@intracen.org
# SHETRADES GENDER TOOLKIT FOR AGRICULTURAL VALUE CHAIN

<table>
<thead>
<tr>
<th>BENEFICIARIES</th>
<th>All ITC and private sector value chain actors in agriculture</th>
</tr>
</thead>
<tbody>
<tr>
<td>CHALLENGE OR OPPORTUNITY Addressed</td>
<td>Women are underrepresented in the agricultural value chain in terms of access to inputs, services and market linkages. The opportunity is to recognize gender imbalances and integrate inclusive practices for strengthened business and improved farmer livelihoods.</td>
</tr>
<tr>
<td>DESCRIPTION</td>
<td>The Gender Toolkit provides a coherent approach of best practices and practical tools for market partners to increase women's benefits in trade and ensure sustainable business practices in the agricultural value chain. The Toolkit includes a set of templates that can be adjusted to any sector to evaluate gender imbalances in cooperatives, businesses or farming households and suggests practical exercises that can be implemented to address the gaps by projects or market partners.</td>
</tr>
<tr>
<td>RESULTS</td>
<td>Intended results are for market partners to use the tool to improve the way they work with farmers and therefore better integrate women and increase their benefits in trade. As a result, women would be higher represented, e.g. in decision making roles, as extension staff, in trainings receiving information and inputs. This is currently being developed with Olam, the biggest cashew buyer in Cote d'Ivoire, to work with their 60 extension staff and 250 lead farmers targeting a total 16,000 farmers. The toolkit should also be used as resource in (ITC) agricultural related projects where gender imbalances and equal access to trainings/inputs are a challenge and often remain unaddressed.</td>
</tr>
<tr>
<td>RISKS AND COLLABORATIONS</td>
<td>Collaborations include interviews and subsequently a vast number of best practices that were provided by different private sector partners in the agricultural sector.</td>
</tr>
<tr>
<td>EXTENT OF USE OR POTENTIAL TO BECOME STANDARD PRACTICE</td>
<td>The toolkit has been used in two SheTrades projects, as well as in UKTP. In the SheTrades projects, the toolkit was adapted to various contexts to fit the needs of market partners and implemented in the cashew and coffee value chains with the private sector.</td>
</tr>
<tr>
<td>CONTACT US</td>
<td><a href="mailto:nwatson@intracen.org">nwatson@intracen.org</a> or <a href="mailto:asummer@intracen.org">asummer@intracen.org</a></td>
</tr>
</tbody>
</table>
**Digital Platform for Export Management Coaching**

**Beneficiaries**

ITC, Institutional Partners, MSMEs

**Challenge or Opportunity Addressed**

- Tracking the status of coaching missions, ensuring the availability of real-time information for project managers
- Ensuring availability of consistent information for all stakeholders to ease coordination
- Collecting SME diagnostic data in a consistent, comparable and easily retrievable manner and computing
- Limiting use of paper

**Description**

The Export Management Coaching Initiative helps business-owners to resolve day-to-day problems faced in the management of their export operations. The training programme consists of one-on-one, on-the-job training delivered by an Export Management Coach (EMC) over the course of five days, at the premises of the beneficiary MSME. For better coordination, monitoring and reporting, the ITC Trade Facilitation team has developed an innovative web application under the Ready4Trade- Central Asia (R4TCA) project. The web application is a digital alternative to the paper-based coaching manual, a reference document used by our export management coaches when delivering their coaching missions. Thanks to this online tool, coaches are now able to collect, process and report data about the coaching missions directly onto the platform. The digital platform also provides up-to-date statistics about the status of each coaching mission, which enables institutional partners and ITC to monitor the delivery of the initiative in real time.

**Results**

- More efficient and detailed reporting of coaching missions
- Creation of a large database with mission reports, MSME profiles and completed evaluation forms
- The platform has made the adding, storing, processing, and sharing of data easier, more convenient, and more accessible for subsequent analysis
- Strong coordination between national coaches, institutional partners, ITC and MSMEs
- Contributed to the growth of an innovative, export-oriented software development sector in Kyrgyzstan

**Risks and Collaborations**

The ITC team took the risk of investing in an innovative IT solution without having the in-house capacity to follow up on technical details of the software development. The project also entailed significant risks, given the possibility that the web application would not function as intended, or that users (Export Management Coaches, Institutional Partners, ITC staff) would show resistance to moving away from traditional paper-based processes. In collaboration with the software developer, the ITC team ensured that the web app was sufficiently intuitive and user-friendly to guarantee a fluid and effective transition to the new process.

**Extent of Use or Potential to Become Standard Practice**

- Digital platform currently implemented in five countries under the Ready4Trade - Central Asia project.
- Onboarded five partner institutions and 25 national experts in export management on the platform.
- Centralizing missions reports from 200 MSMEs across five Central Asian countries.
- Potential for scaling up the digital platform to ongoing coaching-related projects in Pakistan and the Philippines.

**Further Resources**

- Link to the platform: Ready4Trade Central Asia (https://r4tca.org/) (restricted access)
- Link to MadDevs LinkedIn: Mad Devs LLC : Présentation | LinkedIn

**Contact Us**

bonthonneau@intracen.org or skokot@intracen.org
Ensuring that strategy is efficiently implemented has been a long-standing issue. This implies resource identification and allocation, planning and programming, as well as reporting results and impact. This new offer by ITC enables policy makers and related institutions to effectively manage strategy implementation towards successful delivery of target outcomes.

The RSE section has been developing trade, investment, and SME competitiveness strategies for 17+ years in 70+ countries. These strategies are home-grown, led and owned by national governments. Designed through an extensive public-private dialogue, they contain an inspiring orientation, strategic objectives and a measurable action plan. To ensure that these strategies create a desired socio-economic growth, ITC’s RSE section has developed a comprehensive offer to support national institutions in strategy implementation management:

- Digital tools
- Manuals and training material
- Related advisory service

This offer aims to ensure that Government-led strategies are effectively tracked and implemented to reach their ultimate developmental goals.

More efficient formal public-private dialogues for trade, industry and SME development;

Enabled, capacitated and trained strategy management units in lead coordination ministries;

Increased and diversified funding options: national budget, private sector initiatives, development partners support;

Enhanced public-public/public-private coordination, as well engagement with development partners;

More targeted investment promotion for value chain upgrading;

Increased visibility of the Strategy results.

Collaboration with Country Managers, Project designers and SPPG to design the tools and embed strategy management component in projects

Collaboration with development coordination groups in country

Collaboration with Ministries of commerce, and Ministry of planning and finance

Risk: Developing tools in the absence of recognized best practice

Strategy implementation management for results is increasingly being integrated in ITC’s strategy offering:

- To enable national governments/institutions in effective strategy implementation
- To regularly measure activity results/effectiveness throughout the implementation process
- To increase process transparency and highlight strategic results to the Donor community

Further Resources:

- [www.tradestrategy.org](http://www.tradestrategy.org)

Contact Us: roberge@intracen.org
**VOLUNTARY SUSTAINABILITY STANDARDS EXPERT APPROACH**

**BENEFICIARIES**

MSMEs

**CHALLENGE OR OPPORTUNITY ADDRESSED**

Addresses the opportunity to prioritize the implementation of sustainability schemes (such as VSSs) according to a timeframe, financial resources availability and potential benefits for MSMEs (e.g., market access, access to green finance).

**DESCRIPTION**

The Trade for Sustainable Development (T4SD) programme has developed a comprehensive coaching methodology on voluntary sustainability standards (VSS) which aims at preparing MSMEs for certification process. The methodology comprises two components: 1) the training of sustainability professionals in a given country where the programme is implemented, who are then certified as VSS Coaches and; 2) the one-to-one coaching sessions of MSMEs, to produce an action plan towards the implementation of sustainable practices and certification against a specific sustainability scheme.

**RESULTS**

The VSS Coaching programme has enabled MSMEs to:

- Connect with experts on given sustainability schemes to understand specific requirements and processes.
- Understand the challenges and benefits of implementing Voluntary Sustainability Standards (VSS) and other sustainability schemes. (Using T4SD’s tool www.standardsmap.org)
- Perform a pre-assessment, based on the sustainability scheme/buyers’ requirements.
- Design a sustainability action plan by addressing the unmet requirements, according to a timeframe, financial resources availability and potential benefits for the MSMEs.
- Develop a VSS Implementation Strategy document, which serves as a base to demonstrate improved readiness for a sustainability certification and/or create a bankable profile for SME to access green finance.
- Be featured on the Sustainability Map online Network of businesses: [www.sustainabilitymap.org/network](http://www.sustainabilitymap.org/network)

**RISKS AND COLLABORATIONS**

The VSS Expert approach builds up on the T4SD’s strong expertise working with VSSs and its well-known sustainability tools (Standards Map, Sustainability Map), supported by a strong network of VSS organizations and partners’ projects.

To implement the VSS Expert Approach, it is key to find in the country a committed partner institution on the ground and well-experienced professionals in trade and sustainable development. The combination assures the customization of the approach and its success.

T4SD had a great opportunity to test the approach within the GreentoCompete Hubs (previously called T4SD Hubs) in six countries, namely Ghana, Kenya, Lao PDR, Nepal, Peru and Viet Nam. Based on that pilot, T4SD team has refined the approach and it is ready to offer the VSS Expert Approach to other projects/programmes in house (ITC projects) and outside.
The VSS coaching programme was created by the Standards Map team and piloted in the framework of the GreentoCompete Hub (until March 2021, called T4SD hubs). Currently the G2C hubs outsource the expertise of T4SD to implement the VSS Coaching programme, since it remains one of the most demanded services within the G2C hubs’ offering. Also, the VSS Coaching programme would normally remain in the service offering of the BSOs that hosts the different G2C hubs.

It is important to mention that the VSS Expert Approach (and its VSS Coaching methodology), is a stand alone solution that can be integrated in any project/programme whose objective is to have SMEs implementing sustainable criteria of sustainability schemes (Voluntary standards, international/national/private sustainability norms) according to a timeframe, financial resources availability and potential benefits (e.g. market access, access to green finance).

Currently the team is talking with partners and donors about using the methodology in other ITC projects and other projects on the ground in which T4SD has strong networks.

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**FURTHER RESOURCES**

- Refers to the latest T4SD newsletter/Article "MSMEs in Africa, Asia and Latin America become certified thanks to the T4SD coaching on sustainability standards":
  http://eye.mailinlink.intracen.org/m27=r=wAPNAkC4NWE3MDNINDdiODVlNTM2YTImNGJmNjA4xBAbR2xzCxdF0MvQuu0vQwkcB0lvQmdCJxBATGdCl0N7Q1WJdcdCPWxIGTF70M20Y2FicmVyYUBpbnRyYWNIb5vcmegmatDSVZJTEIUvV9JRKCqQ09OVEFDFV9JRLZUMum1MM3RWaV
  EzR1BXVnhSR1RGN3pRs0VNQIUMX0NPJUJFO1RJ05fSGrEJUUNDkFRV9JKgTKZMTEFT
  VE5BTUVISUSgUSUSUJIT9DQVBUSU9OX0Ev0IFMC1JvEMqKGF1dG9tYXRpY2FsbHkgdXBkYXRIZCmuT1JJR0Icon0JkRU5USkTEITVNLNQSE9ORV9DT1JSRUNUSU9OX0IEkTVEF
  URV9JRKZOT1JNQuv=

- Links to T4SD Tools:
  www.standardsmap.org
  www.sustainabilitymap.org

**CONTACT US**

| cabrera@intracen.org |
### BENEFICIARIES
- Tourism MSMEs and tourists

### CHALLENGE OR OPPORTUNITY ADDRESSED
- Safety of community members, tourists and tourism industry staff in Myanmar from the risks of COVID-19 to contribute to “building back better” the tourism sector.

### DESCRIPTION
During spring 2021, based on feedback from the field, the teams of the ITC tourism projects in Myanmar (NTF IV and SECO-UN Cluster project) identified the need to have guidelines for safely resuming the tourism activities for all actors of the value chain: communities / local stakeholders, local guides, artisans, tourists, tour operators, etc. The teams gathered in several brainstorming sessions, undertook a stocktaking exercise of what was available in Myanmar and in other countries, and consulted with the industry and with the local and national authorities. A set of 8 posters and videos, in English and in Burmese, was presented during a national introduction seminar in November 2020 and very well received. Regional seminars also happened in December 2020. The teams were integrating some comments gathered during these presentation seminars to the guidelines, when the coup d'Etat happened in Myanmar on 1 February.

### RESULTS
A safer tourism setting for all tourism actors in Myanmar, resulting in:
- A steady growth trend for the tourism sector in the country after COVID (this was the initial result expected before the coup)
- Increased understanding of the benefits of inclusive tourism by local stakeholders, leading to enhanced ownership.

### RISKS AND COLLABORATIONS
The initiative involved a sustained collaboration between two projects, with different target audience and different methodologies. It also entailed a complete needs assessment and stocktaking exercise, in order not to duplicate what would have been done by other stakeholders. Discussions were held with other development partners, national and international players.

### EXTENT OF USE OR POTENTIAL TO BECOME STANDARD PRACTICE
The collaboration between the two projects continued after this first output. The publication of guidelines in local languages, in posters and also in video animations fitted for social media is also key for an enhanced ownership of the tourism sector.

### FURTHER RESOURCES
- [https://drive.google.com/file/d/1yKAsmE_eU3renuEZmja_yU0d7k0OkzBB/view](https://drive.google.com/file/d/1yKAsmE_eU3renuEZmja_yU0d7k0OkzBB/view)

### CONTACT US
- edairon@intracen.org
DIGITAL TRANSFORMATION INNOVATIONS

How ITC has moved more towards effective digital platforms in its daily work. It includes solutions that promote or improve trust and traceability, community-building, eLearning, and needs assessment & diagnostics.
REFUGEE EMPLOYMENT AND SKILLS INITIATIVE (RESI)

**BENEFICIARIES**
MSMEs

**CHALLENGE OR OPPORTUNITY ADDRESSED**
Connecting displaced persons and host community members, who often face movement restrictions or live in areas that are difficult to reach, to trade via online markets, increasing their economic opportunities.

**DESCRIPTION**
RESI was designed for displacement-affected participants and their hosts to access online international markets from within refugee camps or other fragile settings. RESI builds self-reliance in contexts of displacement through upscaling technological know-how, developing marketable skills and linking displaced persons and host community members, of whom many are facing movement restrictions or living in remote areas, to online marketplaces.

In the case of Dadaab, Kenya, RESI provides refugees and host community members with in-demand digital skills training, entrepreneurship and business development, and market access support to gain jobs in the online freelancing sector.

Participants are offered digital entrepreneurship training and mentorship. The remote expert-led mentorship programme, developed during the COVID-19 pandemic, provides extensive support via channels such as Facebook, WhatsApp, Zoom, YouTube, etc.

RESI also facilitates access to local co-working spaces. RESI also partnered with the online work platform Upwork who accepted refugee manifest documents as ID within Kenya, allowing refugees from across the country to join the platform.

**RESULTS**
The overarching goal of the RESI model is to link displaced persons and host community members to trade via online markets to help them build economic resilience. To date and across all project locations, RESI has connected approximately 636 refugees and host community members to the digital value chain.

**RISKS AND COLLABORATIONS**
RESI is implementing development-oriented programmes in protracted humanitarian contexts, meaning that RESI operates in high-risk environments with operational risks due to security threats, such as terror or conflict.

To operate in such settings, partnerships are key to RESI. RESI collaborates with humanitarian actors, social enterprises, and other actors. For example, RESI is working with Norwegian Refugee Council in Dadaab and Kakuma, and Shaqodoon in Hargeisa, actors are present on the ground to implement project activities.
RESI was piloted in Dadaab, Kenya in 2016. Since then, the RESI model has expanded to Kakuma, Hargeisa, Gaza, and Jordan. An expansion plan to other countries and regions was created and is being developed further to enhance ITC’s portfolio of work in contexts of displacement.

FURTHER RESOURCES

RESI brochures and videos: [https://drive.google.com/drive/u/0/folders/1nNFjLqBm6lMe9g-vtQpowAuBDbqrc](https://drive.google.com/drive/u/0/folders/1nNFjLqBm6lMe9g-vtQpowAuBDbqrc)

RESI webpage: [www.intracen.org/resi/](http://www.intracen.org/resi/)

Mentorship YouTube channel: [www.youtube.com/channel/UCWCt3hSz6mte4Axr-lrUEzw](http://www.youtube.com/channel/UCWCt3hSz6mte4Axr-lrUEzw)

RESI Hargeisa videos:
- [www.youtube.com/watch?v=V_gqQ5JvCDU](http://www.youtube.com/watch?v=V_gqQ5JvCDU)
- [www.youtube.com/watch?v=M5SVaX48hpc](http://www.youtube.com/watch?v=M5SVaX48hpc)

CONTACT US

kschlinder@intracen.org or evestergaard@intracen.org
**#360DIAGNOSTIC TECH STARTUP ASSESSMENT PLATFORM**

<table>
<thead>
<tr>
<th>BENEFICIARIES</th>
<th>MSMEs</th>
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<tbody>
<tr>
<td>CHALLENGE OR OPPORTUNITY ADDRESSED</td>
<td>Tech startups often struggle to understand their weaknesses. The one-hour 360Diagnostics diagnostic tool allows ITC to do a quick assessment remotely or on site and aggregate results online to enable comparisons across cohorts, sectors, and countries.</td>
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<tr>
<td>DESCRIPTION</td>
<td><a href="https://360diagnostics.intracen.org/">https://360diagnostics.intracen.org/</a> is a powerful and easy to use online platform that facilitates the international rollout of the #360Diagnostics startup assessment methodology developed by the International Trade Centre’s Tech Sector Development team. This bilingual (English and French) platform is used to assess the maturity and the internationalization readiness of tech startups. Assessments start with 10-15 min focused on qualitative data, and 30-40 minutes on qualitative indicators. The approach and tool are perfectly adapted to a training-of-trainers approach.</td>
</tr>
<tr>
<td>RESULTS</td>
<td>More than 150 startups in 10 countries have been assessed with the tool so far, allowing us to speed up the needs assessment and collect baseline data at limited cost quickly.</td>
</tr>
<tr>
<td>RISKS AND COLLABORATIONS</td>
<td>The risk was the technical partnership with Nascenia in Bangladesh, as we had limited resources to set up the platform. The collaborations focused on experts in West and East Africa to ensure the tool was truly adapted to our local audience.</td>
</tr>
<tr>
<td>EXTENT OF USE OR POTENTIAL TO BECOME STANDARD PRACTICE</td>
<td>The tool was developed in 2019 and piloted across 10 African countries in 2020. It is being used under FastTrackTech, NTF IV and YEP Gambia. Discussions with other projects working with tech startups are under way.</td>
</tr>
</tbody>
</table>
| FURTHER RESOURCES | • [https://360diagnostics.intracen.org](https://360diagnostics.intracen.org)  
<p>| CONTACT US | <a href="mailto:csall@intracen.org">csall@intracen.org</a> |</p>
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<tr>
<td>CHALLENGE OR OPPORTUNITY ADDRESSED</td>
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<tr>
<td>COVID-19 accelerated the trend of digital ecommerce channels for coffee trade since traditional reliance on travel was curtailed. MSMEs already had difficulties connecting with buyers but the pandemic makes it harder. COVID-19 provides an opportunity too: helping producer associations to develop their e-commerce capability means they can take a big leap into using alternative forms of market linkages and facilitate interactions between exporters/ producers and potential buyers.</td>
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<tr>
<td>DESCRIPTION</td>
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<td>Market linkages established via ecommerce between coffee producers and international buyers have become more prevalent in recent years and are accepted by the industry as a viable alternative or complement to traditional ways of trading. One such approach is that of online coffee auctions. ITC, through the European Union (EU)-funded East African Community (EAC) Market Access Upgrade (MARKUP) Project, has always been on the lookout for ways to improve how coffee exporting MSME connect with buyers. Within this framework, ITC is coordinating the set-up of online auctions across the EAC, which are run with the technical support of an auction platform provider and local coffee producer associations who support the logistics and coordination on the ground and for continuity beyond the project.</td>
<td></td>
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<tr>
<td>RESULTS</td>
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<td>• Built upon a pilot held at African Fine Coffees Association event, Mombasa 2020 where quality conscious buyers competed and coffees were sold at a very high price – on average $10.97 per kg instead of the usual $4 per kg paid for green coffee.</td>
<td></td>
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<tr>
<td>• Subsequently helped build capacity of Uganda Coffee Federation and Uganda Coffee Development Authority in hosting their own online auction branded as “Best of the Pearl”, the first ever of this kind for the Ugandan industry.</td>
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<tr>
<td>• This culminated in an online auction on 19 May 2021 where after a series of quality based qualifying rounds, specialty coffee Lots from 10 MSMEs were selected to proceed through to an auction. Intensive international marketing saw 37 buyers participate in the auction. Finally, 5 Lots were sold directly on the auction with the highest price of USD7 per kg, more than double a normal price. Lots not sold on auction continue direct negotiation with interested buyers.</td>
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<tr>
<td>RISKS AND COLLABORATIONS</td>
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<tr>
<td>The main risks of this innovative approach are linked to the logistics of coordinating the organisation of remote quality qualification judging rounds which require shipment of coffee samples across the world. Due to different custom regulations and controls, the coffee samples may be subject to delays which might have an impact on the quality of coffee upon arrival. Strong collaboration with professional auction organisers (such as Sensible Development) and with national and regional coffee associations and authorities, such as the Uganda Coffee Development Authority (UCDA) and Uganda Coffee Federation (UCF) in Uganda, was key to mobilise coffee exporters and to ensure the necessary logistics and the smooth organisation of the event.</td>
<td></td>
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</tbody>
</table>
EXTENT OF USE OR POTENTIAL TO BECOME STANDARD PRACTICE

From the producer association and MSME’s point of view, the lessons learnt in terms of organisation and costs mean that they are better prepared to run their own auctions in the future not only for the direct transactions but for overall industry promotion and buyer linkages.

MARKUP has refined standard operating procedures which can be easily adopted for online auctions in the coffee and tea sector for future ITC projects.

The sales achieved already offset the investment made by the MARKUP project and with negotiations continuing from networks gained from online auction with buyers by the Ugandan enterprises, the project expects a good return on investment.

From the success of the pilot online coffee auction at the EAC Coffee Business Forum in February 2020, strong demand emerged from the East African beneficiaries and counterparts for the organisation of additional online auctions, hence the launch of the Uganda online coffee auction, which will soon be followed by the one for Rwanda. For the tea sector, an online auction will be organised for specialty tea with the East African Tea Traders Association (EATTA).

FURTHER RESOURCES

- Pilot auction: https://eacmarkup.sensible.coffee/en/
- Best of the Pearl: www.bestofthepearl.coffee/en/

CONTACT US

- nwatson@intracen.org or musa@intracen.org
SHETRADES COMMONWEALTH BSO VIRTUAL GATHERING

**BENEFICIARIES**
Over 100 Business Support Organizations

**CHALLENGE OR OPPORTUNITY ADDRESSED**
To bring together over 100 BSOs from almost 30 Commonwealth countries in a one-week virtual gathering. This work was a collaboration between ITC SheTrades Commonwealth (SIVC) and Institutions and Ecosystems (I&E) teams.

**DESCRIPTION**
For the first time, a one-week virtual programme was set for over 100 Business Support Organizations (BSOs) from almost 30 Commonwealth countries. The programme focused on how BSOs build resilience to encounter COVID-19 crisis, including by sharing best practice. Participation was high during the one-week programme. After the programme, each BSO received a booklet with comprehensive information, including links to the video of each session.

**RESULTS**
Effective and efficient approach of knowledge transfer for a big number of BSOs through digital means.

**RISKS AND COLLABORATIONS**
Risk of a lack of commitment of BSOs given that the programme was online entirely.

**EXTENT OF USE OR POTENTIAL TO BECOME STANDARD PRACTICE**
This approach is a good approach for ITC to bring together a large amount of BSO beneficiaries online. Having a high number of countries involved as participants was exciting for participants to share best practice and learn from each other. If not online, the cost required to bring such stakeholders is very high. One should consider this approach for similar activities in the post-COVID-19 era.

**FURTHER RESOURCES**

**CONTACT US**
kristy@intracen.org or ldebornes@intracen.org
VIRTUAL EVENT SPACE FOR MSME EXHIBITIONS

**Beneficiaries**
MSMEs

**Challenge or Opportunity Addressed**
The main challenge was to identify and secure or create an ITC Platform that could effectively deliver virtual events and trade fairs. Connected to this was an opportunity to train and expose MSMEs to Virtual Fairs.

**Description**
Navigating the physical exhibition and thus market access challenges created by the COVID-19 pandemic, the SheTrades team worked to identify and secure a virtual trade fair platform to organize unlimited events to support MSMEs by virtually connecting them with international markets, buyers, and investors. The platform also enables MSMEs to leverage partnerships, share, learn and seize new business opportunities.

**Results**
After significant research, the team secured the Event10X platform for the organization. The platform was tested in February with the SheTrades Digital Forum, a week-long digital event aimed at leveraging partnerships and knowledge exchange among stakeholders (MSMEs, WOBS, buyers, investors, etc.). The event was a total success, with over 1,000 registrations, 115 virtual booths (which received 27,000 visits), 750 B2B meetings scheduled & up to 1.6 M in business leads.

**Risks and Collaborations**
This virtual platform was shared with other ITC colleagues and TISIs so they can replicate and organize their own events to unlock new trade and investment opportunities for MSMEs. The platform is available in all UN Languages and is user friendly, which increases the opportunities of collaborations with ITC’s network of TISIs and private sector actors.

**Extent of Use or Potential to Become Standard Practice**
The ITC Innovation Lab and other ITC projects are currently using this platform. SheTrades has also given access to the platform to over 5 TISIs trained by ITC, and is planning to give training and access to an additional 20 TISIs so they can organize their own virtual events to support their network of women MSMEs. By offering training to TISIs and MSMEs on how to exhibit virtually, as well as providing the platform to deliver these services, ITC provides better support to MSMEs and TISIs to build back better with tangible actions and offers.

**Further Resources**
You can visit the SheTrades Digital Forum page which is still live, once there, visit the exhibition center, where over 100 women are still exhibiting their products and services. [https://event10x.com/event/shetrades-digital-forum](https://event10x.com/event/shetrades-digital-forum)

**Contact Us**
paratian@intracen.org
**ECOMCONNECT.ORG: ONLINE COMMUNITY AND TOOLS**

**BENEFICIARIES**
- MSMEs

**CHALLENGE OR OPPORTUNITY ADDRESSED**
Addresses challenge of scaling ITC’s reach toward MSME e-commerce entrepreneurs and facilitating peer-peer and peer-expert exchange. Also captures opportunity to diffuse ITC technical know-how and leverage partnerships for greater participation in capacity building.

**DESCRIPTION**
ecomConnect is a networking and learning platform for e-commerce MSMEs, entrepreneurs and experts from developing and least developed countries. Piloted from late 2019, it was formally launched in June 2020 during the lockdown, and now hosts nearly 4,000 members and growing. The platform offers a number of tools: to self-assess readiness, to calculate costs and to access data about e-commerce marketplaces. Training guides and articles are shared along with dozens of videos. A regular series of events (“Ask the Expert”, “Get Inspired” and “Network with the Community”) hosts inspiring entrepreneurs and e-commerce leaders. Part of the ecomConnect programme, the platform allows ITC to structure private exchange with groups engaged in project work or support broader interactions.

**RESULTS**
- Nearly 4,000 members and growing
- +50 video tutorials and 50 articles and guides for members in one year
- Fostering new partnerships between members

**RISKS AND COLLABORATIONS**
With IT department and Procurement to structure an innovative solution: ecomConnect is a cloud-based solution on the "Hivebrite" platform, rather than a hosted software development that ITC had relied on previously for similar platforms.

ecomConnect also hosts tools - such as the "Africa Marketplace Explorer" - a database developed in partnership with the Amsterdam University of Applied Sciences. Together with ITC Office for Africa (DCP/OA) the team ran the first edition of "ecomConnect Day" - with sessions on the implications of the AfCFTA and COVID-19 for e-commerce in Africa.

The community also collaborates with external communities – such as the Cyber Readiness Institute – or ITC teams – such as SheTrades - to manage their own groups within the platform.

**EXTENT OF USE OR POTENTIAL TO BECOME STANDARD PRACTICE**
In June 2020 the ecomConnect team was able to use the ecomConnect.org platform to quickly structure and manage interactions for a World Bank project in the Middle East: a series of webinars were offered through the platform to support the immediate needs of entrepreneurs, especially those needs that arise from the COVID-19 implications. The innovation has been adopted by the Youth and Trade team at ITC, who used the Hivebrite solution for migration of their "Ye!" platform.

**FURTHER RESOURCES**
- [https://ecomconnect.org/](https://ecomconnect.org/)

**CONTACT US**
- howe@intracen.org
Ye! Coffee Roulette - An innovative approach to traditional mentor matchmaking. Using the Random Coffee Technology, Youth & Trade programme through its Ye! Community is leveraging technology to connect mentors and mentees across borders and time zones, to facilitate greater interaction and knowledge sharing. The technology uses three simple criteria to connect mentors and mentees for periods of three months.

Randomness means some people might not find it intimate enough. There is a risk that if technology is not properly implemented and understood by participants that it is not fully taken advantage of. Risk that some people don’t follow through with their matches.

The solution was piloted in late 2020 with positive results. 108 matches were made over the course of 6-months. Mentors and mentees connected from across the globe for 2-month pairings (now extended to three in the rollout 2.0). Mentors from India connected with youth from Uganda and other cross-border linkages were made that may not have seemed possible via direct matching. Participants in the pilot were matched three separate times to spur engagement and knowledge exchange. Today, the initiative has expanded with 228 entrepreneurs and mentors signed up for the Ye! Coffee Roulette 2.0.

For further resources, visit [https://social.yecommunity.com/page/mentoring-coffee-roulette](https://social.yecommunity.com/page/mentoring-coffee-roulette)

Contact us at csterngold@intracen.org or jjostock@intracen.org
**AREATYPE**: DIGITAL TRANSFORMATION | COMMUNITY BUILDING

**ECOMCONNECT E-LABS & E-COMMERCE LEADERSHIP PROGRAMME**

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<tr>
<th>BENEFICIARIES</th>
<th>MSMEs</th>
</tr>
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**CHALLENGE OR OPPORTUNITY Addressed**

The e-labs and the e-commerce leadership program enable businesses to learn from peers and receive tailored e-commerce training support. Anna Sophia, who is participating as a mentor in the program in Central America says about the initiative: "I am very excited to be able to pass on experience and knowledge to a motivated colleague. I learn more when I am teaching myself and other entrepreneurs learn from the mistakes I have made. I also find it very enriching to have students in other countries of the region. Sometimes I feel that communication stays local. It is important to get out of the bubble and connect with other entrepreneurs, like my mentee in El Salvador."

**DESCRIPTION**

E-Labs are tailored support initiatives to provide remote one-on-one support to advanced e-commerce businesses. Through the "e-labs", ecomConnect builds a network of e-commerce pioneers in projects who are able to take on a mentoring role toward less advanced businesses. The innovation has been successfully tested in a project in Central America where 18 teams consisting of advanced businesses and beginners from different Central American countries work together to sell via e-commerce channels such as Etsy, eBay and Shopify.

**RESULTS**

Example: E-Commerce Project in Central America
- 50+ optimized online shops
- 600+ online orders from customers in 20+ countries
- 150k+ online visits

**RISKS AND COLLABORATIONS**

eBay, Etsy, PayPal, Payoneer and DHL support the initiative by providing preferential rates to the beneficiaries

**EXTENT OF USE OR POTENTIAL TO BECOME STANDARD PRACTICE**

The initiative is currently being replicated in another e-commerce project in Central Asia.

**FURTHER RESOURCES**


**CONTACT US**

ecomconnect@intracen.org
### BENEFICIARIES

| ITC |

### CHALLENGE OR OPPORTUNITY ADDRESSED

Lack of option for ITC experts to travel and deliver workshops for ITC beneficiaries, nor ensure quality of the workshops delivered by local partners hired in-lieu of international expert; Erratic workshop reporting; Need to adapt to a new – post-COVID-19 - way of working, i.e. travelling less (minimizing CO2) and capacitating more local teams.

### DESCRIPTION

With COVID-19 the importance of building national capacity using the traditional in-class methodology has increased in importance. The Learning Solutions team of ITC came up with an augmented version of this. This innovation is an instructor-led training augmented by a multimedia learning content-loaded box, connected to a screen, in a room, linked to customized workbooks for learners, all developed by SME Trade Academy instructional designers. The main advantage is that the learning experience is of high quality despite the fact that a topic expert may not be present.

### RESULTS

- High quality learning of ITC trade-related topics/knowledge
- Local teams supported with innovative IT solutions, enhancing their capacity to deliver impact
- Appropriate use of technology, even in a low, to no connectivity environment
- Make use of learners’ mobile phones to enrich the learning experience (interactive polling)
- Incorporate live presentations from other locations into the digital presentation (when internet is OK)
- Automated reporting of attendance, activities and performance

### RISKS AND COLLABORATIONS

HQ-staff and field-staff need to work closely together as facilitators need to be trained to use the solution.

### EXTENT OF USE OR POTENTIAL TO BECOME STANDARD PRACTICE

This exciting innovation is currently being rolled-out in Zambia. It is a new solution which can benefit many ITC clients, particularly the less connected ones.

### FURTHER RESOURCES

**CONTACT US**

dard@intracen.org
1. TV with an HDMI port
2. Media Hub
HIGH PERFORMANCE SALES: EFFECTIVELY NEGOTIATE, SELL TO AND INFLUENCE YOUR BUYERS

**BENEFICIARIES**

MSMEs: CEOs, Sales & marketing managers and staff

**CHALLENGE OR OPPORTUNITY ADDRESSED**

- To allow SMEs to quickly increase sales opportunities and close deals by addressing knowledge and skills gaps prior to them entering into a business transaction or attending a buyer-seller meeting or negotiation.
- To deliver impactful learning virtually, especially during the pandemic period.

**DESCRIPTION**

A first of its kind, this learning programme addresses sales, negotiation and persuasion skills with a guarantee of immediate impact on SMEs’ sales. It is a training and coaching programme aiming at best preparing SMEs for their participation in physical and/or virtual trade fairs/shows and B2B meetings.

Offered in both virtual and hybrid (i.e. virtual and face-face) formats, this sector-adapted programme uses accelerated learning principles and the latest sales research, it leverages state-of-the-art online simulations, engagement solutions, role plays, case studies, etc. aiming at rapidly changing learners’ behaviours.

Topics covered: value proposition design, sales pitching, business negotiation, high impact sales processes and tools, dealing with objections, communication skills, branding, digital communication, physical and digital B2B meetings and trade fairs, and doing business with culturally different buyers (12 cultures so far).

This programme is available both in French and English, and is adapted to fashion/textile, handicrafts, small manufacturing and service sectors, as well as both B2C and B2B sectors.

**RESULTS**

SME managers and sales staff are able to:
- Effectively negotiate, sell to and influence buyers
- Better prepare themselves for sales events and better close deals
- Communicate effectively with buyers from different cultures
- Fully realize the importance of strategic thinking, digitalization, paving the way for individual assistance

By the end of 2021, more than 200 SME managers and sales will be fully trained across 6 French or English speaking countries.

The programme was designed as an immediate Covid-19 response: 1. travel restrictions led us to think innovatively to engage participants through virtual means; 2. SMEs are facing the urgent need to secure their current contracts and close new deals.

Collaboration is activated on various fronts with ITC’s market linkages experts, sector experts (textile and clothing, agribusiness, IT).

Collaborations: SME Trade Academy, INSEAD, Gamelearn.

**EXTENT OF USE OR POTENTIAL TO BECOME STANDARD PRACTICE**

It is a new solution but the pace at which assistance requests are received from ITC programmes reveals the very high potential to become a very high demand programme and a standard practice at ITC.

**FURTHER RESOURCES**

ioannitis@intracen.org
Learn Negotiation Skills
Plaing a Video Game

A unique programme

1. A multi-format programme: 1) Fully virtual (lower impact) or 2) Hybrid physical and virtual (very high impact)

2. A balanced mix between theory (30%) and practice (70%) for the hybrid format, including 2 hours of individual coaching

3. Concepts and tools borrowed and adapted from the best

HARVARD LAW SCHOOL

gamelearn

INSEAD

The Business School for the World®

akteos
At the 2021 ITC Innovation Fair, retired staff participated in a session titled “Back to the Future” to discuss the organization’s history of innovation and share thoughts on how to drive and support creativity in the years ahead. The quotes below highlight some of those thoughts:

“Provide space for yourself and your team to become more innovative – including the right to make mistakes. Include the discussion on whether you perceive to have this space and how you have performed in your periodic performance reviews.”

*Friedrich VON KIRCHBACH,*
former Director of the Division of Country Programmes.
ITC years: 1984 - 2013

“Ensure that the innovations pursued are situated within a defined scope and are aligned with corporate and well-shared objectives in order to avoid dispersed efforts and resources. Innovations that demonstrate potential to be sustainable should get full support from management and be evaluated over time to ensure they deliver impact.

Always keep in mind ITC's target beneficiaries in developing and least developed countries: the proposed innovative solutions for them must respond to well-identified needs and be adapted to their absorption capacity, raising such capacity when necessary.”

*Nadia HEBBOUL,*
former Senior Officer/Acting Chief, Trade Institutional Strengthening Section (now Trade and Investment Support Institutions Section).
ITC years: 1989 – 2010

“In my experience, key ingredients for driving and supporting innovation are: when designing and delivering services, always identify, assess, and stick to needs of beneficiaries and their absorption capacity; do not make supply-oriented assumptions; do not confuse what beneficiaries really need and what they may want. Have an open mind, remain flexible but always stick to the set objectives.

Adopt a multi-disciplinary and integrated team approach; test new ideas and solutions; evaluate results, measure impact; learn from feedback, and make improvements. Look out for partnership opportunities in the wider environment of trade development technical cooperation.

Senior management is encouraged to take calculated risks and keep supporting innovators.”

*Alain CHEVALIER,*
ITC years: 1967 - 2009, different posts and functions from operational to senior level.