



International
Trade
Centre

TRADE IMPACT
FOR GOOD

Operational Plan 2020



ITC mission:

To enhance inclusive and sustainable growth and development in developing countries, especially least developed countries, and countries with economies in transition through improving the international competitiveness of MSMEs.

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OPERATIONAL PLAN 2020

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FOREWORD

In the third year of implementation of our Strategic Plan 2018-2021, ITC is continuing its growth. This year, we have set a target of delivering **more than \$135 million** in technical assistance for our vision of ‘good trade’ – inclusive and sustainable trade that supports our members in achieving the Sustainable Development Goals by 2030. Through all our work, we remain fully committed to serving our member states and contributing to the evolution and strengthening of the United Nations Development System, and the World Trade Organization.

Our focus remains on three main beneficiary groups: policymakers, trade and investment support institutions (TISIs) and micro, small and medium enterprises (MSMEs). We will support policymakers and trade and investment support institutions to build more favourable business environments in consultation with the private sector, and to offer more services to MSMEs. We will work directly with these MSMEs to improve their business operations, strengthen their market linkages, and facilitate trade and investment. Our trade intelligence will serve a global audience and inform research and advocacy on international trade as a global public good. We will also continue to focus on how we can help MSMEs adapt to new ‘green’ and sustainability requirements, especially given the global debate around climate change.

Our annual results targets have increased, in line with our project portfolio. We plan to reach 1 million regular users of our Global Public Goods and raise awareness on trade matters among almost 400,000 users across our online platforms. We plan to influence 100 policy, regulatory or strategy changes that improve the MSME business environment, and achieve 400 improvements in TISIs’ operations and management. Finally, we aim to enable more than 20,000 MSMEs to improve their business operations, transact business, invest or attract investments, half of which will be owned or operated by women.

Our country presence is evolving. We are increasingly present in the field, boosting our participation in UN Country Teams, building new partnerships and engaging with local implementing partners. In 2020, the scale of ITC country-level interventions will increase further, in particular in our focus area ‘Connecting to International Value Chains’. Some of our new interventions will focus on women’s economic empowerment and trade partnerships in sub-Saharan Africa, while new country and regional initiatives will take place in Pakistan, Myanmar, Central Asia and in the Caribbean, among others.

Our interventions will be carried out in agribusiness value chains; cotton and textiles, and services, such as tourism, information technology (IT) or IT-enabled services, and e-commerce, which offer trade and investment potential as well as entrepreneurship and employment opportunities for youth, women and people at the base of the pyramid. We will advance our work in supporting MSMEs in the adoption of sustainable business practices, in becoming climate resilient and mitigating other environmental risks. Our work enhancing the transparency and traceability of value chains continues with a new public traceability tool based on blockchain technology, and continuing support to enable MSMEs to profit from technology and the adoption of digital trade practices. We will support the African Union in the operational phase of the African Continental Free Trade Agreement through the African Trade Observatory that will provide trade data and analysis to policymakers and interested stakeholders, including economic operators.

Our delivery model is changing. ITC continuously adjusts its operating model in response to external challenges. What we offer is cautious growth supported by skilled personnel and trustworthy implementing partners. We will continue to advance good project-management practices, with an emphasis on responsible exit strategies, and will introduce post-project follow-up methodologies to confirm the sustainability of our interventions. We are investing resources into initiatives that help de-risk our project portfolio. Meanwhile, our support systems include flexible project management, focused planning and monitoring, and an integrated risk management framework. ITC will also implement its new sustainability guidelines, providing full visibility to four sustainability perspectives in our portfolio: gender, youth, the environment and social responsibility.

We extend our gratitude to partners and funders that share our goals and support our commitments, and to beneficiaries that challenge us to co-design solutions that address their needs and work for them. Together we will achieve the goals outlined in our Operational Plan 2020.



Dorothy Tembo, Executive Director a.i.
International Trade Centre

ACRONYMS

| | |
|---------|--|
| ACP | African, Caribbean and Pacific Group of States |
| AU | African Union |
| COMESA | Common Market for Eastern and Southern Africa |
| EAC | East African Community |
| ECOWAS | Economic Community of West African States |
| EIF | Enhanced Integrated Framework |
| FAO | Food and Agriculture Organization |
| IATI | International Aid Transparency Initiative |
| IEU | Independent Evaluation Unit |
| ITC | International Trade Centre |
| ITF | ITC Trust Fund |
| LDC | Least developed country |
| LLDC | Landlocked developing country |
| MSME | Micro, small, and medium-sized enterprise |
| NGO | Non Governmental Organisation |
| NTM | Non-tariff measures |
| PSC | Programme support cost |
| RB | Regular budget from the United Nations and World Trade Organization |
| SADC | Southern African Development Community |
| SDG | Sustainable Development Goal |
| SIDS | Small island developing states |
| SVEs | Small and vulnerable economies |
| TISI | Trade and investment support institution |
| TRTA | Trade-related technical assistance |
| UEMOA | West African Economic and Monetary Union |
| UNCTAD | United Nations Conference on Trade and Development |
| UNHCR | Office of the United Nations High Commissioner for Refugees |
| UN-SWAP | United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women |
| W1 | Window 1 of the ITC Trust Fund |
| W2 | Window 2 of the ITC Trust Fund |
| WBE | Women Business Enterprise |
| WTO | World Trade Organization |
| XB | Extrabudgetary resources |

1. ITC's 2020 delivery highlights

As the joint development assistance agency of the United Nations (UN) and the World Trade Organization (WTO), ITC is the only multilateral agency fully dedicated to supporting the internationalization of MSMEs. Its mandate combines a focus on expanding trade opportunities with the aim of fostering sustainable development. The ITC Strategic Plan 2018–21, has outlined ITC's goals and priorities in a changing trade and development landscape. This Operational Plan 2020 presents what we aim to achieve with our budget this year, in view of our strategic plan. It sets quantitative results, targets and qualitative milestones for ITC's focus areas, programmes and operations.

In 2020, ITC will continue to translate its vision of 'Good Trade' to the specific reality of its beneficiaries who operate in a variety of contexts. A large number of projects will fall under two of ITC's six focus areas – 'Connecting to international value chains' and 'Promoting and mainstreaming inclusive and green trade' – that both draw on all areas of ITC expertise.

Our project portfolio continues to mature with longer-term, larger-scale country and thematic interventions. This year, ITC will manage twenty-two large, often country-specific projects with annual budgets ranging from \$1–\$6 million, accounting for over half of the planned extrabudgetary delivery. In line with the Strategic Plan, over 80% of ITC's country-specific delivery is planned in ITC's priority countries: least developing countries (LDCs), landlocked developing countries (LLDCs), small-island developing states (SIDS), countries in sub-Saharan Africa, post-conflict and fragile states, and small and vulnerable economies (SVEs).

ITC is increasing its country presence in **Asia and the Pacific**, specifically in Afghanistan, Lao People's Democratic Republic, Myanmar, Nepal, Pakistan, Fiji and Papua New Guinea. With the new project, 'Pakistan: Growth for rural advancement and sustainable progress (GRASP)', ITC will contribute to poverty reduction through the development of rural SMEs in the Sindh and Balochistan provinces. The project will create gender-inclusive employment and income opportunities in rural areas through targeted support to the public and private sectors. The project is expected to work intensively on the promotion of women's economic empowerment. In Myanmar, the ARISE+ project will focus on gender-inclusive and market-led value chains with an aim to increase trade diversification and integration: regionally, with other members of the Association of Southeast Asian Nations (ASEAN), and with the European Union and other markets. This will be complemented by ongoing initiatives promoting trade and investment, and tourism. In Afghanistan, ITC's Ethical Fashion Initiative continues its efforts to develop two value chains in the lifestyle market, to create sustainable employment and livelihoods of returnees, internally displaced populations, potential migrants, farmers and artisans. In the Pacific, targeted export promotion support will be provided in Fiji, Vanuatu and Papua New Guinea under multi-country initiatives.

In Central Asia, ITC will focus on increasing intra-regional and international trade by supporting the removal of regulatory and procedural barriers to trade, strengthening the capabilities of businesses comply with trade formalities and standards, and improving cross-border e-commerce. Work on supporting MSMEs in the textile and clothing sector value chains in Kyrgyzstan and Tajikistan will continue under the Global Textile and Clothing (GTEX) initiative.

In Eastern Europe, ITC continues to support countries in connecting to global and regional markets by increasing the capacities of exporters to produce goods in accordance with global and EU market requirements, and connecting them with potential buyers. With the creation of a regional Trade Helpdesk ITC will enable the public and private sector in selected Eastern European countries to make better informed decisions and, as such, contribute to increasing regional and international trade.

In sub-Saharan Africa, ITC continues to deliver large-scale programmes in the Gambia and Guinea targeted at building youth skills and entrepreneurship. In East Africa, ITC's Market Access Upgrade Programme (MARKUP), which is active in Burundi, Kenya, Rwanda, Uganda and Tanzania, will contribute to improvement of market access to EU of selected sectors, including avocado, cocoa, coffee, spices and tea. Meanwhile, trade and investment support with China and India continues under the Partnership for Investment and Growth in Africa (PIGA) and the Supporting Indian Trade Preferences for Africa (SITA) projects. In Kenya, ITC will also deliver a significant component of its Culture project, focused on ethical fashion and ethical lifestyle segments. In West Africa, ITC will expand its SheTrades

initiative with a focus on the strengthening of selected agribusiness value chains, including shea, cassava and cashew. ITC will engage with the Economic Community of West African States (ECOWAS) through the West Africa Competitiveness Programme (WACOMP) to build regional value chains around the cassava, mango, cotton/textile/clothing and information, technology and communications sectors. We will also collaborate with ECOWAS member states, including Guinea, Senegal and Sierra Leone on business and export promotion for key selected national value chains. In addition, in partnership with the UN Economic Commission for Africa (UNECA), ITC will provide guidance to African states to develop national strategies for the implementation of the on the African Continental Free Trade Area (AfCFTA).

In Latin America and the Caribbean, ITC will continue its work on enhancing livelihoods and developing better market connections for farmers, artisans, microentrepreneurs and vulnerable people. ITC will expand its interventions on the coconut value chain in nine Caribbean countries, and two initiatives – on arts and crafts e-commerce, and border-area entrepreneurship – will continue in Central America. In Colombia, ITC is assisting the consolidation of the peace process by enhancing productivity and establishing market connections for small scale farmers in conflict-affected areas.

Covering selected African, Caribbean, and Pacific (ACP) countries, ITC's ACP initiative will focus on strengthening productive capabilities and value chain alliances in agriculture and agribusiness value chains, to achieve two key outcomes: adopting and implementing business-friendly, inclusive and responsible national policies and legal frameworks; and strengthening the productive and marketing capabilities of MSMEs.

In the Arab states, ITC will continue its initiatives to support and enhance regional integration. Interventions will include trade facilitation and value chain development in Jordan; packaging in Tunisia; the development of an export promotion centre in Bahrain. In the State of Palestine and Iraq, ITC will be carrying out value-chain development and enhancing employment of vulnerable populations, in particular, of refugees, displaced persons and youth, whereas in Djibouti, Sudan and Qatar, ITC will continue working on tourism, on WTO accession and on market intelligence respectively. Meanwhile regional and global initiatives will be implemented in in Egypt, Morocco and Tunisia, including GTEX-MENATEX and SheTrades initiatives.

Globally, the footprint of ITC's market analysis tools will continue to expand. Central to this is the building of additional customized and embedded versions of the tools, and supporting AfCFTA implementation with relevant tools and access to trade intelligence. Examples of such work include the Trade Negotiation Tool, which is already being deployed in support of the AfCFTA negotiations, and the African Trade Observatory, which is foreseen to be launched and operational in 2021. ITC will expand its standard offering of national and regional trade information portals and will formally launch the Global Trade Helpdesk in June 2020, which is a joint initiative between ITC, the United Nations Conference on Trade and Development (UNCTAD) and the WTO

The SheTrades programme continues to grow and will intensify efforts on providing access to finance for women-owned businesses (WOBs) in Asia, through a new SheTrades-CARE investment fund, which has a targeted size of \$75 million. ITC's Trade for Sustainable Development programme will add a new feature to the Sustainability Map portal, namely the hosting of the first-ever neutral blockchain traceability platform. Through this it will be possible to gather blockchain-based data from multiple companies and sources, and respond to consumer demands for evidence for ethical and environmentally friendly value chains.

ITC will publish its flagship SME Competitiveness Outlook 2020 focusing on the role of multilateralism to address risks faced by SMEs in an era of climate change, trade policy change, technological disruption and uncertainty in financial markets. ITC's academically recognized SME competitiveness assessment methodology will continue to be deployed to help selected countries identify the needs of SMEs, identify export-ready firms and investment-ready firms. National ownership and sustainability of this work is guaranteed by strengthening the capacities of project stakeholders in collection of enterprise-level data in order to facilitate creation of country-level competitiveness databases. The methodology will also be deployed at the corporate level to inform project proposals and build standardized baselines for ITC's projects.

2. ITC's vision and mission

Vision

Good Trade.

Mission

ITC's mission is to enhance inclusive and sustainable economic growth and development in developing countries, especially least developed countries and countries with economies in transition, through improving the international competitiveness of their MSMEs.

Goals

The goals deemed necessary for achieving ITC's mission are:

- Improved national business and trade environments for MSMEs;
- Improved performance of trade, investment and other business support organizations, individually and as business ecosystems, so that they offer high-quality, sustainable business services to MSMEs; and
- Improved international competitiveness of MSMEs.

To implement its goals, ITC has organized its services around six focus areas and associated programmes. To measure progress, the organization uses a three-tier scorecard, with Tier I representing the SDG perspective, Tier II tracking corporate outputs and outcomes, and Tier 3 monitoring the success of ITC's corporate efficiency and effectiveness initiatives.

Intermediate outcomes

While achieving its top three goals is part of ITC's scorecard (Tier II), ITC also tracks some strategically important sub-goals and programmatic milestones, and considers this an important area for improving the organization's results based management system. These results are the intermediate outcomes that work in support of achieving Tier II goals. They are an integral part of the theories of change of each ITC programme.

Some types of intermediate outcomes for 2020 are listed below:

- Building **consensus** and **commitment** (for example, from organizations supporting women);
- **Knowledge** and **skill transfer** to beneficiaries, (especially to youth, women and poor communities);
- **Technology transfer** and **investment** (for example, in South-South cooperation initiatives).

Organizational initiatives

The achievement of ITC's goals is supported by ITC's resources, business processes and organisational culture. ITC tracks the development of these enablers through the Tier III indicators of the corporate scorecard. Corporate initiatives that strengthen the enablers and catalyse changes that increase effectiveness and efficiency (such as building a culture of innovation and risk management framework, or the IATI transparency initiative) are described in [Chapter 8](#).

Good Trade: Inclusive, sustainable, and consumer friendly trade that supports countries in achieving the SDGs

3. ITC's budget and planned delivery of technical assistance in 2020

3.1 Budget overview

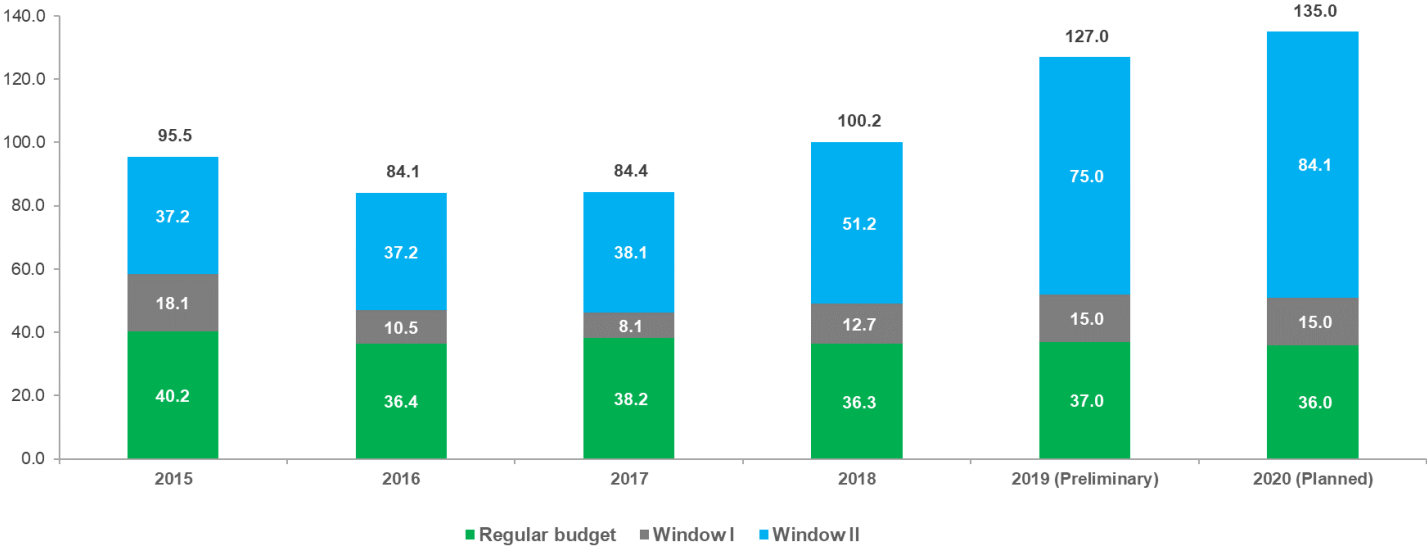
ITC plans to deliver trade-related technical assistance worth \$135 million in 2020, representing an increase of 6.3% compared to the actual delivery in for 2019.¹ This delivery will be financed by two types of funds: the regular budget (RB) and extrabudgetary funding (XB), which includes programme support costs (PSC).

The RB is provided in equal shares by the World Trade Organization and the United Nations and has remained fairly stable in recent years.

The XB complements RB funds and represents voluntary contributions by public and private funders to the ITC Trust Fund (ITF). Contributions to the ITF cover unearmarked and soft-earmarked funds (Window I) and funds that have been earmarked for projects (Window II). Income from the sale of products and services such as ITC publications and from subscriptions to online tools also flows to Window II of the ITF.

PSC represents a percentage of all XB expenditure and is used to recover the incremental indirect costs incurred by supporting activities financed by XB contributions.

Figure 1: ITC's delivery of technical assistance by source of funding, 2015-2020 (in \$ million, including the PSC rate)



¹ Preliminary figure.

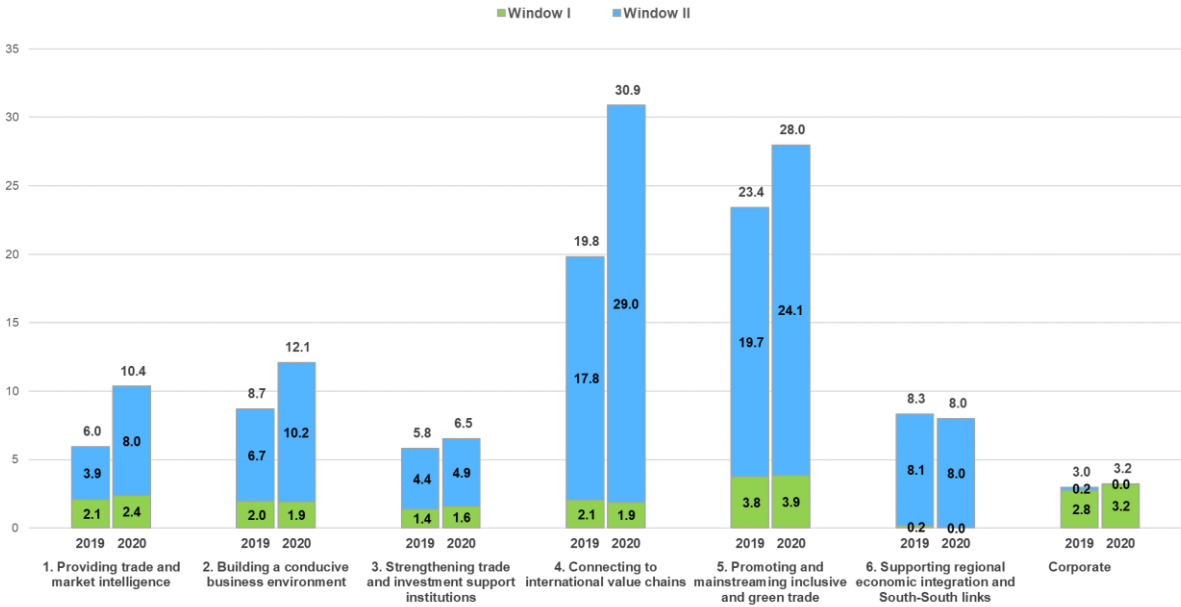
3.2 Delivery by focus area and programme

ITC delivers its trade-related technical assistance in six focus areas, each of which is underpinned by programmes. The programmes translate the objective of the focus area into a cross-disciplinary solutions approach and are supported by a comprehensive theory of change.

Each project that ITC implements with its partners on the ground represents a customized application of the programme theories of change, according to the specific needs of ITC’s government partners and the targeted beneficiary groups. Therefore, the weight of each focus area and programme in ITC’s portfolio changes from one year to another depending on the priorities of our clients.

Figure 2 below shows the distribution of planned delivery under ITC’s 2020 portfolio of projects by funding type and focus area.

Figure 2: Distribution of ITC's planned XB-funded technical assistance delivery by focus area , in \$ million, including PSC, 2019 and 2020



The XB budgets in 2020 will increase for five focus areas and remain stable for focus area 6. The focus areas with the largest increases are ‘Promoting and mainstreaming inclusive and green trade’ and ‘Connecting to international value chains’. It should be noted that expertise from focus areas 1, 2 and 3 forms a major input to the two largest focus areas, constituting components in their programmes’ theory of change. Financial delivery is reflected under the focus area that hosts the overarching service.

The planned increase in the focus area ‘**Promoting and mainstreaming inclusive and green trade**’ is due to an expansion of ITC’s portfolio under the four associated programmes. In 2020, ITC’s **Women and Trade programme** will expand its activities in West Africa and Pakistan, while intensifying activities in the Arab States, in the Caribbean and in Latin America. At the global level, ITC will expand access to finance for women entrepreneurs through the SheTrades Invest initiative and the call to action to connect three million women to market by 2021. The **Youth and trade programme** remains prominent in sub-Saharan Africa, with its two largest initiatives in The Gambia and Guinea. The programme focuses on socio-economic integration and the empowerment of youth, by developing the foundations of trade: skills development, entrepreneurship and market development, and access to relevant finance.

ITC’s Ethical Fashion Initiative (EFI), which is the cornerstone of the **Poor Communities and Trade programme**, continues to implement large projects in Afghanistan, Burkina Faso and Mali, as well as a large multi-country project that covers Côte d’Ivoire, Iran, Kenya, Mali, Tajikistan, Uganda and Uzbekistan. ITC’s initiatives for building Refugee Employment and Skills (RESI) will take place in several

sub-Saharan African countries, including Kenya and Uganda, that host large refugee communities. People living in conflict-affected areas in Colombia will continue to receive support through productivity enhancements and better market connections. ITC's **Trade for Sustainable Development (T4SD) Programme**, will continue integrating private voluntary standards in its Sustainability Map to improve transparency, and rolling out T4SD Hubs in partnership with national institutions, and provide support to MSMEs climate-change adaptation, enhance circular economy principles, and adoption of sustainability standards. The programme will work particularly closely with enterprises and institutions in the textiles and clothing sector.

The increase in the focus area '**Connecting to international value chains**' is due to multiple initiatives in all regions under the **Value-added to Trade programme**. The programme focuses on the integrated development of internationally competitive sector value chains, and working with partners at the policy, institutional and enterprise level. ITC will strengthen value chains in the Arab states and work with Alliances for Action in the ACP region; work on upgrading market access for MSMEs in East African countries; expand its work in the coconut sector in the Caribbean and start implementing a large country-level initiative in Pakistan. ITC's E-solutions programme will provide support on e-commerce for refugees and displaced persons in the State of Palestine and improve the ability of Central American women artisans to access global e-commerce markets, while also continuing to support the development of innovative tools helping to access e-commerce opportunities.

Within the '**Providing trade and market intelligence**' area, ITC continues to improve and maintain its unique offering of Global Public Goods and is expanding its data pool of business intelligence based on its competitiveness assessment tools. ITC will also implement localized transparency and monitoring solutions, such as the African Trade Observatory, that will support the AfCFTA through provision of key up-to-date trade data and statistics across the African continent. Another initiative, the Systemic Mechanism for Safer Trade, will support Thailand and Lao PDR in the area of pesticide use and control, and help improve their governance in the area of food safety.

In the focus area '**Building a conducive business environment**', ITC will have large-scale activities in trade facilitation for East African countries, it will support trade policymaking and implementation in Pakistan and Bhutan, and will expand its work on policy and strategy development in Iran, Myanmar and Curaçao. ITC will also provide support to developing country delegations in light of ongoing discussions on investment facilitation at the WTO.

ITC will be **strengthening trade and investment support institutions** through multiple project interventions, some of the largest being in the ECOWAS region, Bahrain, Burundi, Guinea, The Gambia, Iran and Senegal. In parallel, ITC will develop a new version of its benchmarking platform for TISIs, which will provide access to in-depth, assisted, comparative performance assessments and improvement recommendations for different types of business support organisations.

In the focus area '**Supporting regional integration and south-south links**', ITC will expand its activities in support of regional trade in the Central European Free Trade Area, East and West Africa, Myanmar and Lao PDR, while ITC's PIGA and SITA projects remain ITC's main initiatives in promoting South-South trade and investment.

The **corporate budget** serves to improve ITC's internal business processes and facilitates the efficient and effective delivery of ITC's outputs and outcomes. In 2020, ITC will continue investments in the automation of processes, result-based management, and as part of its focus on effective advocacy, will continue work on a new corporate website.

The comprehensive list of 2020 ITC projects, including their association with each focus area, is available in [Appendix II](#).

The Table 1 shows the 2020 XB budgets by focus areas and respective programmes.

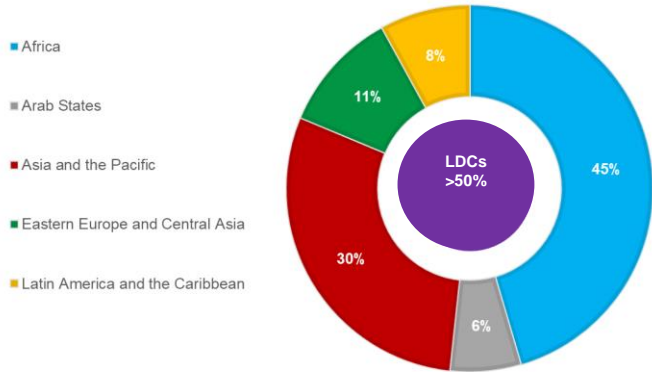
Table 1: Distribution of ITC's planned XB-funded technical assistance delivery by Focus area and programme, in \$

| ITC Focus areas and programmes | 2020 Budget |
|---|--------------------|
| 1 Providing trade and market intelligence | 10,356,000 |
| 1.1 Transparency in Trade | 6,689,000 |
| 1.2 Non-Tariff Measures in Goods and Services | 2,729,300 |
| 1.3 Competitive Intelligence | 937,700 |
| 2 Building a conducive business environment | 12,082,700 |
| 2.1 Trade Development Strategies | 3,249,000 |
| 2.2 Trade Facilitation | 5,495,700 |
| 2.3 Supporting Trade Negotiations and Policy Reform | 3,338,000 |
| 3 Strengthening trade and investment support institutions | 6,516,300 |
| 3.1 Strengthening Trade and Investment Support Institutions | 6,516,300 |
| 4 Connecting to international value chains | 30,876,900 |
| 4.1 Value Added to Trade | 28,504,800 |
| 4.2 E-Solutions: Linking Businesses to Markets | 2,372,100 |
| 5 Promoting and mainstreaming inclusive and green trade | 27,962,400 |
| 5.1 Empowering Women to Trade | 9,573,300 |
| 5.2 Empowering Poor Communities to Trade | 8,349,400 |
| 5.3 Youth and Trade | 5,947,000 |
| 5.4 Trade for sustainable development | 4,092,700 |
| 6 Supporting regional economic integration and South-South links | 7,992,400 |
| 6.1 Boosting Regional Trade | 4,532,000 |
| 6.2 South-South Trade and Investment | 3,460,400 |
| 7 Corporate | 3,238,800 |
| Total | 99,025,500 |

3.3 Delivery by country and region

In 2020, consistent with our commitments, ITC intends to provide over 80 per cent of its country-specific technical assistance to priority countries: LDC, LLDCs, SIDS, sub-Saharan Africa, post-conflict and fragile states, and SVEs. Over 50% of the assistance will be provided to LDCs alone. In addition to country-specific projects designed in cooperation with national governments, ITC services are also provided through a portfolio of multi-country, regional, and global projects. ITC’s global public goods enable broad-based access to trade and market intelligence.

Figure 3: Regional distribution of ITC’s planned technical assistance delivery in 2020, excluding global and multi-regional projects



Top 5 countries per region, by planned delivery in 2020

| | | | | |
|---|--|---|--|--|
| <ol style="list-style-type: none"> 1. Guinea 2. The Gambia 3. Kenya 4. Ghana 5. Burkina Faso | <ol style="list-style-type: none"> 1. Morocco 2. Egypt 3. Tunisia 4. Jordan 5. State of Palestine | <ol style="list-style-type: none"> 1. Pakistan 2. Myanmar 3. Lao People's Democratic Republic 4. Iran (Islamic Republic of) 5. Afghanistan | <ol style="list-style-type: none"> 1. Tajikistan 2. Kyrgyzstan 3. Ukraine 4. Uzbekistan 5. Kazakhstan | <ol style="list-style-type: none"> 1. Colombia 2. Saint Lucia 3. Jamaica 4. Guatemala 5. Dominican Republic |
|---|--|---|--|--|

4. Corporate scorecard 2020

ITC's vision is 'Good Trade'. This suggests trade that is inclusive, sustainable and supports Member States in achieving the SDGs. ITC's mission is to pursue 'Good Trade' through improving the international competitiveness of MSMEs in developing countries, especially LDCs and economies in transition.

MSMEs constitute about 99% of all enterprises, contribute to 70% of global employment, and, in countries with the lowest income levels, the proportion of employment among micro and small enterprises comprises almost 100%. MSMEs that are engaged in international value chains tend to be more productive, pay higher wages, fuel economic growth, increase employment opportunities and improve livelihoods, especially for women.

Aspects of gender, youth, green growth and social responsibility perspectives are mainstreamed into ITC project design, implementation, monitoring and evaluation. The mainstreaming focus was re-enforced in 2019 with publication of the guidelines entitled 'Mainstreaming Sustainable and Inclusive Trade in ITC Projects'. In 2020, ITC's project-quality review process will increase the demands on project designers and managers to demonstrate the contributions of projects to these cross-cutting objectives.

To measure whether ITC is on track with its objectives, the organization uses a three-tier scorecard, with Tier 1 representing the SDG perspective, Tier 2 tracking ITC's development results through quantitative corporate outcome and output indicators, and Tier 3 monitoring key performance indicators to track corporate efficiency and effectiveness. In addition, ITC monitors progress on the key initiatives specified in the ITC Strategic Plan, that are translated into annual Operational Plan milestones, to ensure good development results and efficient operations.

ITC's contributions to the achievement of SDG targets, the results against annual output and outcome targets and milestones are reported to the UN Secretariat, to the ITC Consultative Committee of ITC's Trust Fund (CCITF), to the Joint Advisory Group (JAG) and retailed through ITC's Annual report.

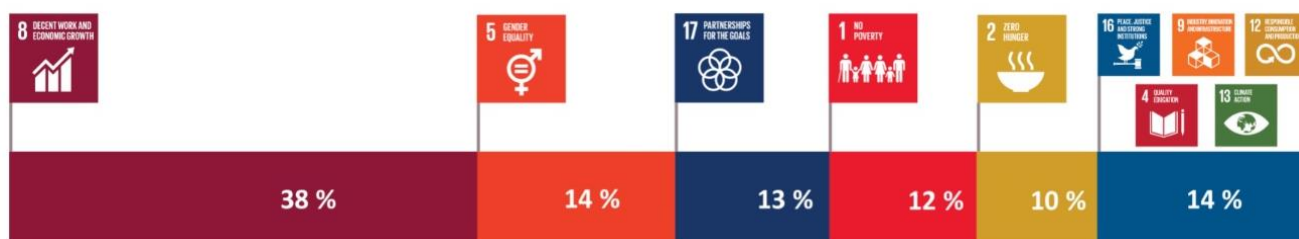
4.1 Tier 1: ITC's contribution to the 2030 Agenda for Sustainable Development

International trade and investment is explicitly recognized as a means for achieving the 2030 Agenda for Sustainable Development. ITC contributes to the SDGs by working with policymakers, business support organizations, enterprises and market partners to support the international competitiveness of MSMEs as these are major job creators and engines of inclusive growth.

All SDGs are interconnected, and contributing to one of the targets has systemic and cascading effects on others. In 2015, after world leaders adopted the 2030 Agenda for Sustainable Development, ITC identified 10 goals and associated targets to which it's work contributes most directly. They were integrated in ITC's results-based management (RBM) system and ITC referred to these goals in its public communication and reports. ITC's work on environmental objectives was linked with SDG 12, Sustainable Production and Consumption. From 2020 onwards, in view of ITC's growing volume of work aimed at building a green economy, ITC will include SDG 13, Climate Action, as an additional goal. ITC will contribute to the SDG target 13.3 'Improve education, awareness-raising and human and institutional capacity on climate-change mitigation, adaptation, impact reduction and early warning.' ITC's focus will be on supporting MSME and business-support organisations in areas related to the adoption of sustainability practices, increasing resilience to climate change and mitigating environmental risks.

A detailed overview of the eleven SDG Goals with 35 associated targets, and the nature of ITC's direct contribution to these targets is presented in the Textbox 'ITC's contribution towards sustainable development goals' on the following pages. In ITC's project database – the 'Project Portal' – each project is linked to specific SDG targets at the project impact level. For 2020, and consistent with previous years, the contributions concentrate in particular on economic growth (SDG 8), empowering women (SDG 5), building partnerships for the goals (SDG 17) and eliminating poverty (SDG 1). The distribution of ITC's planned financial delivery, by SDGs, is presented in the figure below. The importance of SDG 8 is in line with the assessment of SMEs' contributions to SDGs presented in ITC's SME Competitiveness Outlook 2019. The tracking of ITC's qualitative and quantitative contributions across its project portfolio has been refined over the past two years and this work will continue in 2020.

Figure 4: ITC's planned XB delivery distribution by SDG for 2020, in percentages



Source: ITC's NPP, as at February 2020

The following SDG targets are the most frequent impact level objectives in ITC's project portfolio in 2020:

| | |
|-------|--|
| 8.2 | Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors |
| 17.11 | Significantly increase the exports of developing countries, in particular with a view to doubling the least developed countries' share of global exports |
| 1.2 | Reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions |
| 5.5 | Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life |
| 2.3 | Double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment |

Among the eleven goals to which ITC contributes most through its interventions, Goal 10: Reduce inequality within and among countries, has a special status. Due to interconnectedness of the SDGs and SDG targets, all ITC projects with contribution to Goals 1, 4 and 5, inevitably contribute to targets 10.1: Progressively achieve and sustain income growth of the bottom 40 per cent of the population at a rate higher than the national average, and 10.2: Empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status. In addition to this indirect contribution to SDG 10, through technical assistance projects linking to goals 1, 4, and 5, ITC is also the custodian agency for the indicator 10.a. Due to the different quality of ITC contributions to Goal 10, it is not included in the calculation of financial delivery by SDG and therefore not shown in the above graph and table.

The year 2020 marks the five-year milestone towards achieving the SDGs and expanding the global community's commitments to the 2030 Agenda. ITC will contribute to the following events that will assess progress made by the global community and advocate for an intensified engagement in the 2030 Global Development Agenda:

- 64th Commission on the Status of Women, March 2020
- Regional SDG forum with UNECE, in March 2020
- High-Level Political Forum for Sustainable Development, in July 2020
- Beijing 25+, on the occasion of the 25th anniversary of the Fourth World Conference on Women and adoption of the Beijing Declaration and Platform of Action, in September 2020
- 75th Session of the UN General Assembly – UNGA 75
- UN World Data Forum in Bern

ITC will also continue to be the UN lead agency for the International MSME Day (27 June 2020).

ITC's contribution towards the Sustainable Development Goals and targets



To reduce the proportion of people living in poverty, ITC works with women, men and youth living in poverty, and helps them to increase their income through economic activities (1.2). ITC works in regions with a high proportion of the population living in extreme poverty, such as in sub-Saharan Africa, LDCs and post-conflict economies, where it creates conditions for entrepreneurship and employment opportunities connected to international value chains, and thus growth in incomes. Moreover, ITC engages in the development of trade-related policies and strategies that are grounded in considerations of inclusiveness and sustainability (1.b).



To increase the agricultural productivity and incomes of small-scale food producers, ITC works with agri-businesses, farmers and cooperatives to improve their market knowledge, production practices and value addition. These efforts are complemented by work with partners along whole agricultural value chains, helping to create demand, and eliminating obstacles to local value addition, competitiveness, trade and investment. Through its global public goods, ITC enables users from developing countries to identify new market and business opportunities, as well as to obtain information and increase compliance on voluntary environmental and social sustainability standards. This can increase export opportunities and the value of their produce (2.3). Working along agricultural value chains, ITC also helps to build resilient agricultural practices and sustainable food production systems (2.4). ITC identifies existing tariff and non-tariff measures in agriculture and thus helps to identify and correct trade restrictions (2.b).



To increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship, ITC works in sectors that offer particular opportunities. ITC provides face-to-face and online training to youth and adults to increase their knowledge and skills for better employability, and works with technical and vocational education and training (TVET) institutions to enhance their capacities and offering. ITC is a strong advocate for TVETs in the context of MSME competitiveness and engages in national and international conversations on this topic (4.4).



ITC supports women-owned and women-managed enterprises to become more competitive and to grow their business. By advocating for and supporting women business enterprises (WBEs), ITC supports more opportunities and promotes increased participation and decision-making of women in the economy (5.5). To accelerate this progress, ITC works with business organizations to improve their support to WBEs and female entrepreneurs. Moreover, ITC helps to develop policies that are gender-sensitive and ensure equal conditions for women's participation in economic activities (5.a). ITC also enhances the use of enabling technology to promote the empowerment of women, for example through the SheTrades platform (5.b).



ITC contributes to sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all, through increasing the international competitiveness of MSMEs. ITC works with enterprises, and supports trade, investment and other business support organizations to improve their operations and services to MSMEs, to increase productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labor-intensive sectors (8.2). MSMEs and domestic financial institutions are supported to facilitate MSMEs' access to financial services (8.10). ITC also supports policymakers to conceptualize and implement development-oriented trade and investment strategies and policies in dialogue with the private sector (8.3). ITC's work helps companies to grow and consequently to employ more people (8.5). Youth are a key client and ITC implements projects that are targeting youth employment (8.6). In this context, ITC also contributes to the development of strategies that promote youth employment and the global Decent Jobs for Youth initiative in its design and implementation (8.b). ITC helps to develop policies that promote sustainable tourism and local culture and products (8.9).

All of ITC's support is Aid for Trade. ITC actively advocates for additional support and makes a case for Aid for Trade in developing countries, in particular LDCs. ITC is an implementing partner agency of the Enhanced Integrated Framework (EIF) (8.a).



ITC connects small-scale industrial enterprises from developing countries to international markets and global value chains, for example, by supporting product and service innovation and quality improvement to meet international market demand. It supports those MSMEs to get access to finance by helping them to identify opportunities and connecting them to investors and buyers (9.3). ITC helps to create a conducive business environment and conditions that enable diversification and value addition through technology and innovation (9.b).



To achieve and sustain income growth of the bottom 40%, ITC works on economic growth and empowerment of the base of the pyramid (10.1). ITC's mission is to make trade inclusive and it therefore empowers women, youth and marginalized groups, and thus contributes to the SDG target 10.2. To implement the principle of special and differential treatment for developing countries, ITC provides data and information on trade and tariffs, which makes

trade information transparent and provides the conditions for addressing tariff lines (**10.a**). Moreover, ITC is a custodian agency for target 10.a and tracks progress of its attainment.



To achieve sustainable production and an efficient use of natural resources, ITC's global public goods provide information on related sustainability standards and enable users to improve their compliance with these standards and to adopt sustainable practices (**12.2**). Additionally, ITC supports the establishment of quality standards and practices, and helps the trade community and consumers to make better-informed decisions vis-à-vis voluntary sustainability standards (**12.6**).



ITC emphasizes the green economy and works with its beneficiaries on building it. ITC raises awareness and builds capacity of institutions and MSMEs on climate change mitigation and adaptation (**13.3**). ITC works with policymakers and trade, investment and other business support organizations to help MSMEs transitioning to the green economy. ITC also works directly with MSMEs to adopt green business strategies and to introduce climate resilient and green practices.

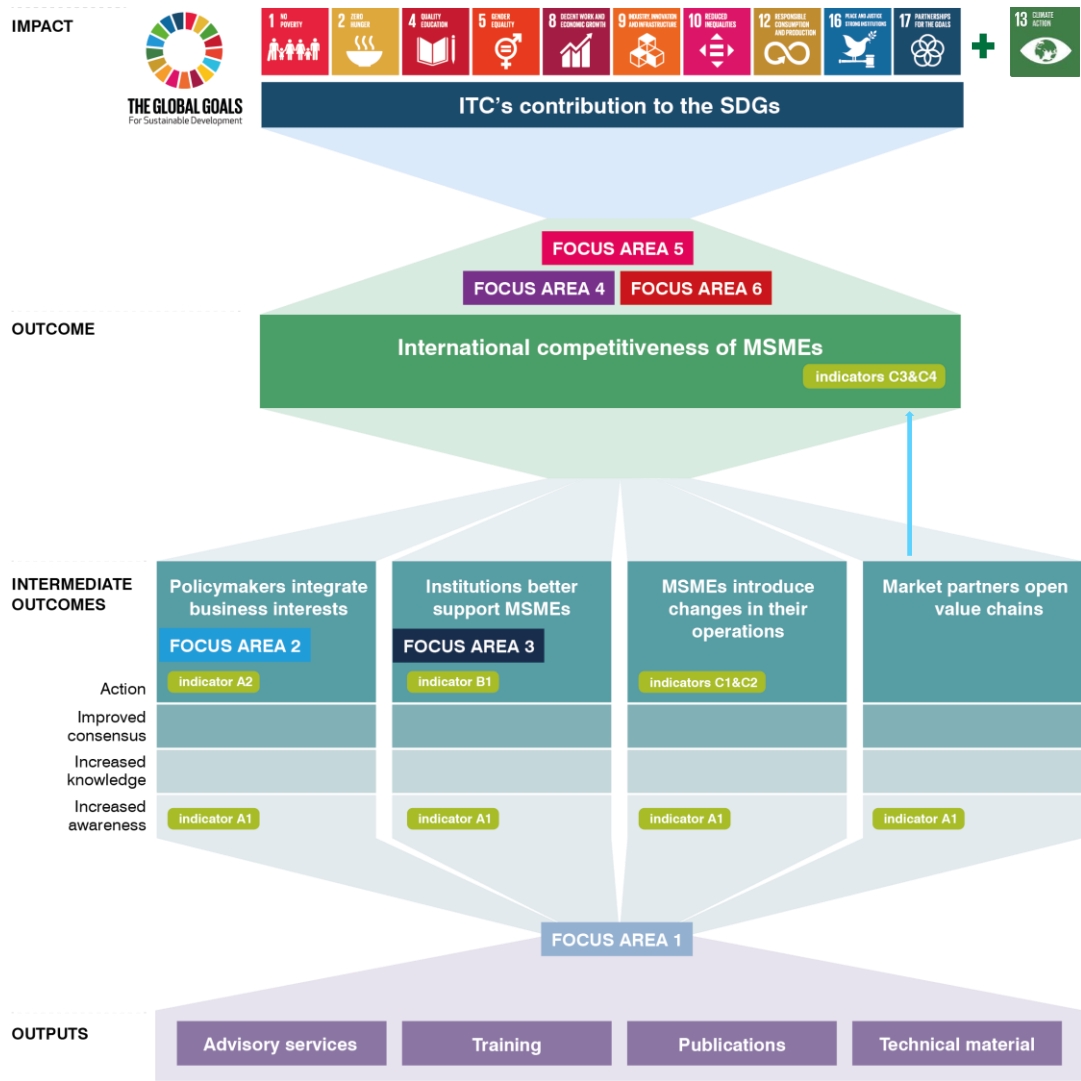


ITC works with business support organizations and institutions that support trade, investment, entrepreneurship, innovation and vocational training. Effective institutions are the voice of the private sector, and multipliers for our intervention. By improving their performance, we indirectly impact their beneficiaries (**16.6**). ITC teams plan and implement projects with a variety of partners and stakeholders and put emphasis on local ownership and participation, to ensure responsive, inclusive, participatory and representative decision-making at all levels (**16.7**). ITC promotes and enhances private-public dialogues through its interventions.



As a joint organization of the WTO and the UN, ITC supports and advocates for the promotion of a universal, rules-based, open, non-discriminatory and equitable multilateral trading system by mandate. It works with governments on trade-related policies and assists with WTO-related matters (**17.10**). ITC brings identified non-tariff measures to the attention of the policymakers and thereby helps to realize timely implementation of duty-free and quota-free market access on a lasting basis for all LDCs, including by ensuring that preferential rules of origin applicable to imports from least developed countries are transparent and simple, and contribute to facilitating market access (**17.12**). ITC makes information on rules of origin and trade agreements available and transparent through its global public goods. By mandate, ITC works on increasing exports from developing countries and LDCs (**17.11**). ITC is a custodian agency for targets **17.10**, **17.11** and **17.12**, and tracks progress of their attainment. To mobilize additional financial resources for developing countries from multiple sources, ITC works directly with investors to create foreign direct investment (FDI) flows into developing countries (**17.3**), brings public and private actors together in the countries where it operates and works directly with multi-stakeholder platforms (**17.17**). ITC promotes South-South and triangular regional and international cooperation on technology, innovation and knowledge-sharing (**17.6**).

Figure 5: ITC's approach to supporting the international competitiveness of MSMEs, which contributes to inclusive and sustainable development



ITC measures its contributions with corporate indicators:

- A1** number of male and female beneficiaries reporting greater awareness of international trade as a result of ITC support
- A2** number of cases in which trade-related policies and/or strategies and/or regulations have been introduced or changed in favour of the international competitiveness of small and medium-sized enterprises, with business sector input, as a result of ITC support
- B1** number of institutions reporting improved operational and managerial performance as a result of ITC support
- C1** number of enterprises having made changes to their business operations for increased international competitiveness as a result of ITC support
- C2** percentile share of enterprises that are owned, operated and controlled by women having made changes to their business operations for increased international competitiveness as a result of ITC support
- C3** number of enterprises having transacted international business as a result of ITC support
- C4** percentile share of enterprises that are owned, operated and controlled by women having transacted international business as a result of ITC support

FOCUS AREAS

Each of ITC's six focus areas and related programmes emphasize different results in this theory of change. Yet they all build on the same logic and integrate ITC's expertise in the different areas to achieve the respective programme outcome objectives

- FOCUS AREA 1** Providing trade and market intelligence
- FOCUS AREA 2** Building a conducive business environment
- FOCUS AREA 3** Strengthening Trade and Investment Support Institutions
- FOCUS AREA 4** Connecting to international value chains
- FOCUS AREA 5** Promoting and mainstreaming inclusive and green trade
- FOCUS AREA 6** Supporting regional economic integration and South-South links

4.2 Tier 2: Development results

Tier 2 development outcome and output indicators and targets quantify the development outcomes and outputs that ITC plans to deliver. The targets for 2020, and the results for 2019 are shown in the two following tables. In the UN Strategic Framework for the year 2020, Sub-programme 6 of Programme 10, Trade and development, ITC's outcomes are presented in a narrative form, as the 'highlighted planned results' of the year.

The Tier 2 indicators are complemented by the technical assistance 'strategic milestones 2020', presented in Chapter 5, which express important 2020 qualitative goals of each of ITC's 15 programmes. ITC has formulated the 2020 targets for its corporate, quantitative outcome indicators (column c), taking into account an increased XB budget. The targets also take into account the nature of the 2020 project portfolio. Over 20% of ITC's expected financial delivery will come from new large-scale projects that will go through an inception phase in the first part of 2020. These projects are expected to significantly contribute to the corporate outcomes at a later stage of their project lifecycle. 2020 Outcome results and targets are presented in the table below.

| Tier 2: Development results | | 2019 target | 2019 preliminary results ** | 2020 target | 2020 Target / 2019F. |
|---|--|-------------|-------------------------------------|-------------|-----------------------|
| OUTCOMES | | (a) | (b) | (c) | (d) |
| Strengthened integration of the business sector into the global economy | (A1) Number of male and female beneficiaries with greater awareness of international trade and MSME competitiveness as a result of ITC support | 300,000 | 335,781 | 385,000 | ↑ |
| | (A2) Number of trade-related policies, strategies or regulations developed or changed with business sector input, as a result of ITC support | 80 | 49 | 100 | ↑ |
| | (B1) Number of cases of institutions having improved operational and managerial performance as a result of ITC support | 400 | 443 | 400 | ↔ |
| Improved performance of institutions for the benefit of enterprises* | (C1) Number of MSMEs having made changes to their business operations for increased international competitiveness as a result of ITC support | 15,000 | 14,429 | 16,000 | ↑ |
| Improved international competitiveness of enterprises* | (C2) Percentile share of MSMEs that are owned, operated, and controlled by women having made changes to their business operations for increased international competitiveness as a result of ITC support | 50% | 40% <i>(equivalent of 5,854)</i> | 50% | Remains 50% WBEs ↔ |
| | (C3) Number of MSMEs having transacted international business as a result of ITC support | 5,000 | 4,914 | 6,000 | ↑ |
| | (C4) Percentile share of MSMEs that are owned, operated, and controlled by women having transacted international business as a result of ITC support | 50% | 46% <i>(equivalent of 2,266)</i> | 50% | Remains 50% WBEs ↔ |

* Micro, small, and medium-sized enterprises;

**2019 preliminary results collected as of end January 2020, data collection and verification ongoing until March 2020

In addition to the outcome indicators described in the table above, ITC will explore three new corporate indicators during 2020. Two indicators are meant to harmonize the tracking of important intermediate outcomes of ITC interventions, to ensure better monitoring of ITC's theory of change at the project and corporate level. The third would serve as a complement to the existing outcome indicators monitoring business transactions.

2020 new output classification (UN Budget Fascicle): Quantified and non-quantified deliverables

The United Nations Secretariat has introduced changes to the structure and classification of outputs, as well as to measurements. ITC has aligned its output reporting to the new classification and will report on 'quantified' outputs in numbers, and on 'non-quantified' outputs through a narrative. The targets for 2020 are shown in the table below.

| Tier 2: Development results | Corporate outputs and indicators | 2019 Target | 2019 preliminary | 2020 target | 2020 plan / 2019 plan |
|---|---|-------------|------------------|-------------|---|
| OUTPUTS (Quantified Deliverables) Facilitation of intergovernmental process and expert bodies | Substantive servicing of meetings: ² | | | | |
| | • Joint Advisory Group (annual) | 2 | 2 | 2 | ↔ |
| | • Consultative Committee of the ITC Trust Fund (every six months) | 2 | 2 | 2 | |
| | • <i>TPO Advisory Board</i> | 0 | 2 | 2 | <i>Additional outputs</i> |
| | • <i>MLS Board</i> | | | | |
| | Parliamentary documentation: | | | | |
| • Annual report on the activities of ITC and annexes | 1 | 1 | 1 | | |
| • Reports of the Joint Advisory Group | 1 | 1 | 1 | ↔ | |
| • Reports of the Consultative Committee of the ITC Trust Fund | 2 | 2 | 2 | | |
| B. Generation and transfer of knowledge | Publications produced or substantially updated: | | | | |
| | • Flagship : SME Competitiveness Outlook | 1 | 1 | 1 | ↔ |
| | • Books on trade related subjects | 7 | 5 | 4 | |
| | • Papers on trade related subjects, such as on Inclusive and Sustainable trade, Trade and Market Intelligence, MSME Competitiveness, Competitiveness of women-owned MSMEs, and others | 26 | 23 | 25 | (2019 was the higher residual of the biennium target) |
| | Number of trade-related technical assistance field projects* | 130 | 130 | 130 | ↔ |
| Number of days of training courses, seminars and workshops to transfer skills and knowledge on selected trade topics (for a total of approximately 25,000 participants)** | 2,900 | 2,900 | 3,000 | ↑ | |

* the size of ITC's TRTA projects is growing; in 2020, 15 ITC projects will have annual budgets of over \$2 million, compared with 10 projects in 2019.

** ITC has approximated the number of days of training courses and has adjusted its monitoring system to capture this information for 2020. The prior reporting methodology required counting the number of training courses, not days. The 2019 actual will be known by March 2020.

² This indicator counts sessions of three hours as one meeting, as per UN planning requirements.

(continued):

| Tier 2: Development results OUTPUTS (Non- quantified Deliverables) | 2020 Description of Corporate outputs and indicators and targets | Comments |
|---|--|--|
| <p>C. Substantive deliverables</p> | <p>Consultation, advice and advocacy: advice to policymakers, trade support institutions and enterprises to address international competitiveness challenges of MSMEs in developing countries and transition economies, to facilitate public-private dialogue on improvements to the business environment and to ensure that trade supports inclusive and sustainable development. Advisory services to disadvantaged groups among MSMEs, such as women and youth-owned enterprises, on improving the quality of products and services to meet market demands, and identifying networks and market partners. Advisory and advocacy services for policymakers and business-support organisations on how to consider the needs of MSMEs and disadvantaged groups in their service offer and systematically include them in policy and strategy processes</p> <p>Databases and substantive digital materials: Maintenance and development of databases and other online tools to make global trade more transparent and facilitate market access and business and policy decisions. Databases cover trade flows, tariffs and non-tariff measures, export potential, procurement opportunities, rules of origin, private standards, and knowledge on sustainable trade, and youth and women entrepreneurship. The databases include: SheTrades database, SheTrades Outlook, SME Trade Academy, Market Access Map, Trade Map, Standards Map, Investment Map, Global Trade Helpdesk, Export Potential Map, Procurement Map, Trade Strategy Map, Sustainability Map, a firm-level database on SME competitiveness and others.</p> | <p>Approximately 30 databases, websites and tools will be substantially updated, maintained or produced.</p> |
| <p>D. Communication deliverables</p> | <p>Outreach programmes, special events and information materials: special events, including the World Export Development Forum, SheTrades Global, Trade for Sustainable Development Forum, Trade Promotion Organization Network World Conference and Awards; the quarterly Trade Forum magazine; and newsletters on trade-related subjects. Information materials and outreach, including on export strategy, trade-support networks and capacities, entrepreneurship, skills and export development opportunities, world trade trends, multilateral trading system, regional integration, technical regulations and standards for export, trade and the SDGs.</p> <p>Digital platforms and multimedia content: update and maintenance of websites and social media accounts, including dedicated websites and social media presence aimed at engaging women entrepreneurs and young people.</p> <p>Library services: on-line updates of trade related publications on trade issues for ITC clients, in particular trade support institutions; information referral services to trade support institutions in developing countries</p> | <p>Special events in 2020 :</p> <p>1 World Export Development Forum</p> <p>1 SheTrades Global event</p> <p>1 Trade for Sustainable Development Forum</p> <p>1 Trade Promotion Organization Network World Conference and Awards</p> <p>1 MSME Day</p> <p>Flagship magazine:</p> <p>4 issues of the International Trade Forum magazine</p> |

4.3 Tier 3: Efficiency and effectiveness

Efficiency and effectiveness key performance indicators (KPIs) serve to monitor ITC's performance in areas related to the organization's general management, as well as in six particular areas of work identified in the Strategic Plan 2018-2021: results-based management, risk management, human resource management, resource mobilization, innovation, and communications. ITC strives to leverage its resources and to provide its services to beneficiaries in an efficient and effective manner. The Tier 3 KPIs and 2020 targets below are complemented by the 'efficiency and effectiveness milestones' presented in Chapter 5. They communicate the key deliverables ITC is planning during 2020 to further advance its processes and results orientation.

| Tier 3: Efficiency and effectiveness | | | | |
|--|---|----------------|-----------------|------------------|
| General management | | 2019 OP target | 2019 Prelimin.* | 2020 Target |
| Budget | Regular budget (RB) | \$37 mn | \$37 mn | \$36 mn |
| | Extrabudgetary budget (XB) | \$75 mn | \$90 mn | \$99 mn |
| Oversight and compliance | Board of Auditors issues unqualified audit opinion on ITC's financial statements | achieved | achieved | Target: achieved |
| | Percentage of open audit recommendations closed by the Board of Auditors in 2020 (<i>target: 8 out of 15</i>) | 40% | 47% | 53% |
| Carbon footprint | Achieve a climate-neutral ITC | achieved | achieved | Target: achieved |
| Operational management | Advance travel arrangements (16-day rule) compliance rate, in % | ≥50% | 39% | 40% |
| Results-based management and risk management | | | | |
| Client satisfaction | Percentage of clients that rate ITC services positively | ≥ 85% | 90% | ≥ 85% |
| Focus on priority countries | Percentage of country-specific extrabudgetary expenditures dedicated to LDCs, LLDCs, SIDS, sub-Saharan Africa, SVEs, and post conflict states | ≥ 80% | 89% | ≥ 80% |
| Gender mainstreaming | Percentage of UN-SWAP 2.0 indicators met or exceeded | ≥ 71% | 81% | ≥ 90% |
| Risk management | ITC annual report on risk management completed | 1 | 1 | 1 |
| Human resources management | | | | |
| Staff engagement | Average overall rating provided in the annual staff satisfaction survey (out of 5) | ≥ 3.3 | 3.3 | ≥ 3.3 |
| Diversity | Percentage of women in professional and senior level positions | ≥ 48% | 47% | 50% |
| Talent management | More than 50% of staff members to have used their established minimum 5 days per year for professional development | ≥ 50% | 59% | ≥ 50% |
| | Average time to recruit fixed-term staff (in days) | 110 | 91 | 110 |
| | Average vacancy rate as percentage of all posts | ≤ 5% | 5% | 5% |
| Resource mobilization | | | | |
| Fundraising | XB funds secured for the following year and beyond | \$150 mn | \$303 mn | \$300 mn |
| | Total value of projects under development and in discussion with funders (at year-end, for next year and beyond) | \$150 mn | \$143 mn | \$150 mn |
| Innovation | | | | |
| Innovation | Number of innovation actions | 15 | 14 | 15 |
| Communications | | | | |
| Outreach | Growth in ITC audience through participation in corporate events, info products, web sites, social media outreach (compared to baseline year =2017) | ≥28% | 25% | 25% |
| | # of registered accounts to ITC Market Analysis Tools | 925,000 | 925,000 | 985,000 |

*Preliminary results, as at January 2020

5. Risks and challenges in 2020

The world is characterized by uncertainty and instability, where global challenges are increasingly interrelated, while the responses are more and more fragmented; a combination increasing the risk of a disaster, warned the UN Secretary-General António Guterres.

The most important systemic risk is climate change, and the reality is proving to be worse than scientists have foreseen. Technology has a strong potential to reverse the trend. Yet the main digital risks are the cyber and data security and unethical uses of artificial intelligence. The business community and the civil society are more and more engaged, but a key ingredient, the political will to agree and act is missing in many countries.

The global economy is forecasted to go through a period of positive albeit slowing GDP growth. The economic risks include trade tensions and their political underpinnings, and instability in financial markets combined with the rising debt, limiting the ability to respond to any potential crisis, and the capacity to implement projects necessary for achieving SDGs.

Globalization has brought improvements, but also an increased inequality, because some people, sectors and regions were left behind. This contributed to reduced confidence in governments, political establishments and international organizations, making it more difficult to realize strategies dealing with global problems. Furthermore, the lack of growth played a role in multiplying conflicts and terrorism, leading to spiraling migration.

These challenges are so complex, global and interrelated that no government or intergovernmental organization will be able to solve them alone. Multilateralism has time and again been an effective response to pressing issues in periods of crisis, and it can raise to the current challenges again. The most promising way forward is an inclusive multilateralism, where governments, the business community, the civil society, and the academia join forces to analyse problems, define strategies and policies, and implement them together.

ITC's forthcoming flagship report, the SME Competitiveness Outlook 2020, will analyze how global trends are affecting the risks SMEs face and how multilateral initiatives can help address risks or help businesses adapt to the consequences. The report focuses in particular on how climate change, trade tensions, financial volatility and emerging technologies are remaking SME competitiveness landscape around the world. The report also illuminates the channels through which SMEs can bring their voice into multilateral frameworks and institutions. By reaching out to over 90% of businesses that account for over 70% of the global labour force, the report engages an important stakeholder in the coordinated international action and adds a strong voice in support of multilateralism.

While the risks to ITC's MSME clients affect all ITC projects, there are also more specific risks to ITC. In its corporate annual risk assessment, undertaken at the end of 2019, ITC identified several strategic and external risks that may affect its planned results. These will be managed throughout 2020.

The risk of an eventual inability of ITC to fully deliver on contractual commitments in unstable project environments is linked to the global external environment as well as ITC's approach to deliver more than 80% of its country-specific interventions in priority countries that include countries affected by conflict. Several beneficiary countries will also face changes in government, which might slow down ITC's interactions with the partners and delay consensus and action by partners. In several ITC's programme countries, there are ongoing security risks, which might result in threats to the life and health of ITC personnel, and may slow down project implementation. Supported by the United Nations Department for Safety and Security, ITC is closely monitoring the development of security situations and is planning project interventions accordingly. At the time of the final editing of this Operational Plan, in mid-February 2020, a new risk has emerged – the Coronavirus with the potential to create a pandemic. This would not only affect ITC's operations but also the global economy and the performance of ITC's client MSMEs.

2020 may also bring a deepening of the UN's financial (cash) crisis. It may continue to put the UN's work and reforms at risk and impede effective planning. Tighter regular budget release schedules anticipated for 2020 will reduce flexibility and require more conservative planning and financial management.

ITC is taking up increasingly complex and, at the same time, very specific project interventions. In many cases, these interventions require a combination of ITC’s core, trade-related expertise, coupled with very specific knowledge, for example on supply chains in a particular country-sector setting. ITC’s high demand for very specific temporary expertise may not always be met in a timely way. To address this issue, ITC will proactively work on profiling its internal talent pool through skill mapping, and enlarging its pool of external experts in specific technical areas. A general risk mitigation strategy is to be transparent about risks, with funders and other partners and stakeholders, for example, by making risk discussions and related risk management decisions a standing agenda item in project steering committees. This will not deter ITC from taking responsibility for its decisions.

For the risks pictured in the figures below, on a scale of 1-4, for both likelihood and potential impact of the risk, red risks were identified as potentially having a severe to critical impact on ITC’s objectives or systems, thus significantly hindering ITC’s systems or operations.

Figure 6: ITC's top 'red risks' and 'amber risks' in the corporate risks register for 2020



6. Strategic milestones for 2020: technical assistance

In its Strategic Plan 2018-2021, ITC commits to deliver on key initiatives in each of its six focus areas over the four year period. In each annual Operational Plan, ITC highlights milestones it will reach during the year, on its way to fulfilling its four-year commitments.

The textboxes below cite the key initiatives for each focus area. In 2020, the third year of the current strategic plan, ITC plans to reach the milestones that follow each text-box:

Globally accessible trade and market intelligence

Access to trade and market intelligence is essential to making informed policy, strategy and business decisions...During 2018-2021, we will invest in providing greater granularity of information, building on new levels of data availability.

We will also invest to better connect ITC trade and market data with that of the WTO, UNCTAD and UN Secretariat. With data on four SDG indicators, we will contribute to the global monitoring of progress on the SDGs. We will work to achieve scale by partnering with others, and expanding our network of users.

Finally, we will invest in supporting countries to better assess, measure and improve the trade competitiveness of MSMEs by expanding the coverage of our MSME benchmarking, and publishing our analysis in ITC's annual SME Competitiveness Outlook.

Market Analysis Tools

- Launch of the Global Trade Helpdesk portal for MSMEs at the WTO's 12th Ministerial conference with WTO and UNCTAD as main partners.
- Growth of the registered user accounts of Global Public Goods to 1 million.

Non-tariff measures

- Establishment of the Trade Obstacles Alert Mechanisms in five countries.

SME competitiveness research and analysis

- Launch of the SME Competitiveness Outlook 2020 report, focusing on global risks for SMEs.
- Growth of ITC's SME Competitiveness database with 3,500 additional systematic company profiles, through country-wide and project-based data collection.

SME Trade Academy

- 70,000 online course registrations.

A conducive business environment

A supportive business environment is a precondition for a competitive economy that fosters innovation. ITC brings to policymakers and regulators the voice of business through public-private dialogue, particularly in the case of countries in accession to the WTO. ITC supports implementation of national policy and regulatory reforms, including those enshrined in multilateral, regional and bilateral agreements, for greater enterprise competitiveness. It helps national governments and regional bodies to formulate and implement trade and investment development strategies.

Trade and investment are increasingly interdependent. ITC will deepen its support to developing countries in their efforts towards trade and investment facilitation. The organization will support clients in addressing non-tariff barriers, including through implementing trade facilitation reforms, harmonizing sanitary and phytosanitary (SPS), and technical barriers to trade (TBT) measures, regulatory reforms for logistics service providers, e-commerce and informal cross border trade.

We will improve our tools and methodologies for value chain and trade and investment development strategies, with particular attention to regional strategies and services sector strategies. We will also support client countries in developing sustainable mechanisms to implement their strategies effectively.

Trade facilitation reforms

- Support three countries to advance the process of their accession to WTO.
- Implementation or strengthening of eight additional country-specific trade facilitation reforms in compliance with the WTO Trade Facilitation Agreement obligations and in alignment with the needs of the private sector.
- Introduction of three new trade facilitation advisory services for policy makers to simplify cross-border trade.
- Launch of a regional trade facilitation e-learning curriculum and virtual learning space for MSMEs in Central Asia to build their capacities to comply with cross-border requirements.

Investment facilitation

- Support to developing country delegations in light of ongoing discussions on investment facilitation at the WTO.
- Launch of a set of tools for ECOWAS to facilitate foreign investments in selected countries: tax compliance guides, sector investment profiles and regional investment profiles.

National quality strategy and regulatory frameworks

- Launch of an innovative web portal, to enhance transparency of technical regulations, including quality requirements for MSMEs.
- Capacity building of eight quality and SPS-related institutions in five countries in Africa and Asia, to enable them attain international accreditation.

Trade and investment development strategies

- Implementation of the newly developed e-strategies methodology in three Central Asian countries.
- Mainstreaming of investment, e-strategies, as well as youth development objectives in all ITC-facilitated national trade and export strategies.

Stronger trade and investment support institutions

Trade and investment support institutions (TISIs) are important service providers to MSMEs... ITC supports TISIs to assess and improve performance, develop clearer strategies, adapt their service portfolio, establish results measurement systems, strengthen networks and optimize the use of resources at their disposal.

During the next period, ITC will adapt these tools and methodologies to a broader base of institutions, build their skills and services for the digital age and provide services to promote inclusive and sustainable growth. Particular attention will be paid to the ecosystem of support, bringing operational aspects of trade and investment and public and private services providers closer together. ITC will continue to develop networks of TISIs, in particular on a regional level, in order to promote regional economic integration and support countries' efforts to leverage their participation in trade and economic diplomacy.

- Organization of the World Trade Promotion Organisation Conference and Awards programme, scheduled for May 2020, in Accra, Ghana, focused on risk taking and resilience by trade promotion organisations at the start of a new decade.
- Delivery of Foreign Trade Representatives – Commercial Diplomacy Training in three countries.
- Development of a new benchmarking platform, containing new SDG-related tools and adapted to a broader institutional base.

Connection to international value chains

... ITC takes a holistic approach to building MSME competitiveness combining focuses enterprise advisory services, broader advice on sector development and building linkages to buyers and investors in value chains. We craft alliances among value chain actors to improve coordination and build a supportive eco-system for MSME growth. We bring expertise and global networks in priority sectors for partner countries including agriculture and agro-processing, textiles and clothing, light manufacturing, and services such as business process outsourcing and tourism. At the enterprise level, ITC focuses industry knowledge and expertise on helping MSMEs improve products and processes, attract financing, and improve core capabilities in such areas as quality and packaging. ITC has a special focus on preparing MSMEs to benefit from digital trade.

In 2018-2021, we intend to deepen the understanding of opportunities and competitiveness factors in new and rapidly changing value chains, help MSMEs adjust to new production and consumption patterns, and connect MSMEs to new markets including through online marketplaces.

Value Added to Trade

- Expansion of Alliances for Action in two new countries: Cameroon and the Democratic Republic of the Congo.
- Establishment of a network of partners to carry out value chain development for improvement of value retention for farmers in Pakistan.
- Production of 10 feasibility studies and validation of plans to promote additional trade for 10 ACP countries to the United Kingdom and the European Union, under Economic Partnership Agreements.

E-commerce and digital trade

- Launch of an online networking platform for e-commerce practitioners in developing and least developed countries bringing together at least 500 practitioners.
- Extending support to digital start-ups in seven additional countries in sub-Saharan Africa.
- Expanding support to MSMEs in e-commerce to at least four new countries in Central Asia and North Africa.

Inclusive and green trade

ITC will deepen its work on inclusiveness to expand opportunities for women and young entrepreneurs to connect to international value chains, and to connect displaced and underserved communities to markets. Trade offers the opportunity to create incentives for protecting the environment, through generating income opportunities that deepen sustainable production. Green trade is about producing in a sustainable manner along the value chains. ITC will help farmers and producers to understand voluntary sustainability standards, codes of conduct and audit protocols. Via the newly launched Sustainability Map platform, ITC will offer users access to sustainability initiatives and standards, allowing them to identify and address the challenges related to implementing voluntary sustainability standards. ITC will continue to offer market-led approaches to promoting sustainable value chains, strengthening climate resilience and securing better livelihoods from biodiversity.

SheTrades

- Organisation of SheTrades Global 2020 – on 13-15 December, in Dubai.
- Delivery of the international workshop to agree on the definition of a women-owned business, as a precursor to establishing an internationally-recognized standard.
- Launch of an innovative policy tool – SheTrades Outlook – that benefits 25 countries in its first phase, through the provision of comparable gender and trade-related indicators that help stakeholders to assess, monitor, and improve how the institutional ecosystem supports women's participation in international trade.
- Launch of a fund for gender equality investment in partnership with CARE, the non-governmental organization, and Bamboo Capital Partners, a Luxembourg-based fund manager, with a fundraising target of \$75 million.
- Registration of an additional 5,000 women-owned businesses on the SheTrades platform.
- Roll out of two new SheTrades hubs and expansion of services for existing hubs such as new capacity building content.

Youth and trade

- Provision of trainings, advisory services and capacity building to additional 30,000 youth and women to build or enhance their market-relevant skills.
- Three new partnerships deliver support for specific actions, leveraging ITC's investment for greater impact.

Poor communities in trade

- Launch the Accelerator for African Brands, to prepare its beneficiaries to become investment-ready.
- Initiation of new partnerships with displacement-inclusive businesses to facilitate their linkages with displaced persons or vulnerable migrants.
- Pilot of the use of territorial branding for investment attraction to generate employment and reduce migration in border zones in Central America.

Trade for sustainable development

- Delivery of the T4SD Forum 2020 event.
- Launch of new T4SD Hubs in the Caribbean.
- Dissemination of the Transparency and Traceability Tool for the textiles sector in five additional countries.
- Expansion of the Sustainability Map, hosting 260+ standards already, with five additional standards.
- Addition of new Sustainability Map features, such as monitoring of sustainability practices against SDGs, real-time analytics, and possibility to connect with value chain partners, to enhance user experience.

Regional economic integration and South-South trade and investment

Regional integration and new South-South trade relationships are opening up additional trade and investment opportunities for MSMEs. They are the fastest growing component of international trade. Yet MSMEs find it particularly difficult to benefit from these opportunities, because of lack of adequate information, risk perceptions, and physical and institutional trade barriers.

ITC's integrated regional interventions address trade obstacles at policy, institution and enterprise levels. ITC also connects TISIs and businesses within and between regions, for trade, investment and technology transfer that creates mutual benefits for all South-South market partners. In addition, ITC boosts intra-regional trade and promotes regional integration in regional trade blocs and free trade areas. ITC will focus on sectors which have the potential to be catalysts for change and where productive capacities can be enhanced, such as agribusiness, light manufacturing and IT-enabled services.

In 2018-2021, ITC intends to expand its work on regional integration, in Africa and beyond, in partnership with Regional Economic Commissions. ITC will also support MSMEs to take advantage of new trade routes, help address policy and regulatory barriers and NTBs to foster regional and South-South trade, facilitate sustainable and socially-responsible South-South investments; and strengthen platforms for South-South and intra-regional business and TISI networks.

Catalysing regional trade and investment

- Launch a new project that will support the Western Balkan parties in the implementation of the new protocol on services, aimed at expanding trade in services within the regional economic area (CEFTA).
- Release of the online African Trade Observatory portal for policymakers to monitor progress of integration of AfCFTA economies.

Fostering South-South trade and investment

- Enabling the participation of over 60 MSMEs from developing countries and LDCs at the China International Import Expo (CIIE) 2020.
- Facilitation of \$39 million in South-South investment and trade flows between China, India and selected countries in East Africa.

7. Partnering for sustainable development

ITC will continue to develop its partnerships for developing and delivering customized, specialised, holistic and effective development interventions. It will be bringing on board new private and public sector partners from developed and developing countries, maintaining and growing effective ongoing partnerships, including with other international organizations.

ITC and its parent agencies, the UN and the WTO, will continue partnering through joint events and development projects. ITC's cooperation with other UN agencies will continue through the joint membership in the UN Sustainable Development Group (UNSDG). ITC will engage more in UN Country Teams, intensifying collaboration with the resident coordinators in ITC beneficiary countries. ITC will continue to use the logistical support of the United Nations Development Programme and UNOPS for administrative processes in the field.

In the area of **'Providing trade and market intelligence'**, ITC will build four new country-level partnerships for data collection in Burkina Faso, Mali, Mozambique and Togo and renew the partnership for data collection across Africa with Conférence Permanente des Compagnies Consulaires Africaines et Françaises (CPCCAF). ITC is working with the African Union Commission in establishing the African Trade Observatory to support the operationalization of the AfCFTA, which aims to support sound evidence-based-policy by collecting, processing, and analysing trade and trade-related qualitative and quantitative data in a timely manner. This system will facilitate the effective implementation and monitoring of the AfCFTA and the boosting of intra-African trade. To facilitate the negotiation process on tariff liberalization, ITC and the AUC are developing an online Tariff Negotiation Application. The application will facilitate negotiations on tariff liberalization between state parties, customs unions or regional groupings under the AfCFTA, and will enable those negotiating to interact rapidly with one another, to share their lists and corresponding tariff offers for discussion; comment on shared lists; and suggest counter proposals.

In the area of **'Building a conducive business environment'**, ITC's key partners in ASEAN will be the Ministry of Industry and Commerce of Lao PDR and the Ministry of Commerce of Myanmar. Another partner for large-scale operations in Pakistan will be the Pakistan Poverty Alleviation Fund (PPAF). In the field of trade facilitation and trade facilitation portals, ITC's close collaboration with UNCTAD will continue. All export strategy and trade roadmaps will involve close collaboration with relevant national ministries following ITC's proven approach to build national ownership for strategic initiatives.

In the focus area on development of **'International value chains'**, ITC will achieve growing leveraging effects through work with implementing partners in the field. ITC will deepen its work on environmentally-friendly, sustainable value chains through its Alliances for Action initiatives, for example with the Africa Fairtrade Network on establishing more sustainable and profitable coconut, coffee and cocoa value chains, and will support the farmers in adoption of climate-smart agribusiness practices, and in value chain development and quality management, with the Enhanced Integrate Framework (EIF) and the Standards and Trade Development Facility (STDF).

In the area of **'Promoting and mainstreaming inclusive and green trade'**, ITC will integrate the Ye! Initiative, which hosts a community of over 20,000 youth entrepreneurs already, into its Youth and Trade Programme. Under an initiative 'Kick for Trade', ITC will work with the UEFA Foundation for children, to develop joint activities in promotion of youth entrepreneurship in The Gambia and Guinea.

ITC will strengthen its gender mainstreaming across all projects through partnership of SheTrades initiative with VISA, with intention to build capacities of women-led businesses to engage in cross-border trade. The partnership will combine ITC's extensive technical expertise in global trade with VISA's longstanding experience in electronic payments. In another ground-breaking initiative, six UN agencies: ITC, UN Women, UN Global Compact, ILO, UNDP, UN Office for Partnerships and Mary Kay, will jointly work on the Women's Entrepreneurship Accelerator, to offer learning, funding, procurement and advocacy for women entrepreneurs, available in six languages and serving over 190 countries.

ITC will participate in the SDG500 fund, formed by an unique coalition of private and public sector institutions and dedicated to fast-track the achievement of SDGs, through bridging the financing gap

between the seed and growth stage for hundreds of businesses in emerging and frontier markets. The participants in the fund that are expected to provide a first-loss layer of investment, so called 'risk capital', are: UN Capital Development Fund, International Fund for Agricultural Development, CARE, Smart Africa, Stop TB Partnership and ITC. The fund will be managed by Bamboo Capital Partners and has a target of \$500 million of investment, to be fundraised by June 2020. Within this initiative, ITC's SheTrades initiative will partner with CARE, the non-governmental organization, to form a fund component valued at \$75 million and dedicated to women entrepreneurs in Asia.

Under the Trade for Sustainable Development Programme, ITC will collaborate with a dedicated group of champions comprised of Everledger, Lenzing Group and TextileGenesis™, to launch a self-service, public blockchain traceability platform. The blockchain platform will be available for businesses to start mapping and tracking their supply chains, and will be hosted within Sustainability Map. It will help businesses across industries respond to consumer demands for ethical and environmentally friendly products.

In the area of '**Regional economic integration and South-South trade and investment**', ITC will continue to open doors to the Chinese market for MSMEs from developing countries and LDCs, through its partnership with the Ministry of Commerce of the People's Republic of China (MOFCOM) and the China International Import Expo (CIIE) 2020. Investment Promotion Institutions in Africa, MOFCOM, the China Council for the Promotion of International Trade (CCPIT), the China-Africa Development Fund (CADFund) will remain key partners to facilitate investments in productive sectors and job creation in Africa. CDC group UK, DEG Germany and EximBank of India will become partners in appraising and funding SME investors from India and Eastern Africa.

8. Managing for results

The 2030 Agenda for Sustainable Development requires a United Nations development system that is fit for purpose. The Secretary-General's reform agenda aims to bring the delivery of services closer to the clients served. ITC will continue improving its operational efficiency and effectiveness through a series of dedicated initiatives, as outlined in this chapter. The planned increase in ITC's financial delivery can only happen with a strong focus on streamlining workflows.

8.1 Strengthening corporate results management

ITC will strengthen its corporate results management by launching the following initiatives:

- Revision of Standard Operating Procedures to improve quality and workflow for publications;
- Expansion of the number of projects covered by the International Aid Transparency Initiative (IATI), aiming at publishing data for all projects with annual budget above \$500,000 (approx. 90% of total XB-budget) by the end of the year;
- Improvements of the information content and robustness of the corporate monitoring and reporting systems through the alignment of client categorizations in ITC data platforms and in baseline and project results surveys, which will allow data pooling.

8.2 Effective and efficient project design for maximum impact

In 2020, ITC's Project Design Team will:

- Train additional ITC staff and project managers on project development workflows and approval processes and on ITC project quality criteria, targeting project quality, timeliness, relevance, and alignment with ITC's corporate objectives, corporate indicators and innovation drive;
- Lead the mainstreaming of gender, youth, green growth and social responsibility issues across all ITC projects so that all new projects developed by ITC in 2020 consider mainstreaming inclusiveness and sustainability as an integral part of the project design phase;
- Integrate the mainstreaming strategy in ITC's project design workflow.

8.3 Deepening evaluation processes

ITC's Independent Evaluation Unit (IEU) will pilot a methodology to gain insights on the sustained impact of ITC projects three to five years after project completion. Furthermore, the IEU will carry out a programme evaluation and a project review, both selected with regard to opportunities for supporting learning, reducing risks and providing accountability. To support evidence-based decision-making, the IEU also provides evaluation advisory services to project managers handling (i) external, funder-led evaluations, (ii) project self-evaluations, or (iii) project completion reports.

New assessments to be undertaken in 2020

Evaluation of ITC's work on 'Transparency in Trade'

Review of the Quality of the M&E System of a large ITC project

Sustainability Review of ITC Project Results (3-5 years after project completion)

The IEU will continue to increase emphasis on the distribution of lessons learned and recommendations through different channels. As in previous years, the IEU's Annual Evaluation Synthesis Report, which presents an analysis of all IEU evaluations, funder-led evaluations and self-evaluations completed during the year, will contribute to organizational learning.

Through the IEU as ITC's focal point, ITC will also contribute to the UN-system-wide reviews of the UN's Joint Inspection Unit (JIU) and the work of the Evaluation Division of the Office for International Oversight. It shares the findings of these entities and follows up on their recommendations as they relate to ITC.

8.4 Bolstering human resources management

With an aim to further strengthen our organizational performance, ITC will continue to strive toward corporate gender parity by end of 2020 and foster an enabling, inclusive and diverse workplace through the implementation of the UN-SWAP Framework.

The Human Resources section will ensure opportunities for personal and professional development of ITC's staff, by using various staff development practices and platforms in support of learning (for example, Talent Development Framework and the L&D Hub).

Specific initiatives in 2020 include:

- Investment in technology to improve and update human resources e-tools and systems;
- Finalisation and implementation of a People Strategy and an induction programme for new staff;
- Replication and expansion of the bundle trainings for HQ staff that were successfully piloted in 2019;
- Organisation of the annual staff training on emerging topics: 2020 TechFest: Training on digital Transformation;
- Operationalization of a new gender unit and diversity focal points on LGBTQI and for persons with disabilities.

8.5 Operational best practices and compliance, data

In a cross-divisonal effort to upgrade ITC's working tools, the following deliverables are planned for 2020:

- Implementation of a proof of concept for ITC's new data management strategy;
- Launch of a catalogue of ITC products and services;
- Launch of ITC's revamped customer relationship management (CRM) system;
- Introduction of standard operating practices (SOPs) for streamlining financial workflows, with emphasis on facilitation of field expenditures;
- Automation of contract management processes;
- Full implementation of indirect delivery markers in Umoja.

8.6 Sparking innovation

Innovation happens across ITC in all areas of work and in all organisational units, whether with technical, country, or administrative expertise. The Innovation Lab will continue to serve as a common platform for exchange on innovation-related topics and for providing tools and support that encourage innovation. In 2020, the Lab will:

- Apply human-centred design and other innovation approaches with field teams to address specific challenges;
- Facilitate the development of a corporate innovation strategy;
- Launch an e-learning course on innovation for entrepreneurship, developed for both ITC teams and beneficiaries around the globe;
- Publish a podcast on innovation, presenting inspiring ideas, concepts and solutions.

8.7 Operationalizing risk management

ITC will promote its risk management culture through capacity building workshops and will organize operational risk management activities:

- Facilitation of annual corporate risk assessments with middle and senior management;
- Deep dive assessments for prioritized (red) corporate risks with focus groups, consisting of risk owners and action owners;
- Publishing of two risk manuals, for corporate and project risk management;

- Delivery of at least two risk workshops and briefings for ITC project managers.

8.8 Engaging in the global conversation

In 2020, ITC will work across its well-established communications channels to promote the importance of MSME competitiveness and their integration into international value chains for sustainable development, women's economic empowerment and unlocking the potential of youth. In particular, ITC will finalize the first phase of restructuring of the corporate website and expand its online presence through the corporate website and its social-media channels, including Facebook, LinkedIn, Twitter and YouTube.

Appendix I – Overview of 2020 key development events

ITC's key events in 2020



Important development events in 2020

- Youth Forum, April, New York, USA
- ECOSOC Forum on Financing for Development follow up, April
- Development Cooperation Forum, HLPF on Sustainable Development, June, New York, USA
- WTO 12th Ministerial Conference, June, Nur-Sultan, Kazakhstan
- MSME Day, June, Geneva and New York
- UNCTAD 15 – Fifteenth session of the United Nations Conference on Trade and Development, October, Bridgetown, Barbados
- WTO Public Forum, October, Geneva
- UN World Data Day, Bern
- Beijing 25+, national and regional events

Appendix II – List of 2020 projects per focus area³ and country / region

| Country / Region | LDCs | Priority countries | Project Title | Focus area 1 | Focus area 2 | Focus area 3 | Focus area 4 | Focus area 5 | Focus area 6 | 7 Corporate | Funders | Budget 2020 (\$'000) |
|---------------------|------|--------------------|--|--------------|--------------|--------------|--------------|--------------|--------------|----------------|--|----------------------|
| Afghanistan | ■ | ■ | Afghanistan: Trade-related assistance (A764) | | ■ | ■ | | ■ | | | European Union China | 2,486 |
| | | | Afghanistan: Ethical Lifestyle Initiative for the Economic Reintegration of Returnees and Internally displaced people (B439) | | | | | ■ | | | | |
| | | | Trade promotion between China and other Developing Countries along the Belt and Road Initiative (B568) | ■ | | | | | ■ | | | |
| Albania | | | Support to Facilitation of Trade between CEFTA Parties (B444) | | ■ | | | | ■ | European Union | 4 | |
| Antigua and Barbuda | | ■ | Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407) | | | | ■ | | | | European Union United Kingdom of Great Britain and Northern Ireland | 245 |
| | | | CARIFORUM: UK Trade Partnerships Programme (B900) | ■ | | | ■ | | | | | |
| | | | Trade Intelligence: UK Trade Partnerships Programme (B906) | ■ | | | | | | | | |
| Armenia | | ■ | Eastern Partnership: Ready to Trade - an EU4Business initiative (B252) | | | | ■ | | | | European Union | 467 |
| | | | Trade and market intelligence for the Eastern Partnership Countries (B802) | ■ | | | | | | | | |
| Azerbaijan | | ■ | Eastern Partnership: Ready to Trade - an EU4Business initiative (B252) | | | | ■ | | | | European Union | 467 |
| | | | Trade and market intelligence for the Eastern Partnership Countries (B802) | ■ | | | | | | | | |
| Bahamas | | ■ | Trade Intelligence: UK Trade Partnerships Programme (B906) | ■ | | | | | | | United Kingdom of Great Britain and Northern Ireland | 74 |
| Bahrain | | ■ | Building 'Export Bahrain' (B815) | | | ■ | | | | | Labor Fund Bahrain (Tamkeen) | 237 |
| Bangladesh | ■ | ■ | Trade Promotion between China and other Developing Countries along the Belt and Road Initiative (B568) | ■ | | | | | ■ | | China United Kingdom of Great Britain and Northern Ireland | 916 |

³ ITC's Focus Areas with their respective full titles are listed in Table 2 of this document. For layout reasons, they are quoted only with their numbers in this Appendix
Legend:

- Least developed countries (LDCs)
- Priority countries (LDCs, LLDCs, SIDS, sub-Saharan Africa, post-conflict and fragile states, and SVEs)

| Country / Region | LDCs | Priority countries | Project Title | Focus area 1 | Focus area 2 | Focus area 3 | Focus area 4 | Focus area 5 | Focus area 6 | 7 Corporate | Funders | Budget 2020 (\$'000) |
|------------------------|------|--------------------|--|--------------|--------------|--------------|--------------|--------------|--------------|-------------|--|----------------------|
| Bangladesh (cont.) | | | SheTrades Commonwealth Programme (B578) | | | | | ■ | | | ITF Window 1 European Union | |
| | | | Non-tariff measures programme (W1) (B626) | ■ | | | | | | | | |
| | | | Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893) | | | | | ■ | | | | |
| Barbados | | ■ | Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407) | | | | ■ | | | | European Union United Kingdom of Great Britain and Northern Ireland | 181 |
| | | | Trade Intelligence: UK Trade Partnerships Programme (B906) | ■ | | | | | | | | |
| Belarus | | | Eastern Partnership: Ready to Trade - an EU4Business initiative (B252) | | | | ■ | | | | European Union | 467 |
| | | | Trade and market intelligence for the Eastern Partnership Countries (B802) | ■ | | | | | | | | |
| Belize | | ■ | Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407) | | | | ■ | | | | European Union | 181 |
| | | | Trade Intelligence: UK Trade Partnerships Programme (B906) | ■ | | | | | | | United Kingdom of Great Britain and Northern Ireland | |
| Benin | ■ | ■ | ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537) | ■ | ■ | ■ | ■ | | ■ | | European Union ITF Window 1 | 127 |
| | | | Fast Tracking Digital Entrepreneurship in Africa - Phase 1 (B898) | | | | ■ | | | | | |
| Bhutan | ■ | ■ | Bhutan Trade Support (B382) | | ■ | | ■ | | | | European Union China | 1,348 |
| | | | Trade Promotion between China and other Developing Countries along the Belt and Road Initiative (B568) | ■ | | | | | ■ | | | |
| Bosnia and Herzegovina | | ■ | Support to Facilitation of Trade between CEFTA Parties (B444) | | ■ | | | | ■ | | European Union | 4 |
| Burkina Faso | ■ | ■ | Burkina Faso et Mali: Création d'emplois équitables et développement durable de microentreprises dans les chaînes de valeur liées au secteur du « lifestyle » (B276) | | | | | ■ | | | European Union ITF Window 1 | 1,784 |
| | | | ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537) | ■ | ■ | ■ | ■ | | ■ | | | |
| | | | Non-tariff measures programme (W1) (B626) | ■ | | | | | | | | |
| | | | Trade Facilitation (B628) | | ■ | | | | | | | |
| | | | Poor Communities and Trade Programme (B649) | | | | | ■ | | | | |

| Country / Region | LDCs | Priority countries | Project Title | Focus area 1 | Focus area 2 | Focus area 3 | Focus area 4 | Focus area 5 | Focus area 6 | 7 Corporate | Funders | Budget 2020 (\$'000) |
|---|------|--------------------|--|--------------|--------------|--------------|--------------|--------------|--------------|-------------|---|----------------------|
| Burundi | ■ | ■ | EU-EAC Market Access Upgrade Programme - MARKUP (B383) | | ■ | | ■ | | ■ | | European Union | 1,363 |
| | | | Burundi: Market Access Upgrade Programme - MARKUP (B718) | | | ■ | ■ | | ■ | | | |
| Cabo Verde | | ■ | ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537) | ■ | ■ | ■ | ■ | | ■ | | European Union | 85 |
| Cambodia | ■ | ■ | Trade Promotion between China and other Developing Countries along the Belt and Road Initiative (B568) | ■ | | | | | ■ | | China European Union | 79 |
| | | | Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893) | | | | | ■ | | | | |
| Cameroon | | ■ | Cameroon: UK Trade Partnerships Programme (B899) | ■ | | | ■ | | | | United Kingdom of Great Britain and Northern Ireland | 788 |
| | | | Trade Intelligence: UK Trade Partnerships Programme (B906) | ■ | | | | | | | | |
| | | | Programme Management: UK Trade Partnerships Programme (B908) | ■ | | | ■ | | | | | |
| China | | | Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893) | | | | | ■ | | | European Union | 89 |
| Colombia | | ■ | Colombia PUEDE: Peace and unity through productive development and commercialization (B599) | ■ | | | ■ | ■ | | | European Union | 890 |
| Comoros | ■ | ■ | Comoros: UK Trade Partnerships Programme (B901) | ■ | | | ■ | | | | United Kingdom of Great Britain and Northern Ireland | 505 |
| | | | Trade Intelligence: UK Trade Partnerships Programme (B906) | ■ | | | | | | | | |
| | | | Programme Management: UK Trade Partnerships Programme (B908) | ■ | | | ■ | | | | | |
| Costa Rica | | | Central America: Linking women business enterprises (WBEs) with the global gifts and home decoration market (A314) | | | ■ | ■ | ■ | | | European Union | 106 |
| Côte d'Ivoire | | ■ | ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537) | ■ | ■ | ■ | ■ | | ■ | | European Union ITF Window 1 Korea United Kingdom of Great Britain and Northern Ireland Deutsche Gesellschaft für Internationale Zusammenarbeit, Germany | 1,099 |
| | | | Culture project: Identity Building and Sharing Business Initiative (B542) | | | | | ■ | | | | |
| | | | SheTrades West Africa (B610) | | | | | ■ | | | | |
| | | | Non-tariff measures programme (W1) (B626) | ■ | | | | | | | | |
| | | | Poor Communities and Trade Programme (B649) | | | | | ■ | | | | |
| Fast Tracking Digital Entrepreneurship in Africa - Phase 1 (B898) | | | | | | ■ | | | | | | |

| Country / Region | LDCs | Priority countries | Project Title | Focus area 1 | Focus area 2 | Focus area 3 | Focus area 4 | Focus area 5 | Focus area 6 | 7 Corporate | Funders | Budget 2020 (\$'000) |
|--|------|--------------------|--|--------------|--------------|--------------|--------------|--------------|--------------|-------------|--|----------------------|
| Côte d'Ivoire (cont.) | | | Trade Intelligence: UK Trade Partnerships Programme (B906) | ■ | | | | | | | | |
| | | | Programme Management: UK Trade Partnerships Programme (B908) | ■ | | | ■ | | | | | |
| | | | Alliance for Product Quality in Africa (B928) | | | | ■ | ■ | | | | |
| Cuba | | ■ | Cuba - Fortaleciendo capacidades de inserción internacional (B830) | ■ | | ■ | ■ | ■ | | | ITF Window 1 (BDF) | 39 |
| Curaçao | | ■ | Curaçao: National Export Strategy and Implementation Management (B896) | | ■ | | | | | | Curaçao | 293 |
| Democratic Republic of the Congo (the) | | ■ | COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796) | ■ | ■ | ■ | | | | | COMESA | 90 |
| Dominica | | ■ | Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407) | | | | ■ | | | | European Union United Kingdom of Great Britain and Northern Ireland | 245 |
| | | | CARIFORUM: UK Trade Partnerships Programme (B900) | ■ | | | ■ | | | | | |
| | | | Trade Intelligence: UK Trade Partnerships Programme (B906) | ■ | | | | | | | | |
| Dominican Republic | | ■ | Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407) | | | | ■ | | | | European Union United Kingdom of Great Britain and Northern Ireland | 337 |
| | | | CARIFORUM: UK Trade Partnerships Programme (B900) | ■ | | | ■ | | | | | |
| | | | Trade Intelligence: UK Trade Partnerships Programme (B906) | ■ | | | | | | | | |
| Egypt | | | Global: Networking and knowledge management for the textile and clothing sector (GTEX) (B451) | | | | ■ | | | | Switzerland Sweden International Islamic Trade Finance Corporation Deutsche Gesellschaft für Internationale Zusammenarbeit, Germany | 1,002 |
| | | | Egypt: Improving the international competitiveness of the textile and clothing sector (GTEX/MENATEX) (B673) | | | | ■ | | | | | |
| | | | MENATEX Regional: Regional component of the Textiles and Clothing Programme for the MENA region (B696) | | | | ■ | | | | | |
| | | | Egypt: SheTrades (AfTIAS) (B821) | | | ■ | ■ | ■ | | | | |
| | | | Alliance for Product Quality in Africa (B928) | | | | ■ | ■ | | | | |
| El Salvador | | ■ | Central America: Linking women business enterprises (WBEs) with the global gifts and home decoration market (A314) | | | ■ | ■ | ■ | | | European Union | 150 |
| | | | Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893) | | | | | ■ | | | | |

| Country / Region | LDCs | Priority countries | Project Title | Focus area 1 | Focus area 2 | Focus area 3 | Focus area 4 | Focus area 5 | Focus area 6 | 7 Corporate | Funders | Budget 2020 (\$'000) |
|--|------|--------------------|--|--------------|--------------|--------------|--------------|--------------|--------------|----------------|---|----------------------|
| Ethiopia | ■ | ■ | Supporting Indian trade and investment for Africa (SITA) (A854) | | | | | | ■ | | United Kingdom of Great Britain and Northern Ireland COMESA ITF Window 1 Deutsche Gesellschaft für Internationale Zusammenarbeit, Germany | 877 |
| | | | Partnership for Investment and Growth in Africa (Main Phase) (B340) | | | ■ | | | ■ | | | |
| | | | Poor Communities and Trade Programme (B649) | | | | | | ■ | | | |
| | | | COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796) | ■ | ■ | ■ | | | | | | |
| | | | Fast Tracking Digital Entrepreneurship in Africa - Phase 1 (B898) | | | | | ■ | | | | |
| | | | Alliance for Product Quality in Africa (B928) | | | | | ■ | ■ | | | |
| Fiji | ■ | ■ | Pacific: UK Trade Partnerships Programme (B905) | ■ | | | ■ | | | | United Kingdom of Great Britain and Northern Ireland | 923 |
| | | | Trade Intelligence: UK Trade Partnerships Programme (B906) | ■ | | | | | | | | |
| | | | Programme Management: UK Trade Partnerships Programme (B908) | ■ | | | ■ | | | | | |
| Georgia | | | Eastern Partnership: Ready to Trade - an EU4Business initiative (B252) | | | | ■ | | | European Union | 467 | |
| | | | Trade and market intelligence for the Eastern Partnership Countries (B802) | ■ | | | | | | | | |
| Ghana | ■ | ■ | ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537) | ■ | ■ | ■ | ■ | | ■ | | European Union United Kingdom of Great Britain and Northern Ireland ITF Window 1 Chocolats Halba/ Coop Deutsche Gesellschaft für Internationale Zusammenarbeit, Germany | 2,899 |
| | | | SheTrades Commonwealth Programme (B578) | | | | | ■ | | | | |
| | | | Non-tariff measures programme (W1) (B626) | ■ | | | | | | | | |
| | | | Trade for Sustainable Development (T4SD) - Hubs (B694) | | | | | ■ | | | | |
| | | | Trade Training Hub (TTH) (B736) | | | ■ | | | | | | |
| | | | Ghana: Developing cocoa and associated crops through the Sankofa Project empowered by Alliances for Action (B766) | | | ■ | ■ | ■ | | | | |
| | | | Innovative MSME and Value Chain development through the Alliances for Sankofa in cocoa and associated crops sectors (B794) | | | | ■ | ■ | ■ | | | |
| | | | Ghana: UK Trade Partnerships Programme (B903) | ■ | | | ■ | | | | | |
| Trade Intelligence: UK Trade Partnerships Programme (B906) | ■ | | | | | | | | | | | |

| Country / Region | LDCs | Priority countries | Project Title | Focus area 1 | Focus area 2 | Focus area 3 | Focus area 4 | Focus area 5 | Focus area 6 | 7 Corporate | Funders | Budget 2020 (\$'000) |
|------------------|------|--------------------|--|--------------|--------------|--------------|--------------|--------------|--------------|-------------|---|----------------------|
| Ghana (cont.) | | | Programme Management: UK Trade Partnerships Programme (B908) | ■ | | | ■ | | | | | |
| | | | Alliance for Product Quality in Africa (B928) | | | | ■ | ■ | | | | |
| Grenada | | ■ | Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407) | | | | ■ | | | | European Union United Kingdom of Great Britain and Northern Ireland | 252 |
| | | | CARIFORUM: UK Trade Partnerships Programme (B900) | ■ | | | ■ | | | | | |
| | | | Trade Intelligence: UK Trade Partnerships Programme (B906) | ■ | | | | | | | | |
| Guatemala | | ■ | Central America: Linking women business enterprises (WBEs) with the global gifts and home decoration market (A314) | | | ■ | ■ | ■ | | | European Union United States | 342 |
| | | | Guatemala: Strengthening the business skills and employability of informal entrepreneurs at the Ciudad Pedro de Alvarado Border (B615) | | | ■ | | ■ | | | | |
| | | | Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893) | | | | | ■ | | | | |
| Guinea | ■ | ■ | Guinée: Programme d'appui à l'integration socio-economique des jeunes (INTEGRA) (B463) | | | ■ | ■ | ■ | | | European Union Ministry of Foreign Affairs of the Netherlands Korea | 4,444 |
| | | | ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537) | ■ | ■ | ■ | ■ | | ■ | | | |
| | | | NTF IV Programme Management (B584) | | | | ■ | ■ | | | | |
| | | | Mano River: Value Chain Development for Cocoa (NTF IV) (B586) | | | ■ | ■ | ■ | | | | |
| | | | SheTrades West Africa (B610) | | | | | ■ | | | | |
| Guinea-Bissau | ■ | ■ | ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537) | ■ | ■ | ■ | ■ | | ■ | | European Union | 85 |
| Guyana | | ■ | Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407) | | | | ■ | | | | European Union United Kingdom of Great Britain and Northern Ireland | 194 |
| | | | Trade Intelligence: UK Trade Partnerships Programme (B906) | ■ | | | | | | | | |
| Honduras | | | Central America: Linking women business enterprises (WBEs) with the global gifts and home decoration market (A314) | | | ■ | ■ | ■ | | | European Union | 150 |
| | | | Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893) | | | | | ■ | | | | |

| Country / Region | LDCs | Priority countries | Project Title | Focus area 1 | Focus area 2 | Focus area 3 | Focus area 4 | Focus area 5 | Focus area 6 | 7 Corporate | Funders | Budget 2020 (\$'000) |
|----------------------------|------|--------------------|--|--------------|--------------|--------------|--------------|--------------|--------------|-------------|--|----------------------|
| India | | | Supporting Indian trade and investment for Africa (SITA) (A854) | | | | | | ■ | | United Kingdom of Great Britain and Northern Ireland European Union | 131 |
| | | | Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893) | | | | | ■ | | | | |
| Indonesia | | | Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893) | | | | | ■ | | | European Union | 62 |
| Iran (Islamic Republic of) | | | Culture project: Identity Building and Sharing Business Initiative (B542) | | | | | ■ | | | European Union ITF Window 1 | 2,528 |
| | | | Poor Communities and Trade Programme (B649) | | | | | ■ | | | | |
| | | | Iran: Trade-Related Technical Assistance (B782) | | ■ | ■ | | ■ | | | | |
| Iraq | | ■ | Iraq Agriculture Strategy and Value Chain Development (B960) | ■ | ■ | ■ | ■ | ■ | | | ITF Window 1 (BDF) | 26 |
| Jamaica | | ■ | Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407) | | | | ■ | | | | European Union United Kingdom of Great Britain and Northern Ireland | 456 |
| | | | CARIFORUM: UK Trade Partnerships Programme (B900) | ■ | | | ■ | | | | | |
| | | | Trade Intelligence: UK Trade Partnerships Programme (B906) | ■ | | | | | | | | |
| | | | Programme Management: UK Trade Partnerships Programme (B908) | ■ | | | ■ | | | | | |
| Jordan | | ■ | Jordan:Trade for Employment Project:“Improving Business Environment for SMEs Through Trade Facilitation” (B639) | ■ | ■ | ■ | | | | | Deutsche Gesellschaft für Internationale Zusammenarbeit, Germany Sweden | 977 |
| | | | MENATEX Regional: Regional component of the Textiles and Clothing Programme for the MENA region (B696) | | | | ■ | | | | | |
| | | | Jordan: Improving the international competitiveness of the textile and clothing sector (MENATEX) (B811) | | | | ■ | | | | | |
| Kazakhstan | | ■ | Central Asia: Ready4Trade (R4TCA) (B723) | | ■ | | ■ | | | | European Union UNDP | 693 |
| | | | Central Asian Trade Intelligence Portal (CATI) (B784) | ■ | | | ■ | | | | | |
| Kenya | | ■ | Supporting Indian trade and investment for Africa (SITA) (A854) | | | | | | ■ | | United Kingdom of Great Britain and Northern Ireland European Union COMESA ITF Window 1 Japan Norwegian Refugee Council | 3,234 |
| | | | Partnership for Investment and Growth in Africa (Main Phase) (B340) | | | ■ | | | ■ | | | |
| | | | EU-EAC Market Access Upgrade Programme - MARKUP (B383) | | ■ | | ■ | | ■ | | | |
| | | | Culture project: Identity Building and Sharing Business Initiative (B542) | | | | | ■ | | | | |

| Country / Region | LDCs | Priority countries | Project Title | Focus area 1 | Focus area 2 | Focus area 3 | Focus area 4 | Focus area 5 | Focus area 6 | 7 Corporate | Funders | Budget 2020 (\$'000) |
|----------------------------------|------|--------------------|--|--------------|--------------|--------------|--------------|--------------|--------------|-------------|--|----------------------|
| Kenya (cont.) | | | SheTrades Commonwealth Programme (B578) | | | | | ■ | | | | |
| | | | Poor Communities and Trade Programme (B649) | | | | | ■ | | | | |
| | | | Trade for Sustainable Development (T4SD) - Hubs (B694) | | | | | ■ | | | | |
| | | | COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796) | ■ | ■ | ■ | | | | | | |
| | | | RESI High Skills (B839) | | | | | ■ | | | | |
| | | | Refugee Employment and Skills Initiative: Building Solutions for Somali Refugees in a Fragile Protracted Displacement Scenario (RESI Dadaab II) (B864) | | | | | ■ | | | | |
| Kyrgyzstan | | ■ | Global: Networking and knowledge management for the textile and clothing sector (GTEX) (B451) | | | | ■ | | | | Switzerland China European Union UNDP | 1,106 |
| | | | Trade Promotion between China and other Developing Countries along the Belt and Road Initiative (B568) | ■ | | | | | ■ | | | |
| | | | Kyrgyzstan: Improving the international competitiveness of the textile and clothing sector (GTEX) (B676) | | | ■ | ■ | | | | | |
| | | | Central Asia: Ready4Trade (R4TCA) (B723) | | ■ | | ■ | | | | | |
| | | | Central Asian Trade Intelligence Portal (CATI) (B784) | ■ | | | ■ | | | | | |
| Lao People's Democratic Republic | ■ | ■ | Lao PDR: ASEAN Regional Integration Support (Laos-ARISE Plus) (B505) | | ■ | | ■ | | ■ | | European ITF Window 1 China | 2,612 |
| | | | Trade Promotion between China and other Developing Countries along the Belt and Road Initiative (B568) | ■ | | | | | ■ | | | |
| | | | Trade for Sustainable Development (T4SD) - Hubs (B694) | | | | | ■ | | | | |
| | | | Systematic Mechanism for Safer Trade (SYMST) (B695) | ■ | | ■ | | ■ | ■ | | | |
| Lebanon | | ■ | Lebanon - E-Commerce for Women Entrepreneurs In MENA Project (B820) | | | | ■ | ■ | | | World Bank Japan | 191 |
| | | | Lebanon: Creating Sustainable Jobs and Stable Income (B870) | | | | ■ | ■ | | | | |
| Lesotho | ■ | ■ | Lesotho: National Trade Policy Implementation Programme and formulation of National Export Strategy Roadmap (B808) | | ■ | ■ | ■ | | | | EIF Executive Secretariat | 56 |
| Liberia | ■ | ■ | ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537) | ■ | ■ | ■ | ■ | | ■ | | European Union EIF Executive Secretariat Ministry of Foreign Affairs of the Netherlands Korea | 1,069 |
| | | | Liberia: Developing the tourism sector with a focus on surfing and destinations (B555) | | | | ■ | | | | | |

| Country / Region | LDCs | Priority countries | Project Title | Focus area 1 | Focus area 2 | Focus area 3 | Focus area 4 | Focus area 5 | Focus area 6 | 7 Corporate | Funders | Budget 2020 (\$'000) | |
|------------------|------|--------------------|--|--------------|--------------|--------------|--------------|--------------|--------------|-------------|--|----------------------|-------|
| Liberia (cont.) | | | NTF IV Programme Management (B584) | | | | ■ | ■ | | | | | |
| | | | Mano River: Value Chain Development for Cocoa (NTF IV) (B586) | | | ■ | ■ | ■ | | | | | |
| | | | SheTrades West Africa (B610) | | | | | ■ | | | | | |
| Libya | | ■ | Libya: Increasing trade transparency through the EuroMed Trade Helpdesk (B951) | ■ | | | | | | | France | 92 | |
| Madagascar | | ■ | Madagascar: UK Trade Partnerships Programme (B904) | ■ | | | ■ | | | | | | |
| | | | Trade Intelligence: UK Trade Partnerships Programme (B906) | ■ | | | | | | | United Kingdom of Great Britain and Northern Ireland | 589 | |
| | | | Programme Management: UK Trade Partnerships Programme (B908) | ■ | | | ■ | | | | | | |
| Malawi | | ■ | COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796) | ■ | ■ | ■ | | | | | COMESA | 90 | |
| Mali | | ■ | Burkina Faso et Mali: Création d'emplois équitables et développement durable de microentreprises dans les chaînes de valeur liées au secteur du « lifestyle » (B276) | | | | | ■ | | | | | |
| | | | ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537) | ■ | ■ | ■ | ■ | | ■ | | | | |
| | | | Culture project: Identity Building and Sharing Business Initiative (B542) | | | | | | ■ | | | European Union | |
| | | | Non-tariff measures programme (W1) (B626) | ■ | | | | | | | | ITF Window 1 | 1,680 |
| | | | Trade Facilitation (B628) | | ■ | | | | | | | | |
| | | | Poor Communities and Trade Programme (B649) | | | | | | ■ | | | | |
| Mauritius | | ■ | Trade Intelligence: UK Trade Partnerships Programme (B906) | ■ | | | | | | | United Kingdom of Great Britain and Northern Ireland | 74 | |
| Mexico | | | Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893) | | | | | ■ | | | European Union | 44 | |
| Montenegro | | | Support to Facilitation of Trade between CEFTA Parties (B444) | | ■ | | | | ■ | | European Union | 4 | |
| Morocco | | | Global: Networking and knowledge management for the textile and clothing sector (GTEX) (B451) | | | | ■ | | | | Switzerland | | |
| | | | Morocco: Improving the international competitiveness of the textile and clothing sector (GTEX/MENATEX) (B674) | | | | ■ | | | | Sweden Deutsche Gesellschaft für Internationale | 1,086 | |

| Country / Region | LDCs | Priority countries | Project Title | Focus area 1 | Focus area 2 | Focus area 3 | Focus area 4 | Focus area 5 | Focus area 6 | 7 Corporate | Funders | Budget 2020 (\$'000) |
|------------------|------|--------------------|--|--------------|--------------|--------------|--------------|--------------|--------------|--|--|----------------------|
| Morocco (cont.) | | | MENATEX Regional: Regional component of the Textiles and Clothing Programme for the MENA region (B696) | | | | ■ | | | | Zusammenarbeit, Germany International Islamic Trade Finance Corporation | |
| | | | Alliance for Product Quality in Africa (B928) | | | | ■ | ■ | | | | |
| | | | SheTrades Morocco (B937) | | | | ■ | ■ | | | | |
| Mozambique | ■ | ■ | Partnership for Investment and Growth in Africa (Main Phase) (B340) | | | ■ | | | ■ | | United Kingdom of Great Britain and Northern Ireland | 627 |
| Myanmar | ■ | ■ | Myanmar: Inclusive tourism development with focus on Kayah state (consolidation) & Tanintharyi (extension) (NTF IV) (B386) | | | | ■ | | | | Ministry of Foreign Affairs of the Netherlands DFID Burma Switzerland European Union China | 4,241 |
| | | | Myanmar Trade and Investment Project (TIP) (B494) | ■ | ■ | ■ | | | | | | |
| | | | Myanmar: Upgrading horticulture supply and sustainable tourism to develop business linkages (B566) | | | | ■ | | | | | |
| | | | Myanmar: Trade-Related Technical Assistance (ARISE+ Myanmar) (B567) | | | | | | ■ | | | |
| | | | Trade Promotion between China and other Developing Countries along the Belt and Road Initiative (B568) | ■ | | | | | | ■ | | |
| Nepal | ■ | ■ | Trade Promotion between China and other Developing Countries along the Belt and Road Initiative (B568) | ■ | | | | | ■ | | China ITF Window 1 | 145 |
| | | | Non-tariff measures programme (W1) (B626) | ■ | | | | | | | | |
| | | | Poor Communities and Trade Programme (B649) | | | | | | ■ | | | |
| | | | Trade for Sustainable Development (T4SD) - Hubs (B694) | | | | | | ■ | | | |
| Nicaragua | | | Central America: Linking women business enterprises (WBEs) with the global gifts and home decoration market (A314) | | | ■ | ■ | ■ | | | European Union | 150 |
| | | | Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893) | | | | | ■ | | | | |
| Niger | ■ | ■ | ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537) | ■ | ■ | ■ | ■ | | | ■ | European Union ITF Window 1 | 480 |
| | | | Non-tariff measures programme (W1) (B626) | ■ | | | | | | | | |
| | | | Trade Facilitation (B628) | | ■ | | | | | | | |
| Nigeria | | ■ | ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537) | ■ | ■ | ■ | ■ | | ■ | European Union United Kingdom of Great Britain and Northern Ireland | 907 | |

| Country / Region | LDCs | Priority countries | Project Title | Focus area 1 | Focus area 2 | Focus area 3 | Focus area 4 | Focus area 5 | Focus area 6 | 7 Corporate | Funders | Budget 2020 (\$'000) |
|---------------------------|------|--------------------|--|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--|----------------------|
| Nigeria (cont.) | | | SheTrades Commonwealth Programme (B578) | | | | | ■ | | | | |
| North Macedonia | | ■ | Support to Facilitation of Trade between CEFTA Parties (B444) | | ■ | | | | ■ | | European Union | 5 |
| Pakistan | | ■ | Pakistan: Growth for rural advancement and sustainable progress (GRASP) (B466) | | ■ | | ■ | ■ | | | European Union ITF Window 1 | 6,043 |
| | | | Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893) | | | | | ■ | | | | |
| | | | Pakistan: DFID ReMIT (B938) | | ■ | | | ■ | | | | |
| Panama | | | Central America: Linking women business enterprises (WBEs) with the global gifts and home decoration market (A314) | | | ■ | ■ | ■ | | | European Union | 132 |
| Papua New Guinea | | ■ | Trade Intelligence: UK Trade Partnerships Programme (B906) | ■ | | | | | | | United Kingdom of Great Britain and Northern Ireland | 505 |
| | | | Programme Management: UK Trade Partnerships Programme (B908) | ■ | | | ■ | | | | | |
| | | | PNG: UK Trade Partnerships Programme (B967) | ■ | | | ■ | | | | | |
| Peru | | | Trade for Sustainable Development (T4SD) - Hubs (B694) | | | | | ■ | | ITF Window 1 | 103 | |
| Qatar | | | Qatar: Bar code initiative for SME trade development (B743) | | | | ■ | | | | Qatar Development Bank | 2 |
| Republic of Moldova (the) | | ■ | Eastern Partnership: Ready to Trade - an EU4Business initiative (B252) | | | | ■ | | | | European Union | 494 |
| | | | Support to Facilitation of Trade between CEFTA Parties (B444) | | ■ | | | | ■ | | | |
| | | | Trade and market intelligence for the Eastern Partnership Countries (B802) | ■ | | | | | | | | |
| Rwanda | ■ | ■ | Supporting Indian trade and investment for Africa (SITA) (A854) | | | | | | ■ | | United Kingdom of Great Britain and Northern Ireland European Union ITF Window 1 Deutsche Gesellschaft für Internationale Zusammenarbeit, Germany | 878 |
| | | | EU-EAC Market Access Upgrade Programme - MARKUP (B383) | | ■ | | ■ | | ■ | | | |
| | | | Fast Tracking Digital Entrepreneurship in Africa - Phase 1 (B898) | | | | ■ | | | | | |
| | | | Alliance for Product Quality in Africa (B928) | | | | ■ | ■ | | | | |
| Saint Kitts and Nevis | | ■ | CARIFORUM: UK Trade Partnerships Programme (B900) | ■ | | | ■ | | | | United Kingdom of Great Britain and Northern Ireland | 138 |
| | | | Trade Intelligence: UK Trade Partnerships Programme (B906) | ■ | | | | | | | | |

| Country / Region | LDCs | Priority countries | Project Title | Focus area 1 | Focus area 2 | Focus area 3 | Focus area 4 | Focus area 5 | Focus area 6 | 7 Corporate | Funders | Budget 2020 (\$'000) |
|----------------------------------|------|--------------------|--|--------------|--------------|--------------|--------------|--------------|--------------|--|--|----------------------|
| Saint Lucia | | ■ | St. Lucia: Strengthening the institutional infrastructure for export promotion (A332) | ■ | ■ | ■ | ■ | | | | Saint Lucia Trade Export Promotion Agency (TEPA) European Union United Kingdom of Great Britain and Northern Ireland | 477 |
| | | | Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407) | | | | ■ | | | | | |
| | | | CARIFORUM: UK Trade Partnerships Programme (B900) | ■ | | | ■ | | | | | |
| | | | Trade Intelligence: UK Trade Partnerships Programme (B906) | ■ | | | | | | | | |
| Saint Vincent and the Grenadines | | ■ | Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407) | | | | ■ | | | | European Union United Kingdom of Great Britain and Northern Ireland | 245 |
| | | | CARIFORUM: UK Trade Partnerships Programme (B900) | ■ | | | ■ | | | | | |
| | | | Trade Intelligence: UK Trade Partnerships Programme (B906) | ■ | | | | | | | | |
| Saudi Arabia | | | Saudi Arabia: Development of dates sector in Medina region (AfTIAS) (B605) | | | | ■ | | | International Islamic Trade Finance Corporation | 142 | |
| Senegal | ■ | ■ | Senegal: Export development of IT and IT-enabled services (NTF IV) (B390) | | | | ■ | ■ | | | Ministry of Foreign Affairs of the Netherlands European Union Deutsche Gesellschaft für Internationale Zusammenarbeit, Germany | 517 |
| | | | ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537) | ■ | ■ | ■ | ■ | | ■ | | | |
| | | | NTF IV Programme Management (B584) | | | | ■ | ■ | | | | |
| | | | Alliance for Product Quality in Africa (B928) | | | | ■ | ■ | | | | |
| Serbia | | | Support to Facilitation of Trade between CEFTA Parties (B444) | | ■ | | | | ■ | European Union | 4 | |
| Seychelles | | ■ | Trade Intelligence: UK Trade Partnerships Programme (B906) | ■ | | | | | | United Kingdom of Great Britain and Northern Ireland | 74 | |
| Sierra Leone | ■ | ■ | Sierra Leone: West Africa Competitiveness Programme (B457) | | ■ | ■ | ■ | | | ■ | European Union Ministry of Foreign Affairs of the Netherlands Korea | 1,328 |
| | | | ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537) | ■ | ■ | ■ | ■ | | ■ | | | |
| | | | NTF IV Programme Management (B584) | | | | ■ | ■ | | | | |
| | | | Mano River: Value Chain Development for Cocoa (NTF IV) (B586) | | | | ■ | ■ | ■ | | | |
| | | | SheTrades West Africa (B610) | | | | | ■ | | | | |

| Country / Region | LDCs | Priority countries | Project Title | Focus area 1 | Focus area 2 | Focus area 3 | Focus area 4 | Focus area 5 | Focus area 6 | 7 Corporate | Funders | Budget 2020 (\$'000) |
|--------------------|------|--------------------|--|--------------|--------------|--------------|--------------|--------------|--------------|-------------|---|----------------------|
| Somalia | ■ | ■ | Refugee Employment and Skills Initiative: Building Solutions for Somali Refugees in a Fragile Protracted Displacement Scenario (RESI Dadaab II) (B864) | | | | | ■ | | | Japan Norwegian Refugee Council | 105 |
| Sri Lanka | | ■ | Sri Lanka: Trade related assistance (A306) | | ■ | | ■ | | | | Deutsche Gesellschaft für Internationale Zusammenarbeit, Germany European Union China | 693 |
| | | | Trade Promotion between China and other Developing Countries along the Belt and Road Initiative (B568) | ■ | | | | | ■ | | | |
| | | | Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893) | | | | | ■ | | | | |
| State of Palestine | | ■ | State of Palestine:Reform and Development of Markets, Value Chains and Producers' Organizations (B580) | ■ | | | ■ | ■ | | | Food and Agriculture Organisation Palestine Japan | 238 |
| | | | State of Palestine:Enhance Employment of Refugees and Young Population in Gaza (B868) | | | ■ | ■ | ■ | | | | |
| Sudan | ■ | ■ | Supporting Sudan's WTO Membership Negotiations and Related Trade Policy Reforms (B895) | | ■ | | | | | | Japan | 138 |
| Suriname | | ■ | Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407) | | | | ■ | | | | European Union United Kingdom of Great Britain and Northern Ireland | 181 |
| | | | Trade Intelligence: UK Trade Partnerships Programme (B906) | ■ | | | | | | | | |
| Tajikistan | | ■ | Tajikistan: Enabling market access for agricultural products through improved food safety system (STDF) (B312) | | ■ | ■ | ■ | | | | World Trade Organization Switzerland European Union ITF Window 1 UNDP China | 1,858 |
| | | | Global: Networking and knowledge management for the textile and clothing sector (GTEX) (B451) | | | | ■ | | | | | |
| | | | Culture project: Identity Building and Sharing Business Initiative (B542) | | | | | ■ | | | | |
| | | | Trade Promotion between China and other Developing Countries along the Belt and Road Initiative (B568) | ■ | | | | | ■ | | | |
| | | | Poor Communities and Trade Programme (B649) | | | | | ■ | | | | |
| | | | Tajikistan: Improving the international competitiveness of the textile and clothing sector (GTEX) (B675) | | ■ | ■ | ■ | ■ | | | | |
| | | | Central Asia: Ready4Trade (R4TCA) (B723) | | ■ | | ■ | | | | | |
| | | | Central Asian Trade Intelligence Portal (CATI) (B784) | ■ | | | ■ | | | | | |
| Thailand | | | Systematic Mechanism for Safer Trade (SYMST) (B695) | ■ | | ■ | | ■ | ■ | | European Union | 490 |
| The Gambia | ■ | ■ | The Gambia: Youth empowerment project (YEP) (B179) | | ■ | | ■ | ■ | | | European Union | 4,424 |

| Country / Region | LDCs | Priority countries | Project Title | Focus area 1 | Focus area 2 | Focus area 3 | Focus area 4 | Focus area 5 | Focus area 6 | 7 Corporate | Funders | Budget 2020 (\$'000) |
|--|------|--------------------|---|--------------|--------------|--------------|--------------|--------------|--------------|----------------|---|----------------------|
| The Gambia (cont.) | | | ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537) | ■ | ■ | ■ | ■ | | ■ | | EIF Executive Secretariat ITF Window 1 OPEC Fund for International Development UN Peacebuilding Fund United Nations Capital Development Fund | |
| | | | The Gambia: Jobs, Skills and Finance (JSF) for Women and Youth (B664) | | ■ | ■ | | ■ | | | | |
| | | | SheTrades Gambia (B751) | | | | | ■ | | | | |
| | | | The Gambia: PBF, Strengthening Sustainable and Holistic Reintegration of Returnees (B786) | | | | ■ | ■ | | | | |
| | | | The Gambia: Strengthening community coping mechanisms to mitigate risks of conflicts and reduce climate-related tensions (B945) | | | | | | ■ | | | |
| Togo | ■ | ■ | ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537) | ■ | ■ | ■ | ■ | | ■ | European Union | 227 | |
| Trinidad and Tobago | | ■ | Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407) | | | | ■ | | | | European Union United Kingdom of Great Britain and Northern Ireland | 181 |
| | | | Trade Intelligence: UK Trade Partnerships Programme (B906) | ■ | | | | | | | | |
| Tunisia | | | Global: Networking and knowledge management for the textile and clothing sector (GTEX) (B451) | | | | ■ | | | | Switzerland Sweden Deutsche Gesellschaft für Internationale Zusammenarbeit, Germany World Bank | 977 |
| | | | Tunisia: Improving the international competitiveness of the textile and clothing sector (GTEX/MENATEX) (B672) | | | | ■ | | | | | |
| | | | MENATEX Regional: Regional component of the Textiles and Clothing Programme for the MENA region (B696) | | | | ■ | | | | | |
| | | | Alliance for Product Quality in Africa (B928) | | | | ■ | ■ | | | | |
| Tunisia: E-Commerce for Women Entrepreneurs In MENA Project (B971) | | | | | | ■ | ■ | | | | | |
| Turkey | | | Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893) | | | | | ■ | | European Union | 89 | |
| Turkmenistan | | ■ | Central Asia: Ready4Trade (R4TCA) (B723) | | ■ | | ■ | | | European Union | 683 | |
| Uganda | ■ | ■ | Supporting Indian trade and investment for Africa (SITA) (A854) | | | | | | ■ | | United Kingdom of Great Britain and Northern Ireland European Union Ministry of Foreign Affairs of the Netherlands ITF Window 1 EIF Executive Secretariat | 1,748 |
| | | | EU-EAC Market Access Upgrade Programme - MARKUP (B383) | | ■ | | ■ | | ■ | | | |
| | | | Uganda: Export development of IT and IT-enabled services (NTF IV) (B387) | | | | ■ | ■ | | | | |
| | | | Culture project: Identity Building and Sharing Business Initiative (B542) | | | | | ■ | | | | |

| Country / Region | LDCs | Priority countries | Project Title | Focus area 1 | Focus area 2 | Focus area 3 | Focus area 4 | Focus area 5 | Focus area 6 | 7 Corporate | Funders | Budget 2020 (\$'000) |
|-----------------------------------|------|--------------------|---|--------------|--------------|--------------|--------------|--------------|--------------|--|---|----------------------|
| Uganda (cont.) | | | NTF IV Programme Management (B584) | | | | ■ | ■ | | | | |
| | | | Poor Communities and Trade Programme (B649) | | | | | ■ | | | | |
| | | | Uganda: Handicraft and Souvenir Development Project (HSDP) B764 (B764) | | | ■ | ■ | ■ | | | | |
| Ukraine | | | Ukraine: Linking SMEs in the fruit and vegetables industry to global and domestic value chains (A303) | | ■ | | ■ | | | | | |
| | | | Eastern Partnership: Ready to Trade - an EU4Business initiative (B252) | | | | ■ | | | | Sweden European Union | 1,062 |
| | | | Trade and market intelligence for the Eastern Partnership Countries (B802) | ■ | | | | | | | | |
| United Republic of Tanzania (the) | ■ | ■ | Supporting Indian trade and investment for Africa (SITA) (A854) | | | | | | ■ | | | |
| | | | EU-EAC Market Access Upgrade Programme - MARKUP (B383) | | ■ | | ■ | | ■ | | United Kingdom of Great Britain and Northern Ireland European Union COMESA One UN Fund ITF Window 1 | 1,325 |
| | | | Tanzania: Kigoma Joint Programme under UNDAP II (B727) | | | | ■ | ■ | | | | |
| | | | COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796) | ■ | ■ | ■ | | | | | | |
| | | | Fast Tracking Digital Entrepreneurship in Africa - Phase 1 (B898) | | | | ■ | | | | | |
| Uzbekistan | | ■ | Culture project: Identity Building and Sharing Business Initiative (B542) | | | | | ■ | | | | |
| | | | Poor Communities and Trade Programme (B649) | | | | | ■ | | | European Union ITF Window 1 UNDP | 1,062 |
| | | | Central Asia: Ready4Trade (R4TCA) (B723) | | ■ | | ■ | | | | | |
| | | | Central Asian Trade Intelligence Portal (CATI) (B784) | ■ | | | ■ | | | | | |
| Vanuatu | ■ | ■ | Poor Communities and Trade Programme (B649) | | | | | ■ | | ITF Window 1 | 18 | |
| Viet Nam | | | Non-tariff measures programme (W1) (B626) | ■ | | | | | | | | |
| | | | Trade Facilitation (B628) | | ■ | | | | | | European Union ITF Window 1 | 559 |
| | | | Trade for Sustainable Development (T4SD) - Hubs (B694) | | | | | ■ | | | | |
| | | | Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893) | | | | | ■ | | | | |
| Zambia | ■ | ■ | Partnership for Investment and Growth in Africa (Main Phase) (B340) | | | ■ | | | ■ | United Kingdom of Great Britain and Northern Ireland ITF Window 1 | 942 | |

| Country / Region | LDCs | Priority countries | Project Title | Focus area 1 | Focus area 2 | Focus area 3 | Focus area 4 | Focus area 5 | Focus area 6 | 7 Corporate | Funders | Budget 2020 (\$'000) | |
|---------------------------------|------|--------------------|--|--------------|--------------|--------------|--------------|--------------|--------------|----------------|---|----------------------|--|
| Zambia (cont.) | | | Non-tariff measures programme (W1) (B626) | ■ | | | | | | | EIF Executive Secretariat COMESA | | |
| | | | SheTrades Zambia (B785) | | | | | ■ | | | | | |
| | | | COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796) | ■ | ■ | ■ | | | | | | | |
| | | | Fast Tracking Digital Entrepreneurship in Africa - Phase 1 (B898) | | | | ■ | | | | | | |
| Zimbabwe | | ■ | COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796) | ■ | ■ | ■ | | | | | COMESA United Kingdom of Great Britain and Northern Ireland | 620 | |
| | | | Trade Intelligence: UK Trade Partnerships Programme (B906) | ■ | | | | | | | | | |
| | | | Zimbabwe: UK Trade Partnerships Programme (B907) | ■ | | | ■ | | | | | | |
| | | | Programme Management: UK Trade Partnerships Programme (B908) | ■ | | | ■ | | | | | | |
| Africa | | | Implementation of the African Trade Observatory within the AUC (B353) | ■ | | | | | | | European Union Deutsche Gesellschaft für Internationale Zusammenarbeit, Germany ITF Window 1 | 2,441 | |
| | | | ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807) | | | | ■ | | ■ | | | | |
| | | | SheTrades: Empowering Women in the African Continental Free Trade Area (AfCFTA) (B832) | | | | | ■ | | | | | |
| | | | ITC's contribution to the AfCFTA (B942) | ■ | ■ | | | | | ■ | | | |
| Asia and the Pacific | | | ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807) | | | | ■ | | ■ | European Union | 836 | | |
| Latin America and the Caribbean | | | ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807) | | | | ■ | | ■ | European Union | 861 | | |
| Global | | | Export Potential Map (A341) | ■ | | | | | | | Netherlands (the) Enterprise Greece | | |
| | | | Trade in services (B026) | | ■ | | | | | ■ | China | | |
| | | | Trade for Sustainable Development (T4SD) (B036) | | | | | ■ | | | Deutsche Gesellschaft für Internationale Zusammenarbeit, Germany European Union Switzerland Sustainable Agriculture Initiative (SAI Platform) United States | 15,016 | |
| | | | MLS-SCM Revolving Fund (B189) | | | | ■ | | | | Revolving Fund MLS-SCM | | |
| | | | TS Revolving Fund (B205) | | | ■ | | | | | Revolving Fund TS | | |

| Country / Region | LDCs | Priority countries | Project Title | Focus area 1 | Focus area 2 | Focus area 3 | Focus area 4 | Focus area 5 | Focus area 6 | 7 Corporate | Funders | Budget 2020 (\$'000) | |
|------------------|------|--|--|--------------|--------------|--------------|--------------|--------------|--------------|-------------|---|---|--|
| Global (cont.) | | | Improving transparency in trade through market analysis tools as a global public good (B336) | ■ | | | | | | | European Union ITF Window 1 Revolving Fund MAR | | |
| | | | Improving transparency in trade through embedded market analysis tools (B352) | ■ | | | | | | | Public Procurement Service of the Republic of Korea TradeMalta | | |
| | | | Quality and SPS standards (B427) | | ■ | | | | | | | ITF Window 1 | |
| | | | SheTrades: International workshop agreement on the definition of Women Owned Businesses (B562) | | | | | ■ | | | | Sweden | |
| | | | Global Trade Helpdesk (B572) | ■ | | | | | | | | Qatar Development Bank Switzerland | |
| | | | Secondee from Republic of Korea (B600) | ■ | | | | | | | | Public Procurement Service of the Republic of Korea | |
| | | | DMD Partnership & Coordination (B620) | | | | | | | | ■ | ITF Window 1 | |
| | | | RBM (B622) | | | | | | | | ■ | ITF Window 1 | |
| | | | OED Cabinet (B623) | | | | | | | | ■ | ITF Window 1 | |
| | | | NY Office (B624) | | | | | | | | ■ | ITF Window 1 | |
| | | | Information Technology Services & Support (B625) | | | | | | | | ■ | ITF Window 1 | |
| | | | Support Trade Negotiations (B629) | | | ■ | | | | | | ITF Window 1 | |
| | | | Export strategy design and management (B630) | | | ■ | | | | | | ITF Window 1 | |
| | | | SME Competitiveness Survey and Outlook (B631) | ■ | | ■ | | | | | | ITF Window 1 | |
| | | | Trade in services (B632) | | | ■ | | | | | | ITF Window 1 | |
| | | | I 4 IMPACT (AIM): Improving institutional performance for SME internationalization (B633) | | | | ■ | ■ | ■ | | | ITF Window 1 | |
| | | | Value Added to Trade (B635) | | | | | ■ | | | | ITF Window 1 | |
| | | | E-solutions (B636) | | | | | ■ | | | | ITF Window 1 | |
| | | | SheTrades (B641) | | | | | | ■ | | | ITF Window 1 | |
| | | | SheTrades Coordination (B642) | | | | | | ■ | | | ITF Window 1 | |
| | | Trade for Sustainable Development (T4SD) - Database (B645) | | | | | | ■ | | | ITF Window 1 | | |

| Country / Region | LDCs | Priority countries | Project Title | Focus area 1 | Focus area 2 | Focus area 3 | Focus area 4 | Focus area 5 | Focus area 6 | 7 Corporate | Funders | Budget 2020 (\$'000) |
|------------------|------|---|---|--------------|--------------|--------------|--------------|--------------|--------------|---------------------------|---------------------------|----------------------|
| Global (cont.) | | | DEI Coordination and Innovation Fund (B647) | | | | | | | ■ | ITF Window 1 | |
| | | | E-Learning (B648) | ■ | | | | | | | ITF Window 1 | |
| | | | DCP Partnership and Coordination (B650) | | | | | | | ■ | ITF Window 1 | |
| | | | Global: Support for Innovative Methods and Tools (understanding NTMs and accessing e-Commerce) (B678) | ■ | | | ■ | | | | United States | |
| | | | Business survey study to identify the information needs' of EU services exporters (B734) | ■ | | | | | | | European Union | |
| | | | Innovation Lab (B788) | | | | | | | ■ | ITF Window 1 | |
| | | | New ITC website (B824) | | | | | | | ■ | ITF Window 1 | |
| | | | DPS Improving operational efficiency (B838) | | | | | | | ■ | ITF Window 1 | |
| | | | Youth & Trade: Entrepreneurship and Employability (B840) | | | | | ■ | | | ITF Window 1 | |
| | | | DMD/TMI Core Staff (B849) | ■ | | | | | | | ITF Window 1 | |
| | | | CRM (B852) | | | | | | | ■ | ITF Window 1 | |
| | | | Benchmarking Platform Update (B891) | | | ■ | | | | | ITF Window 1 | |
| | | | E-learning - Global Public Good (B892) | ■ | | | | | | | ITF Window 1 | |
| | | | Collecting data on women in extra-EU services trade in selected EU Member States (B922) | ■ | | | | | ■ | | European Union | |
| | | | Investment Facilitation for Development (B929) | | ■ | | | | | | China | |
| | | | Alliances for Action: Coffee Guide (B930) | | | | ■ | | | | ITF Window 1 | |
| | | | Business Development Fund (BDF 2020) (B949) | | | | | | | ■ | ITF Window 1 (BDF) | |
| | | | Corporate Data Management Architecture (B952) | | | | | | | ■ | ITF Window 1 | |
| | | | UN-SWAP 2.0 (B962) | | | | | | | ■ | ITF Window 1 | |
| | | | Associate expert - Office for Asia and the Pacific (B880) | | | | | | | ■ | China Scholarship Council | 1,039 |
| | | Associate expert - Office for Asia and the Pacific (B773) | | | | | | | ■ | China Scholarship Council | | |

| Country / Region | LDCs | Priority countries | Project Title | Focus area 1 | Focus area 2 | Focus area 3 | Focus area 4 | Focus area 5 | Focus area 6 | 7 Corporate | Funders | Budget 2020 (\$'000) | |
|------------------|------|--------------------|---|--------------|--------------|--------------|--------------|--------------|--------------|-------------|--|---------------------------|--|
| Global (cont.) | | | Associate Expert: Trade facilitation and policy for business (B393) | | ■ | | | | | | Finland | | |
| | | | Associate Expert: Trade facilitation and policy for business (B699) | | ■ | | | | | | Federal Ministry for Economic Cooperation and Development, Germany | | |
| | | | Associate expert - E-solutions (B800) | | | | ■ | | | | Federal Ministry for Economic Cooperation and Development, Germany | | |
| | | | Associate expert - SheTrades (B825) | | | | | ■ | | | Federal Ministry for Economic Cooperation and Development, Germany | | |
| | | | Associate expert - Strengthening TISIs (B886) | | | ■ | | | | | China Scholarship Council | | |
| | | | Associate expert - Research and strategies for export (B887) | | | | | | | ■ | | China Scholarship Council | |
| | | | Associate expert - Sector and Enterprise Competitiveness (B947) | | | | | ■ | | | | Netherlands (the) | |

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