
REPORT TO THE CONSULTATIVE COMMITTEE OF THE ITC TRUST FUND

(1 JANUARY – 31 DECEMBER 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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CONSULTATIVE COMMITTEE
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Introduction

ITC is pleased to submit to the Consultative Committee of the ITC Trust Fund (CCITF) the 2020 report on its budgets, delivery and performance, covering the period from 1 January to 31 December 2020.

This report provides information principally in the form of self-explanatory tables that give an overview of the organization's 2020 resources and activities. It focuses on the analysis of ITC's extrabudgetary resources, providing a detailed description of the source of funds, their status and use, and an update on programme support and regular budget resources. It also gives an account of ITC's 2020 performance against the targets set in the Operational Plan 2020 that link to ITC's Strategic Plan 2018-21.

ITC received an 'unqualified audit opinion' on the financial statements for 2019, confirming that ITC fully complies with IPSAS accounting and reporting requirements.¹

All financial amounts presented are in US dollars (\$), unless specified otherwise.

1 Source of ITC funds

Two sources of funding enable ITC's work: the regular budget (RB) and extrabudgetary funding (XB), which includes programme support costs (PSC). The RB for 2020 was approved as part of the annual budget approval by the United Nations General Assembly and the World Trade Organization (WTO) General Council.

Extrabudgetary funds are voluntary contributions to the ITC Trust Fund (ITF). This includes two categories of funds known as windows. Window I (W1) consists of unearmarked and soft-earmarked contributions from funders, while Window II (W2) is composed of contributions that are earmarked for specific projects and programmes, for Junior Professional Officers (JPOs) and secondees, as well as of a small amount of revenue from the sale of products and services. PSC is earned via a fixed percentage charge on all extrabudgetary expenditures.

¹ The ITC 'Financial report and audited financial statements for the year ended 31 December 2019' and 'Report of the Board of Auditors' is available on line: <http://www.intracen.org/itc/about/working-with-itc/corporate-documents/financial-reports/>

1.1 Voluntary contributions to the ITC Trust Fund

The figures in Table 1 reflect the funds transferred to the ITC Trust Fund in 2020, in comparison with funding received in 2019. The amounts transferred may include funding designated for years beyond 2020, as per the individual grant agreements.

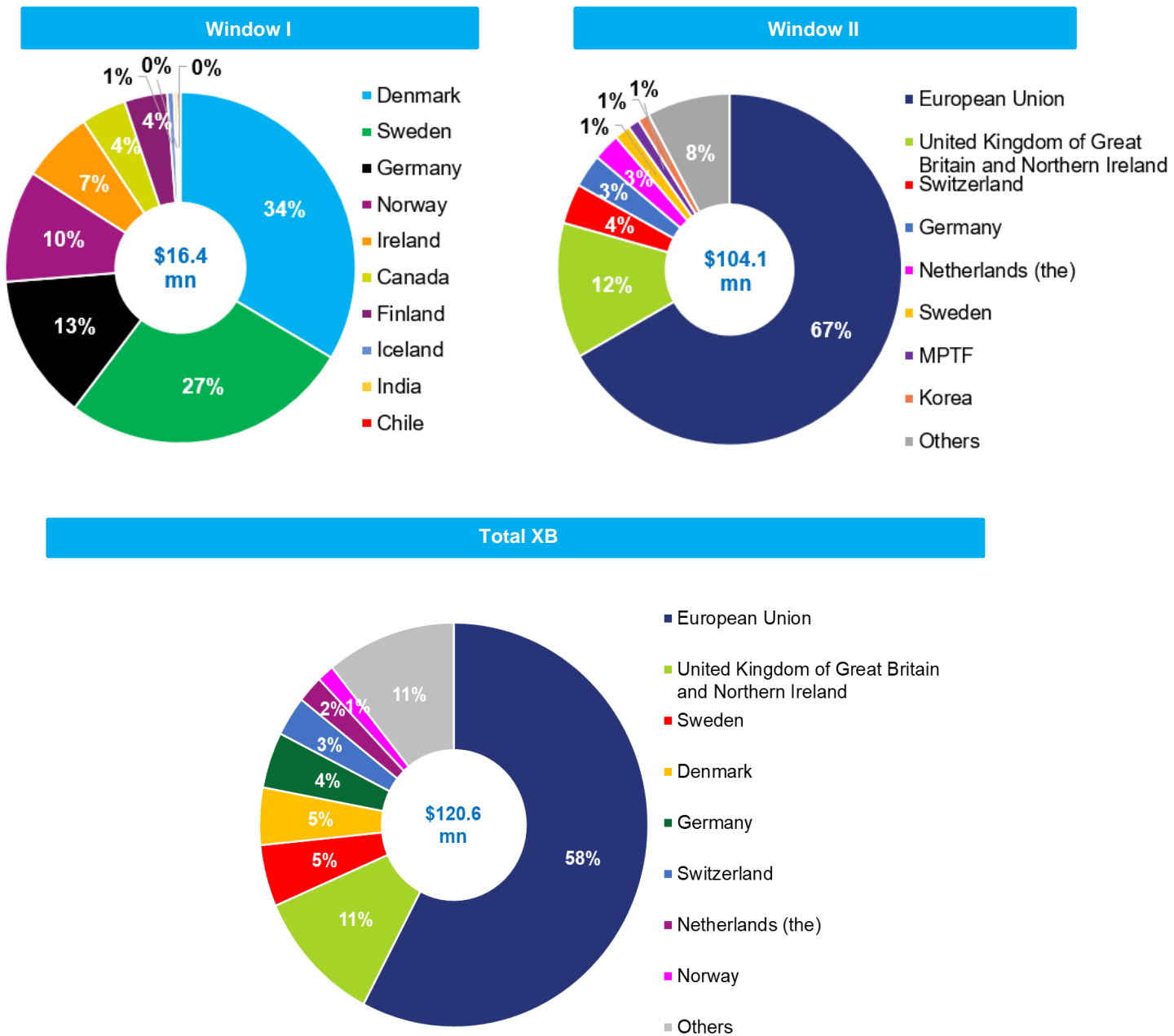
Table 1: XB funding received from 1 Jan to 31 Dec 2019 and from 1 Jan to 31 Dec 2020, in \$ thousand

Fundere	Jan - Dec 2019 (\$ '000)			Jan - Dec 2020 (\$ '000)		
	Window I	Window II	Total	Window I	Window II	Total
Governments and national development agencies	15,890	39,295	55,185	16,441	27,453	43,895
Australia	-	-	-	-	47	47
Canada	711	-	711	682	12	694
Chile	-	-	-	50	-	50
China	100	1,039	1,139	-	658	658
Curacao	-	155	155	-	285	285
Denmark	5,204	-	5,204	5,514	-	5,514
Ethiopia	-	22	22	-	-	-
Finland	1,260	-	1,260	648	177	825
France	-	633	633	-	230	230
Germany	2,169	2,279	4,448	2,205	3,188	5,393
Iceland	-	-	-	100	-	100
India	50	-	50	50	-	50
Ireland	910	-	910	1,092	-	1,092
Japan	-	1,396	1,396	-	423	423
Korea	-	2,774	2,774	-	1,110	1,110
Netherlands (the)	-	3,155	3,155	-	2,615	2,615
Norway	1,641	-	1,641	1,697	-	1,697
Sweden	3,845	1,904	5,749	4,402	1,551	5,953
Switzerland	-	3,160	3,160	-	3,844	3,844
United Kingdom of Great Britain and Northern Ireland	-	22,063	22,063	-	12,996	12,996
United States	-	716	716	-	318	318
International organizations including financial institutions, partnerships and funds, regional organisations, UN system and related	-	62,076	62,076	-	74,165	74,165
African Export-Import Bank	-	31	31	-	555	555
Enhanced integrated Framework	-	1,008	1,008	-	660	660
European Union	-	56,671	56,671	-	69,552	69,552
FAO	-	253	253	-	-	-
ILO	-	45	45	-	-	-
International Islamic Trade Finance Corporation	-	350	350	-	290	290
IOM	-	241	241	-	-	-
MPTF	-	885	885	-	1,133	1,133
OPEC Fund for International Development	-	-	-	-	350	350
Standards and Trade Development Facility (STDF)	-	445	445	-	-	-
UEMOA	-	69	69	-	254	254
UNDP	-	204	204	-	-	-
UNIDO	-	662	662	-	237	237
UNCDF	-	990	990	-	971	971
World Bank	-	197	197	-	163	163
World Trade Organization (WTO)	-	25	25	-	-	-

Funders	Jan - Dec 2019 (\$ '000)			Jan - Dec 2020 (\$ '000)		
	Window I	Window II	Total	Window I	Window II	Total
Academia, training and research institutions, nonprofit organizations and businesses	-	972	972	-	1,967	1,967
AMC Ernst & Young (EY)	-	-	-	-	33	33
Boston Consulting Group	-	-	-	-	3	3
Chocolats Halba/ Coop Genossenschaft	-	362	362	-	265	265
DHL	-	35	35	-	-	-
Finance in Motion	-	-	-	-	37	37
IBF International consulting	-	21	21	-	-	-
Mary Kay	-	-	-	-	350	350
Mo Ibrahim Foundation	-	76	76	-	114	114
National Graduate Institute for Policy Studies (GRIPS)	-	160	160	-	125	125
Norwegian Refugee Council	-	-	-	-	468	468
Physikalisch-Technische Bundesanstalt (PTB)	-	-	-	-	40	40
Swisscontact	-	18	18	-	139	139
UPS foundation	-	300	300	-	392	392
Business support organizations	-	1,165	1,165	-	248	248
Andorra Desenvolupament i Inversio	-	25	25	-	-	-
ChileCarne	-	-	-	-	70	70
China Council for the Promotion of International Trade	-	15	15	-	16	16
Enterprise Greece	-	28	28	-	17	17
Fédération Européenne des Fabricants d'Aliments Composés (FEFAC)	-	6	6	-	6	6
Investchile	-	25	25	-	-	-
Labor Fund Bahrain (Tamkeen)	-	700	700	-	-	-
Marketing and National Import Board of Grenada	-	156	156	-	-	-
New Zealand Trade and Enterprise	-	-	-	-	12	12
PromPeru	-	-	-	-	20	20
Saint Lucia Trade Export Promotion Agency (TEPA)	-	115	115	-	-	-
Spirit Slovenia	-	-	-	-	12	12
Sustainable Agriculture Initiative (SAI Platform)	-	62	62	-	72	72
The Swiss Platform for Sustainable Cocoa	-	-	-	-	11	11
Switzerland Global Enterprise	-	5	5	-	13	13
TradeMalta	-	29	29	-	-	-
Revolving funds	-	479	479	-	282	282
Total XB funding received	15,890	103,987	119,877	16,441	104,116	120,557

1.2 Share of voluntary contributions received by funder, in the period Jan – Dec 2020

Figure 1: Funder contributions to Window I and Window II of the ITC Trust Fund received from Jan-Dec 2020



1.3 United Nations Regular Budget assessed contributions, and WTO contributions received to ITC's Regular Budget for year 2020

	Contributions received in 2020 (in \$ thousands)
Assessed contributions from the United Nations	18,862
Assessed contributions from the World Trade Organization	18,862
Miscellaneous income ²	247
Total revenue	37,971

According to the scale of assessments for the contributions of member states to the regular budget of the United Nations 2019-21, which considers national income, population, and debt burden, the top 10 contributors are: the United States of America, China, Japan, Germany, the United Kingdom, France, Italy, Brazil, Canada and the Russian Federation³.

Based on their share in international trade, the top contributors to the consolidated budget of the WTO secretariat and the Appellate body Secretariat in 2020 were: the United States of America, China, Germany, Japan, France, the United Kingdom, the Netherlands, the Republic of Korea, Hong Kong SAR and Italy.⁴

² Miscellaneous income comes from various sources, e.g. from ITC garage fees.

³ A/RES/73/271

⁴ WTO Annual Report 2020 - https://www.wto.org/english/thewto_e/secret_e/budget_e/budget2020_member_contribution_e.pdf

2 Delivery of technical assistance in 2020

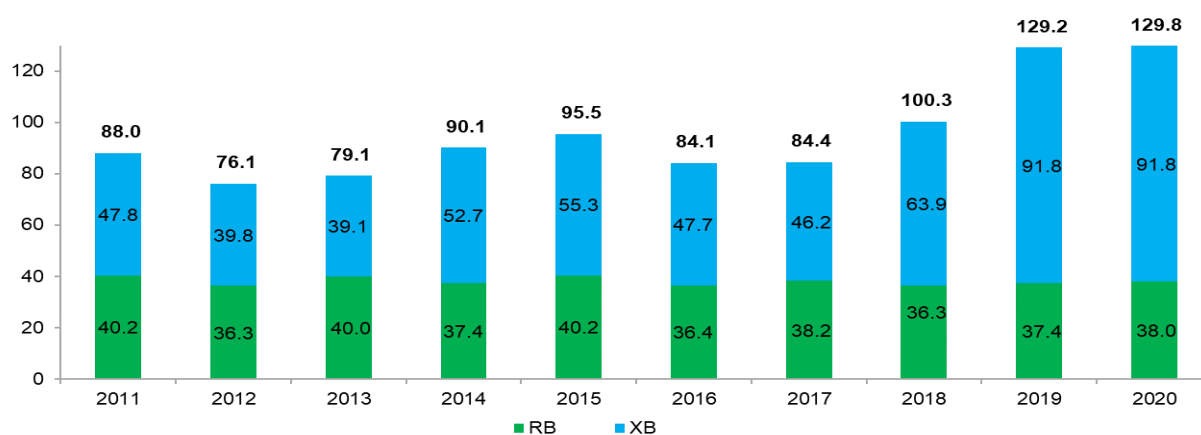
2.1 Budget overview

ITC's overall budget for 2020 as per ITC's Operational Plan 2020 (OP budget) amounted to \$135 million, with an RB of \$36 million. For gross XB delivery, which includes PSC charges, the delivery planned for 2020 at the beginning of the year was \$99 million. At the end of 2020, actual delivery of XB stood at 93% and RB delivery stood at 105% of the planned 2020 budget. XB delivery had been affected by the implications of the COVID-19 pandemic on ITC's work and was at the \$ same level as in 2019. The higher than planned RB delivery was possibly due to a changing CHF to USD exchange rate during the year, which increased the USD allocation.

Table 2: ITC OP budget, RB and XB delivery for the period Jan - Dec 2020, \$ million

Budget	OP Budget	Delivery	% spent
Extrabudgetary funds	99.0	91.8	93%
Regular Budget	36.0	38.0	105%
Total	135.0	129.8	96%

Figure 2: ITC delivery pattern from 2011 to 2020, by source of funds, \$ million



2.1.1 Regular budget

ITC's regular budget (RB) is the bedrock of ITC's operational activities for development. It has supported ITC's work in the six Focus Areas and ensured alignment with country needs. ITC uses the RB contribution to fund: a) core expertise; b) development, maintenance and expansion of ITC's intangible assets and global offering (core components of ITC's Global Public Goods offering, databases, tools, publications); c) programme development, including monitoring and evaluation; and d) ITC's core management, country coordination and core corporate communications. The RB funding is used to cover salaries and common staff expenditures for 160 staff and organizational running costs. The 'Alignment with country needs' area consists of RB spent on staff working in the Regional Offices of the Division of Country Programmes and a proportionate part of the management and support cost.

The UN General Assembly approved, on a trial basis, a shift from a biennial to an annual budget period for the UN Secretariat beginning with the programme budget for 2020. The unspent balance can no longer be carried forward.

Table 3: RB allocation and delivery by Focus Area, for the period Jan – Dec 2020, \$ million

Focus Area	OP budget	Delivery
1 Providing Trade and Market Intelligence	5.9	6.2
2 Building a Conducive Business Environment	5.2	5.5
3 Strengthening Trade and Investment Support Institutions	3.1	3.3
4 Connecting to International Value Chains	8.0	8.4
5 Promoting and Mainstreaming Inclusive and Green Trade	6.4	6.8
6 Supporting Regional Economic Integration and South-South Links	1.8	1.9
Alignment with country needs	5.6	5.9
Total	36.0	38.0

Table 4: RB delivery by cost category for the period Jan – Dec 2020, \$ million

Categories	Delivery
Staff and Other Personnel Costs	30.1
Operating and Other Direct Costs	4.9
Contractual Services	1.3
Equipment Vehicles and Furniture	1.3
Grants out	0.2
Travel	0.1
Total	38.0

Table 5: RB delivery overview, \$ million

Item	2012-13	2014-15	2016-17	2018-19	2020
Appropriations for a biennium / year*	79.9	78.2	73.6	75.1	38.0**
Delivery	76.3	77.5	74.6	73.8	38.0
% spent	95%	99%	101%	98%	100%

*The appropriation is influenced by three parameters: re-costing, reductions imposed by the UN or WTO budget review bodies and the exchange rate used to convert the CHF figure to USD, which is different for each biennium.

** Starting 2020, the budget period on the UN side has been annual. The unspent balance can no longer be carried forward.

2.1.2 Programme Support Costs

The charge collected on trust funds or extrabudgetary expenditures is called Programme Support Cost (PSC) and is expressed as a percentage of direct costs (expenditure). PSC are charged to recover incremental indirect costs. These consist of costs incurred when supporting activities financed from extrabudgetary contributions, e.g. for the central administration of human, financial, physical and ICT resources, for facilities, equipment, and contributions to the implementation of UN wide/corporate initiatives such as Umoja, IPSAS, and the Global Service Delivery Model (GSDM). The recovery and use of PSC resources are of central importance to the financing and organization of efficient and effective XB project support services.

In line with the expanded XB budget, some additional PSC-funded posts were funded to support XB project delivery in 2020. The 2020 PSC budget also shows an increased contribution to the UN-wide corporate initiatives.

Table 6: PSC delivery by Focus Area, for the period Jan - Dec 2020, \$ million

Focus Area	Delivery	%
1 Providing Trade and Market Intelligence	0.8	12%
2 Building a Conducive Business Environment	1.0	14%
3 Strengthening Trade and Investment Support Institutions	0.5	7%
4 Connecting to International Value Chains	2.0	28%
5 Promoting and Mainstreaming Inclusive and Green Trade	1.8	25%
6 Supporting Regional Economic Integration and South-South Links	0.5	7%
Alignment with country needs	0.4	5%
Total	7.0	100%

Table 7: PSC delivery by cost category, for the period Jan - Dec 2020, \$ million

Categories	Spent	%
Staff and Other Personnel Costs	5.2	75%
Operating and Other Direct Costs	1.8	25%
Contractual Services*	0.0	0%
Total	7.0	100%

*Contractual services expenditure amounts to \$21 thousands.

2.1.3 Extrabudgetary funds

Extrabudgetary funds (XB) are mobilized through the ITC Trust Fund (ITF). ITC works with XB in accordance with United Nations Regulations, and internal rules and procedures. The volume of XB funds depends on agreements reached with funders on an ongoing basis, often for multiple years. As explained in Section 2 of this report, the ITF consists of two categories of funds: Window I (W1) comprises un-earmarked and soft-earmarked contributions while Window II (W2) consists of earmarked contributions.

Window I allocations are made by ITC's Senior Management Committee (SMC) during the preparation of the annual Operational Plan and throughout the year. When deciding on W1 allocations, SMC takes into account the overall purpose of W1 funds: to support expenditures that contribute to 'preparing the future' of ITC and that are crucial for ITC's corporate performance in pursuit of 'good trade'. SMC also considers the following criteria:

1. Client needs / priorities;
2. Prioritization of initiatives according to the ITC Strategic Plan;
3. Synergies and balance with Window II components of the work programme;

4. Performance in the execution of the work programme;
5. Funder preferences;
6. Actual and expected funder contributions.

Window II allocations follow the budget earmarking that is specified in the grant agreements signed with funders for specific projects. The projects must fall within the scope of ITC's Strategic Framework.

Some examples of earmarked funding sources are: bilateral or tripartite agreements with ODA funders and government partners for a specific technical assistance project, funding for projects under the Enhanced Integrated Framework (EIF) for least developed countries; funding from other UN agencies. Window II also covers contributions for JPOs and secondees, as well as a small amount of funds channelled through 'Revolving Funds'. Governed by specific terms of reference, Revolving Funds enable the delivery of activities which are of a recurring nature and generate financial income on a cost-recovery basis, e.g. by provision of specific services (trainings, webinars).

The analyses presented in the following sections compare total 2020 delivery, as well as W1 and W2 delivery with the budget allocations reflected in the ITC Operational Plan 2020.

In the Operational Plan 2020, the planned XB budget was set at \$99 million. The year-end XB delivery reached 93% against plan, with Window I delivery at 92% and Window II delivery at 93% of the target.

Table 8: XB budget and delivery for the period Jan - Dec 2020, \$ million

Window	OP budget	Delivery	% spent
Window I	15.0	13.7	92%
Window II	84.1	78.1	93%
Total XB	99.0	91.8	93%

Table 9 shows the 2020 XB budget by cost categories.

Table 9: XB delivery by cost category for the period Jan - Dec 2020, \$ million

Categories	XB	% spent
Technical Experts and Other Personnel	69.3	76%
Transfers and Grants Issued to Implementing Partners	7.4	8%
Operating and Other Direct Costs	5.2	6%
Contractual Services	4.2	5%
Travel	3.0	3%
Equipment Vehicles and Furniture	2.4	3%
Supplies Commodities and Materials	0.2	0%
Total	91.8	100%

2.1.4 ITC cash position

Table 10 shows the resulting ITC's cash position at the end of 2020. The contributions received in 2020 also include funding for multi-year projects.

Table 10: ITC cash position for the period Jan - Dec 2020, in \$ thousand

	W1	W2	Total XB
Balance as at 1 Jan 2020 ⁽¹⁾	9,255	76,170	85,426
Add: Contributions received	16,441	100,400	116,841
Funds from international organizations ⁽²⁾	-	3,164	3,164
Contributions from services rendered ⁽³⁾	-	551	551
Sub-total Contributions ⁽⁴⁾	16,441	104,116	120,557
Less: Expenditures	12,145	71,567	83,712

	W1	W2	Total XB
Programme Support Costs	1,543	6,572	8,115
Sub-total Expenditure	13,688	78,139	91,827
Refund to funders	-	(373)	(373)
Balance available	12,009	101,774	113,783
Add: Operating reserves			10,820
Total available balance as of 31 Dec 2020			124,603

1) Opening balance has been restated to reflect additional refunds to donors; 2) EIF, One UN and other international organizations; 3) Contributions from sales of publications and statistical tools and licenses; 4) Net contribution excludes interest and transfers to operating reserves

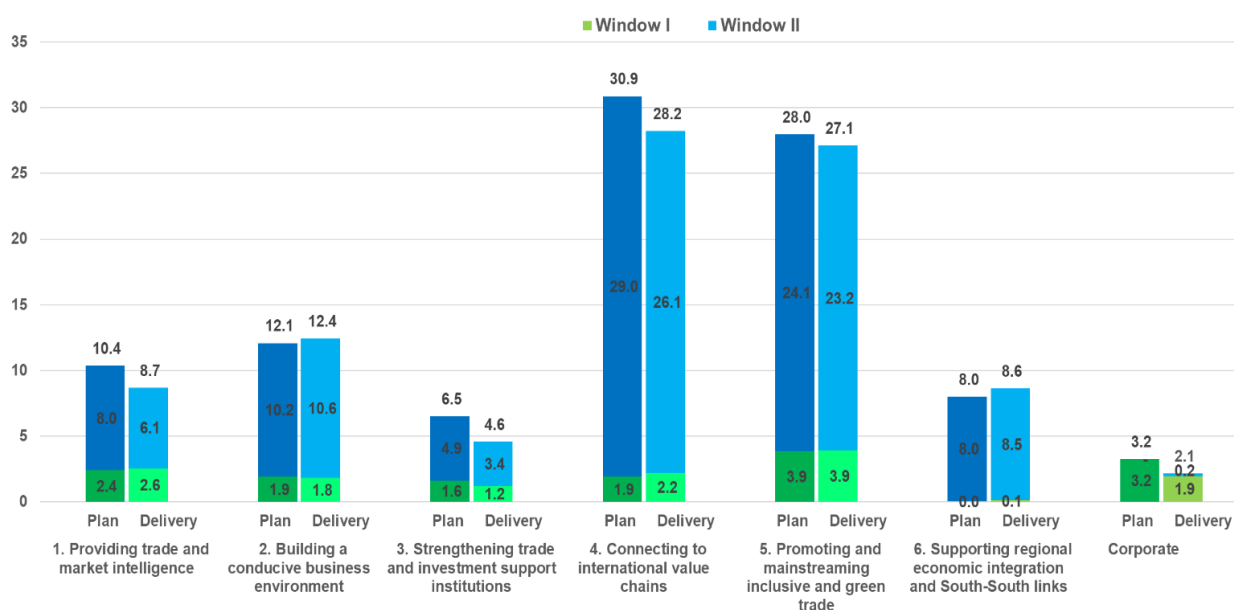
2.2 Extrabudgetary delivery by Focus Area and programme

ITC's work is organized into six Focus Areas and fifteen programmes. Delivery in these areas is defined by the project portfolio. Projects may be anchored in individual or multiple programmes.

In 2020, the planned XB delivery was affected only by 7% for the overall project portfolio, with variations per Focus Areas. The higher than average effect of the pandemic on Focus Area 1 – Providing Trade and Market Intelligence, and Focus Area 3 – Strengthening Trade and Investment Support Institutions, was due to specific country projects, where technical assistance components belonging to these Focus Areas, could not be delivered as planned. Usually, partner organisations were overwhelmed and had to focus on other priorities. As already visible in the mid-year CCITF report, delivery in each Focus Areas was also affected by the maturity of the related project portfolio – country and regional projects that were in the inception phase or had just started, were more affected by the COVID-19 crisis than others, and ITC's global initiatives were least affected.

Postponing of large-scale activities due to COVID-19 restrictions (such as, the WTPO conference in Focus Area 3), was often balanced out with contingency plans that implied more extensive capacity building and training of beneficiaries. The higher than planned delivery in Focus Area 6 resulted from additional funding for the extension of ITC's SITA project.

Figure 3: XB delivery by Focus Area and Window, for the period Jan - Dec 2020, \$ million



In the area 'Corporate', the plan figure always includes the initial W1 budget allocation for the ITC Business Development Fund (BDF). The BDF is used throughout the year to undertake needs assessments, analyses and engagement with partners and beneficiaries for the development of project proposals that are aligned with ITC's Strategic Plan. Once BDF funds are assigned to the development of specific projects, their delivery is reported under the projects' respective Focus Areas. The 'projects' in the W2 corporate category relate to associate experts.

Table 11: XB funded technical assistance delivery in Jan-Dec 2020 by programme, \$ million

Focus Area and programme	OP budget 2020	Jan-Dec 2020	% delivered
1. Providing trade and market intelligence	10.4	8.7	84%
1.1 Transparency in Trade	6.7	5.4	81%
1.2 Non-Tariff Measures in Goods and Services	2.7	2.0	75%
1.3 Competitive Intelligence	0.9	1.2	130%
2. Building a conducive business environment	12.1	12.4	103%
2.1 Trade Development Strategies	3.2	2.7	82%
2.2 Trade Facilitation	5.5	6.3	115%
2.3 Supporting Trade Negotiations and Policy Reform	3.3	3.5	103%
3. Strengthening trade and investment support institutions	6.5	4.6	70%
3.1 Strengthening Trade and Investment Support Institutions	6.5	4.6	70%
4. Connecting to international value chains	30.9	28.2	91%
4.1 Value Added to Trade	28.5	25.6	90%
4.2 E-Solutions: Linking Businesses to Markets	2.4	2.6	110%
5. Promoting and mainstreaming inclusive and green trade	28.0	27.1	97%
5.1 Empowering Women to Trade	9.6	9.9	104%
5.2 Empowering Poor Communities to Trade	8.3	7.8	93%
5.3 Youth and Trade	5.9	5.3	89%
5.4 Trade for Sustainable Development	4.1	4.1	101%
6. Supporting regional economic integration and South-South links	8.0	8.6	108%
6.1 Boosting Regional Trade	4.5	4.1	89%
6.2 South-South Trade and Investment	3.5	4.6	132%
Corporate	3.2	2.1	66%
7.1 Corporate	3.2	2.1	66%
Total	99.0	91.8	93%

2.3 Extrabudgetary delivery by region, country outreach and project design

ITC delivers its projects in five geographic regions, and implements 'Global projects'.

Global projects include initiatives to deliver Global public goods and, a few corporate projects. Projects with a Global public goods nature, such as 'Trade for Sustainable Development database', 'Improving transparency in trade through market analysis tools', 'I 4 Impact (AIM)', the 'SheTrades platform' or Value added to trade's 'Alliances for Action' – among others – serve clients in multiple regions and often conduct outreach to all ITC programme countries and territories. Corporate projects, such as: efficiency and effectiveness initiatives, results-based management, visibility and partnerships, and most JPOs or fellowships, are considered global in nature, as they support and enhance the delivery of trade-related technical assistance projects across all regions. Corporate projects accounted for approximately 2% of the total 2020 XB delivery.

The ratio of global versus regional and country-specific XB 2020 delivery was 17% to 83%. ITC retained its strong focus on sub-Saharan Africa and the Asia-Pacific region. The two regions accounted for approximately 76% of region-specific delivery, driven by large country projects.

The following table shows the delivery status by region, against the planned 2020 budget.

Table 12: Operational plan and delivery by funding source and region, for Jan - Dec 2020, \$ million

Region	OP W1	Delivery W1	% W1	OP W2	Delivery W2	% W2	Total OP budget	Total Delivery	% Total
Sub-Saharan Africa	2.9	3.2	109%	34.7	34.9	101%	37.6	38.1	101%
Asia-Pacific	1.2	1.0	89%	23.7	18.6	78%	24.9	19.6	79%
Arab States	0.0	0.0	-	5.2	4.7	91%	5.2	4.7	91%
Eastern Europe Central Asia	0.0	0.0	94%	8.9	9.1	103%	8.9	9.2	103%
Latin America and the Caribbean	0.1	0.2	111%	6.5	4.3	66%	6.6	4.5	67%
Global	10.6	9.2	87%	5.1	6.5	127%	15.8	15.8	100%
Total	15.0	13.7	92%	84.1	78.1	93%	99.0	91.8	93%

Differentiating by fund, Global projects' share of W1 funding is the highest, which is in line with the purposes for which W1 funding is used. It accounted for 67% of Window I delivery, with country or region-specific projects accounting for the remaining 33%. Country or region-specific W1 projects comprise BDF allocations, pilots to test new tools and methodologies, trainings and advisory services for the use of global public goods (GPGs), and ITC responses to specific requests, including W1 soft-earmarking on a geographic basis.

Inversely, for W2, Global projects accounted for 8% of delivery, and region-specific projects for 92%. The distribution of the region-specific W2 delivery shows 49% of delivery focused on sub-Saharan Africa, followed by the Asia-Pacific (26%), Eastern Europe and Central Asia (13%), Arab States (7%), and Latin America and the Caribbean (6%) regions.

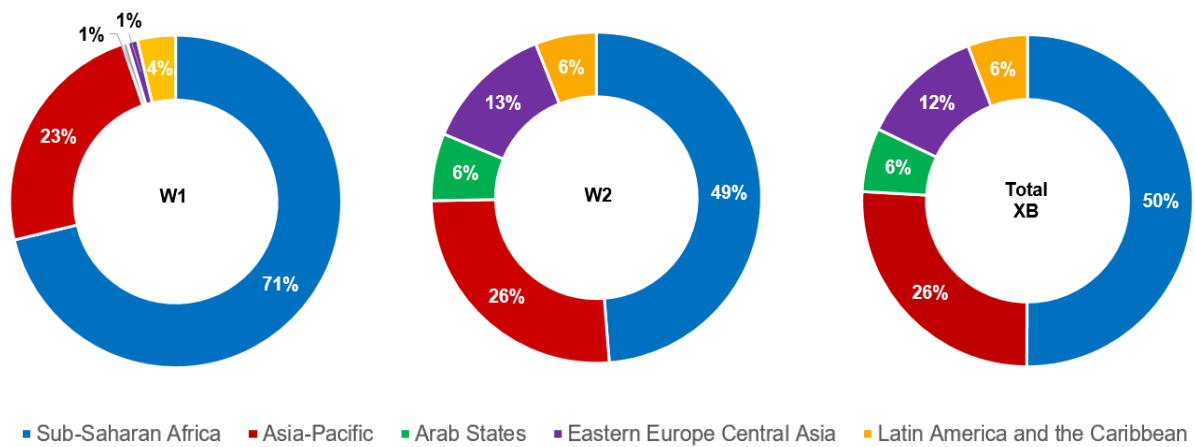
Overall, ITC recorded relatively lower regional delivery than planned in the Asia-Pacific region, due to new projects that started last year but which required more time to discuss adjustment with stakeholders or identify partners in the field during COVID-19. In the Latin America and the Caribbean region, delays were mostly due to the severe COVID-19 restrictions and inaccessibility of some rural areas, in which activities have been planned.

An overall satisfactory global delivery was due to two factors: first, higher delivery in some projects that produced tools and services to counter COVID-19 effects at a global scale, and also new projects (such as SheTrades UPS), that started during the pandemic.

For Window I global delivery, the initial allocation for the Business Development Fund (BDF) is always listed under the “Global” heading, while its actuals are counted under the respective countries and regions where delivery took place and thereby reduce the delivery percentage under “Global”.

Figure 4 provides an overview of the region specific XB delivery in Jan - Dec 2020, by funding source and for the total XB delivery. Details on ITC’s project portfolio by region are available in [Annex I](#).

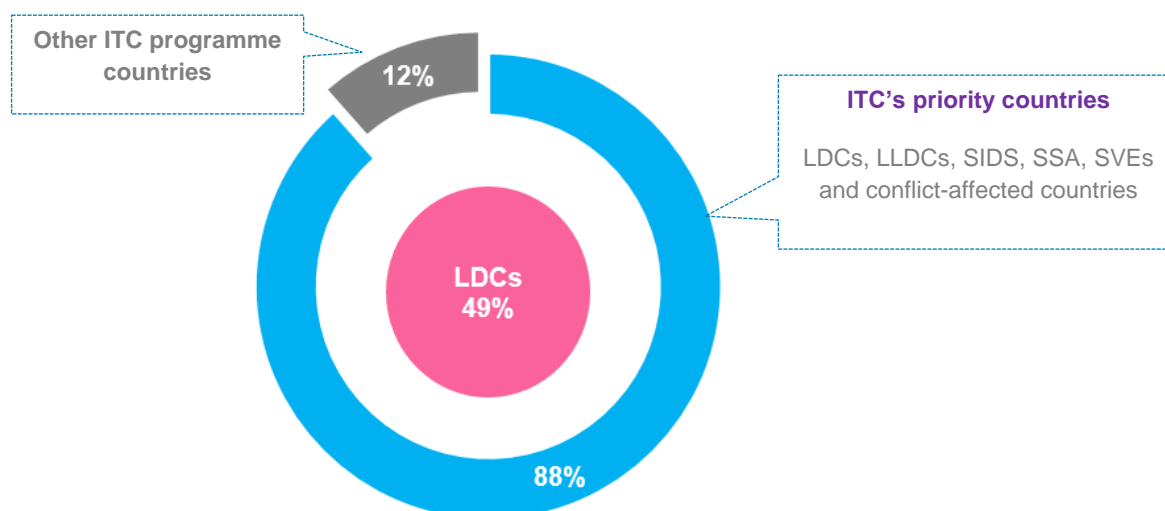
Figure 4: XB, W1 and W2 region-specific delivery (excluding global projects), for Jan - Dec 2020



Delivery in ITC's priority countries

For 2020, ITC had targeted at least 80% of country-specific assistance to be delivered in priority countries, and 50% in the sub-group of least developed countries (LDCs). 88% of country-specific technical assistance was provided to ITC's priority countries, which are: least developed countries (LDCs), landlocked developing countries (LLDCs), small island developing states (SIDS), sub-Saharan African countries (SSA), small, vulnerable economies (SVEs) and conflict-affected countries⁵. The share of LDCs in region-specific delivery was 49%.

Figure 5: XB delivery delivery by priority countries for the period Jan - Dec 2020



3 ITC's Corporate Scorecard 2020 performance

ITC's mission is to enhance inclusive and sustainable economic growth and development, through improving the international competitiveness of MSMEs in developing countries, especially least developed countries, and in countries with economies in transition. In its [Strategic Plan 2018-2021](#), ITC has set targets in the form of 'key deliverables', reflecting how the organization intends to meet its goal. In each annual [Operational Plan](#), these targets are broken down further, both in the form of targets for the ITC Corporate Scorecard, and in the form of specifying annual operational qualitative milestones for the key deliverables.

The Corporate Scorecard translates ITC's strategic objectives into a coherent set of performance measures, considering development impact (Tier 1), ITC's corporate outcomes and outputs (Tier 2), and key performance indicators for ITC's operations (Tier 3). The following sections present the results achieved in 2020.

3.1 Tier 1: ITC's contribution towards Sustainable Development Goals

Tier 1 of ITC's results framework aims to track the organization's contribution to the Sustainable Development Goals (SDGs). The 2030 Agenda explicitly identifies international trade and investment as 'an engine for inclusive economic growth, job creation and poverty reduction'.

⁵ ITC's programme country list is fully aligned with the new harmonized UNSDG programme country list and UN Data Cube. The lists of priority country groups are defined as per UN Statistics Division for SSA; UN OHRLLS for LDCs, LLDCs, SIDS. For SVEs and post-conflict countries there is no definite list. ITC defines 19 SIDS countries as SVEs, as per the WTO 'negotiating group'. Post-conflict-affected countries are defined as per locations for UN Peacekeeping operations (excl. Egypt, India, and Morocco); UN Political Missions (excl. Georgia) and countries eligible for the UN Peacebuilding Fund. The exclusions are based on the rationale that in those mentioned countries, the conflicts are localised and ITC does not work in those affected locations. The list of these countries can change.

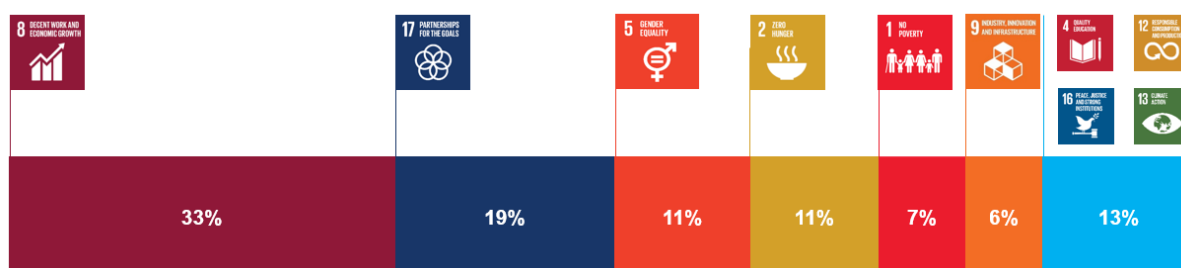
ITC contributes to 11 Global Goals with 35 interconnected SDG targets. Each ITC project links to specific SDG targets at the impact level of the logframe. Project managers report annually through a narrative with supporting data. Figure 6 shows the proportion of targets and goals to which the projects contributed. ITC also contributes to the global effort in tracking countries' progress on achieving the SDGs. Together with WTO and UNCTAD, ITC is the custodian agency for the indicators 10.a, 17.10, 17.11 and 17.12.

Figure 6: Frequency of ITC project linkages to SDG goals and targets in 2020



Regarding the financial delivery linked to the SDGs in 2020, over 60% of ITC's delivery focused on Goals 8, 17 and 5. Goals 2, 1 and 9 accumulated to 24%. This reflects ITC's TRTA delivery targeting work with MSMEs on improving their competitiveness; supporting individuals – such as artisans and refugee populations - at the base of the pyramid, and in the agricultural sector. It also reflects strong emphasis on engagement with women, and work on value chain access and development, with a focus on supporting LDC and developing country exports. The remaining 13% were distributed among Goals 4, 12, the newly introduced Goal 13, and Goal 16. Figure 7 shows ITC's delivery distribution by SDG for 2020.

Figure 7: ITC delivery distribution by SDG for Jan – Dec 2020, in percentages



Among the eleven goals to which ITC contributes directly, Goal 10 (Reduce inequality within and among countries) has a special status and is therefore not included in the figures above; ITC is the custodian agency for the indicator 10.a (see Annex III – ITC's contribution to the global monitoring of SDGs), which is not reflected in XB budget delivery. Also, due to the interconnectedness of the SDGs, ITC contributions to Goals 1, 4 and 5, inevitably contribute to Goal 10 (10.1 and 10.2).

Highlights of ITC's SDG contributions in 2020 by Focus Area

ITC's interventions cover multiple SDGs simultaneously and illustrate how trade and MSME competitiveness contribute to most SDGs. **'Development', as expressed in the SDGs, is a manifestation of an interdependent network of results.** ITC's core work is attributed to SDG 8, SDG 17, SDG 5, 1 and 2, whose goals are present in most ITC projects (See the complete list of goals and targets in Annex II). Impact is **about long-term and scalable effects**, so the examples below are usually the result of multi-year ITC initiatives. The SDG targets, to which the showcased results contribute directly, are shown in brackets.

ITC's Annual Report 2020 includes more information about ITC's qualitative and quantitative results in the six Focus Areas.

Globally accessible trade and market intelligence



ITC's Global Public Goods (GPGs) offer unique, free trade-related intelligence, analytics, innovative tools and training at a global scale. With this, ITC raises awareness and provides knowledge and data for advocacy in the domains of SME competitiveness, trade, entrepreneurship, market access, sustainability and inclusiveness. The GPGs are geared to influence decision-making in MSMEs, large companies, business support organizations and governments towards 'good trade', and are easily understandable and customizable to different user needs.

ITC brings identified non-tariff measures, rules-of-origin and other market-access requirements to the attention of 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).

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).

Data from [ITC's Market Analysis Tools](#), including intelligence provided through a real-time [COVID-19 temporary trade measures dashboard](#), informed the business decisions of [over a million of its regular users](#), which in return led to the conclusion of over \$228 million of new international trade deals (contributing to SDG targets 2.3, 8.2, 9.3 and 17.11).

[ITC's SME Trade Academy](#), in support of improving employment opportunities and MSME personnel's capacities to do business, has ramped up its activities during the pandemic, including through a roll-out of a [series of new courses](#). The Academy increased knowledge of 28 thousand of its users. (SDG 4, target 4.4: Substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship) The total number of trained users in 2020 was 102,500, of which 28% certified and 48% women; and many users pursued more than one course. Also in support of SDG 4, target 4.4, [the Supply Chain Management \(SCM\) learning programme](#) has [evolved through the pandemic](#), and rolled out an updated curriculum for the ITC Diploma in Supply Chain Management. ITC partners in the MLS-SCM learning programme have offered 810 examination in various Supply Chain Management topics such as logistics, procurement, negotiations and contract management, among others. Out of this number, 736 participants, of which 13% were women, attained at least one level of certification (Certificate, Advanced or Diploma in Supply Chain Management)



A conducive business environment

ITC's facilitation of public-private dialogues around analysis, formulation and implementation of trade policies, trade facilitation measures and trade strategies, contributes to sound policy frameworks and a more business-supportive environment that promotes innovation, trade and competitiveness. ITC teams plan and implement projects with a variety of partners and stakeholders and place emphasis on local ownership and participation to ensure responsive, inclusive, participatory and representative decision-making. Every strategy or policy has the potential to impact positively on disadvantaged groups, youth, women and the environment.

ITC's continuous work with policymakers, contributed to SDG target 17.10 – promoting a more equitable multilateral trade system under the WTO), and SDG 17.11 – increasing exports of developing countries. ITC's long-term support to **Afghanistan** culminated in [a launch of the National Trade Policy](#) in 2020. In **Iran**, ITC [facilitated](#) consultations about the [strategies for two priority sectors](#), IT and automobile parts.

Curaçao endorsed a new trade development roadmap, developed with ITC's assistance. The roadmap identified six priority sectors to help the country build a resilient and diversified economy. Through these and similar interventions, ITC contributed to SDG target 9.b, a conducive policy environment for industrial diversification and value addition.

In **Benin** and in response to a concern posted in the TOAM, the Chamber of Commerce, the Customs Authority, Webfontaine and the National Focal Point of AGOA (ECOWAS) took action to increase the transparency of the coverage and procedures related to AGOA preferences.

In response to frequent reports that tariff preferences in UEMOA are de facto not being granted, ECOWAS established an online list of approved companies and products, for ease of reference for both customs officials and operators. As part of a wider sensitization campaign, ECOWAS recently organised a meeting for the Customs Authority in Benin to raise awareness about this list and reduce the incidence of disputes and erroneous decisions.



Stronger business support organizations and ecosystems

ITC works to improve the managerial and operational performance of organizations that advocate for, and support business growth and international trade, including for MSMEs owned by youth entrepreneurs and women. ITC provides a customized set of services and methodologies to assess and improve their strategy and service delivery and to strengthen their networks and connections with other parts of the business support ecosystem. Through a customized roadmap that is implemented within a one to three year period, through raising institutional awareness about the importance of measuring and reporting results and impact, and through facilitating effective networking among business support organizations, ITC contributes to the sustainability of its institutional partners, and enables them to continue with improvements to their business services to MSMEs beyond their participation in ITC's projects.

ITC's **'Institutions and Ecosystems' programme** continued to improve efficiency of BSOs and their networks, individually and within national, regional and global networks, as critical multipliers of ITC's work, to contribute in particular to SDG 8, targets 8.2 and 8.5 - achieving higher levels of economic productivity and, full and productive employment and decent work for all, and SDG 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels, targets 16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels and 16.8 Broaden and strengthen the participation of developing countries in the institutions of global governance.

Many ITC projects stepped up the institutional support during the pandemic. [ITC's digital solutions](#) have proven in [many settings](#) as the first line of ITC's COVID-19 response to BSOs, being a crucial tool to assist their member MSMEs navigate daily changes in demand, export potential, tariffs and regulatory requirements. In 2020, BSOs were supported to implement and sustain improvements in managerial and operational performance in over 300 cases. In view of the sanitary situation (COVID-19), in 2020 ITC focused on supporting BSOs to be agile and resilient when faced with external shocks and adapt to the current context, for example through its newly developed ReSET tool.

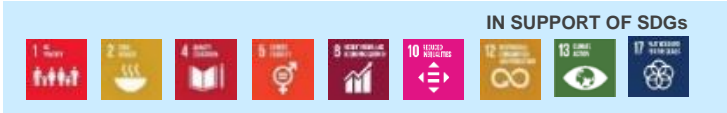


Connection to international value chains

ITC takes a holistic approach to build MSME competitiveness by enhancing the ability of MSMEs to meet market requirements and integrate into local, regional and global value chains. ITC works to make them more competitive by upgrading sector and enterprise-level capabilities and improving the ecosystem in which MSMEs operate at each step of the value chain. ITC helps building public-private dialogue platforms for wide-scale transformational change, and to take advantage of new business opportunities in the digital economy.

In multiple settings, ITC works towards the achievement of SDG 17 - target 17.11 – increasing exports from developing countries, especially from LDCs, SDG 9- target 9.3 – increase access of small-scale enterprises to international markets and value chains. One such example is the **GTEX project, in the Tunisian and Moroccan textile and clothing sector** that worked with trade associations on a recovery plan for the textile sector, while supporting the conversion of MSMEs' production to Personal Protective Equipment (PPE). This generated a revenue stream for those companies in the pandemic that had cut off the companies from their previous international buyers. In Morocco, ITC helped organize [a marketplace](#) for connecting international buyers with Moroccan MSMEs that produce PPE.

ITC's Alliances for Action work in Ghana and Ethiopia's agribusiness sectors continues to contribute to SDG 2 - target 2.4 - sustainable production and resilient agricultural practices, and SDG 8 - target 8.2 -increasing productivity through diversification and technological upgrading, while also supporting SDG target 2.3 - doubling the productivity and income of smallholder food producers. In Ghana, ITC's Alliances for Action, and partners Chocolats Halba, Max Havelaar and Fairtrade Africa (FTA), worked with the cocoa cooperative Kuapa Kokoo and assisted its members, smallholder farmers, to increase productivity, diversify their production practices, reach new markets and upgrade their technologies, which directly improved their incomes, sustainability and climate resilience of their produce, thus contributing to SDG targets 2.3, 2.4, 8.2, 10.2, 12.2 and 17.17. The initiative has connected farmers to both domestic and international buyers, generating cocoa and associated crops sales worth just over almost \$5 million in 2020. In Ethiopia, ITC supported four coffee cooperative unions (Sidama, Benchmaji, Oromia and Yirgacheffe), in their South-South collaboration with Caribbean Network of Fair Trade Producers and Workers (CLAC) and Fairtrade Africa (FTA), and improved their members' competitiveness. ITC and partners strengthened the cooperatives' climate-smart practices, market linkages, product development capacities and enabled their participation in virtual fairs. This resulted in generation of over \$2 million in sales to international buyers for over 11 thousand cooperative members - smallholder farmers, thus contributing towards SDG targets 10.1, 2.3 and 17.11.



Inclusive and green trade

Across all its TRTA delivery, ITC promotes inclusiveness and environmental sustainability in trade. Through the Focus Area ‘Inclusive and green trade’, ITC specifically targets poor communities, migrants, displaced persons and refugees, women and youth as direct project partners and direct beneficiaries. ITC supports them to overcome existing constraints and open up new opportunities and income sources. Interventions facilitate market access and investment, and help entrepreneurs and micro-scale producers add value to goods and services in supply chains. In addition to making trade inclusive, ITC works on promoting green trade. To contribute to sustainable production and an efficient use of natural resources, ITC supports sustainable sourcing, enhances climate-smart production and promotes compliance with voluntary social and environmental sustainability standards.

In support to the Goal 13, target 13.3, to support MSMEs’ and institutional capacity building in areas of climate change and resilience, T4SD hubs have supported many MSMEs to accomplish compliance with voluntary sustainable standards. As an example, in 2020, 11 Kenyan SMEs have planned to implement the developed climate resilience strategies and will self-finance their implementation worth over \$700,000. In Ghana and Peru, 8 SMEs have confirmed implementing resource-efficient and circular production practices ranging from upgrading machinery to more energy and water efficient options to reducing and recycling of production residues, with one company reporting 5% savings in water and energy consumption costs.

Most SMEs supported by [the T4SD Hubs](#) self-financed the implementation of their sustainable business practices, yet many also benefited from improved access to financing, facilitated by ITC. 11 agri-food MSMEs, including six MSMEs from Ghana, four SMEs from Lao PDR and one from Peru received grant financing from other organisations in form of subsidies to the certification process. By the end of 2020, three MSMEs had already received their organic certification and can now enter the organic market in Europe and US: the Laotian Cooperative of Sustainable Eco Coffee, the Vietnamese food producer Hanfimex and the Ghanaian Amaati Company Ltd.



Regional economic integration and South-South links

The fastest growing components of international trade and investment are related to regional integration and new South-South trade relationships. They can increase the accessibility of international value chains, and support higher economic productivity through transfer of adequate technologies, innovation, additional finance and knowledge sharing. Regional economic integration, in particular, contributes to the reduction of inequality within and among countries. ITC catalyzes South-South and regional trade and investment through rationalizing risk perceptions, influencing proactive policies, enhancing connections

among business support organizations (BSOs) and between businesses, and facilitating new linkages between MSMEs and market partners.

In support of SDG 8, target 8.2, and SDG 17, targets 17.3, 17.6, 17.11 and 17.13, ITC's [SITA and PIGA](#) initiatives have supported the participation of Eastern and Southern African institutions and companies in South-South value chains, for them to benefit from new market linkages and investments, fostering value addition and job creation. ITC contributed to a rebound in support to South-South negotiation and completion of ongoing trade and investment deals in the second half of 2020, in key sectors, such as agribusiness, light manufacturing, technology and services. ITC facilitated \$30 million of South-South trade and investment deals, including deals on production of the PPE equipment in response to COVID-19.

In support of SDG 16, target 16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels, ITC organized discussions and visibility around AfCFTA, encouraging the private sector to articulate its priorities and needs for benefitting best from AfCFTA, and raising awareness of opportunities for income generation, through two publications: AfCFTA benefits for youth entrepreneurs and Leveraging AfCFTA opportunities through E-commerce. ITC also developed a new OneTrade Africa programme in close collaboration with local stakeholders.

3.2 Tier 2: Development results

Tier 2 results are the 'development results' or outcomes and outputs that ITC delivers through its work, and that are aggregated from all ITC projects in the form of corporate indicators and annual targets. These are determined in annual planning cycles of the United Nations. In the [UN Proposed programme budget for 2020](#), Part IV, International Cooperation for Development, Section 13, International Trade Centre Programme 10, Subprogramme 6, ITC follows the given template and showcases some outcomes as key results in case stories. The outputs are listed in more detail under their respective quantified and non-quantified categories.

Corporate Outcomes

In line with the 2030 Agenda and as established through long-term research, ITC's results framework (corporate theory of change) builds on international trade as a lever for inclusive and sustainable development. Firms connected to international markets, on the basis of their competitiveness, are more productive and create more employment, drive up wages and – because MSMEs account for the bulk of job creation – make growth more inclusive.

MSME international competitiveness is contingent on the decisions and actions of four types of actors: MSMEs, policymakers and regulators, business support Organizations (BSOs) as well as international market partners such as buyers and investors. ITC seeks to influence these actors, so that they take decisions that increase the international competitiveness of MSMEs. To this end, ITC carries out interventions that expand awareness on factors that are conducive or obstructive to MSME competitiveness; ITC builds the actors' skills and knowledge to rectify problems and to take advantage of opportunities; enables them to formulate and gain consensus on action plans; and supports them in following through on these plans.

ITC's corporate outcome indicators aim to track changes at the level of improved international competitiveness of MSMEs (Outcome indicators C3 and C4), and at the level of changes in the actions of the key actors (Outcome indicators C1 and C2; B1 and A2). Given that an increased awareness of factors surrounding international trade competitiveness is important for a change in actions of all actors who are involved in, or influence international trade, one of the corporate indicators also tracks ITC's results at this level (A1).

Each ITC project establishes a logical framework (logframe) with results indicators that are customized to the requirements of the specific project partners. At the same time, each ITC project also follows the logic of the corporate theory of change and links to one or more of the corporate results indicators. These indicators are tracked quarterly and reported bi-annually.

Highlights of 2020 outcome results

Awareness

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

Knowledge, skills and capacity building

>4,300 days of trainings and workshops;
>2,000 advisory services provided
>102,000 SME Trade academy participants, of which 28% certified and 48% women; many pursue more than one course

Policy consensus, plans to act, actions

>120 cases of trade-related policies, strategies or regulations introduced or changed in favor of MSME competitiveness, with business sector input, including on WTO TFA implementation

MSME and BSO actions

>21,000 MSMEs improved competitiveness, with over 3,700 MSMEs having enhanced their environmental performance
>18,000 MSMEs transacted international business, of which over 12,600 did so in compliance with voluntary sustainability standards
>330 cases of improvements in institutional performance

88 % Country-specific interventions in priority countries

54% Share of women owned or operated MSMEs that improved competitiveness

49% Interventions in LDCs

24% Share of women-owned or operated MSMEs that transacted business

Table 13 shows annual targets and end-year actuals for each of the outcome indicators and Table 14 shows ITC's performance against the output targets. In both categories, actual delivery exceeded the plan for most indicators, except for the number of cases in which institutions have improved performance and percentage of women-owned MSMEs that transacted business.

Table 13: Corporate outcome indicators and progress for the period Jan - Dec 2020

Corporate outcomes	Outcome indicators	Annual targets 2020	Actuals, as of 31 December 2020	% achieved
(A) Strengthened integration of the business sector into the global economy	(A1) Number of male and female beneficiaries reporting greater awareness of international trade as a result of ITC support	385,000	388,033	100%
	(A2) Number of cases in which trade-related policies and/or strategies and/or regulations have been introduced or changed in favor of the international competitiveness of small and medium-sized enterprises, with business sector input, as a result of ITC support	100	123	123%
(B) Improved performance of TISIs for the benefit of enterprises	(B1) Number of cases of institutions having improved operational and managerial performance as a result of ITC support	400	331	83%
(C) Improved international competitiveness of enterprises	(C1) Number of MSMEs having made changes to their business operations for increased international competitiveness as a result of ITC support	16,000	21,790	136%
	(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%	54% (equiv. 11,793)	met
	(C3) Number of MSMEs having transacted international business as a result of ITC support	6,000	18,052	300%
	(C4) Percentile share of MSMEs that are owned, operated and controlled by women having transacted international business as a result of ITC support	50%	24% (equiv. 4,252)	not met*

*met in absolute terms (over 50% of the 6 thousand target), not met in % terms

For indicator A1, the largest part of the measured result comes from the frequent users of ITC's Global Public Goods – ITC's market analysis tools; Global Trade Helpdesk, Trade for Sustainable Development programme and SME Competitiveness Survey and Outlook. 40% of registered users of the GPGs in 2020 were women.

Among the policy, strategy and regulatory changes reported under the A2 indicator in 2020, notable results were again recorded in Sri Lanka, where ITC had a multi-year intervention in supporting the Government in implementing its five-year National Export Strategy. Significant results in this area were achieved through SheTrades Commonwealth programme, in Tunisia and Morocco through the G-TEX programme in textile and clothing sector, and the Non-Tariff Measures programme that facilitated policy changes in UEMOA, Benin, Niger, Pakistan and Viet Nam.

For indicator B1 on the number of institutions reporting improved operational and managerial performance, the largest contribution came from three globally present projects: 'I 4 Impact (AIM)', ITC's 'Market analysis tools' and the 'Export potential map'. Regionally, ITC strengthened institutions in the Caribbean (Coconut sector) and in the EAC.

At the level of improving competitiveness of MSMEs that made changes to their business operations, ITC's largest results were again recorded in sub-Saharan Africa. By far, the largest component of the results came from the value chain work in agribusiness sectors such as coffee, coconuts and other crops.

In this area, ITC also had results working with social enterprises and artisans in fashion and textiles sector.

Finally, concerning the indicator of MSMEs that reported having transacted international business, ITC again had the largest footprint in sub-Saharan Africa working in agribusiness value chains and in fashion and textile value chains in Ethiopia and Ghana and also in Afghanistan through its 'Ethical Fashion and Lifestyle' initiative.

Corporate outputs

ITC's output categories and indicators follow the standardized UN output categories. An overview of 2020 output targets and results is provided in Table 14.

Table 14: Corporate output indicators and progress for the period Jan - Dec 2020

Outputs (Quantified deliverables)	Corporate outputs and indicators	Annual targets 2020	Actuals as of Dec 2020	% achieved
Facilitation of intergovernmental processes and expert bodies	Substantive servicing of meetings: ⁶			
	• Joint Advisory Group (annual)	2	2	100%
	• Consultative Committee of the ITC Trust Fund (every six months)	2	2	100%
	• TPO Advisory Board	1	1	100%
	Parliamentary documentation:			
• Annual report on the activities of ITC and annexes	1	1	100%	
• Reports of the Joint Advisory Group	1	1	100%	
• Reports of the Consultative Committee of the ITC Trust Fund	2	2	100%	
Generation and transfer of knowledge	Publications produced or substantially updated			
	• Flagship: SME Competitiveness Outlook	1	1	100%
	• Books	4	4	100%
	• Technical Papers	25	25	100%
Number of trade-related technical assistance field projects	130	127	98%	
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)	3,000	4,385	146%	

Almost all corporate output indicators were fully achieved, with some exceptions that are attributable to the COVID-19 pandemic circumstances.

A relative overachievement in the area of number of days of training courses is related to the switch towards the hybrid or even fully online mode of delivery of training courses. Many trainings were offered in a hybrid mode, for example, where international experts connected from a remote location with local experts in the delivery of technical assistance on site.

The projects also had to respect COVID-19 safety guidelines, which implied fewer participants – as per maximum gathering restrictions, and hence more training iterations.

Likewise, some advisory missions were replaced by trainings, and projects offered more trainings than planned because there was a high demand for information and ongoing engagement with the beneficiaries.

⁶ This indicator counts sessions of three hours as one meeting as per UN planning requirements.

(continued)

Outputs (Non-quantified deliverables)	Corporate outputs and indicators	Comments
<p>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 underwent substantial updates, maintenance and production in 2020</p>
<p>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 held in 2020:</p> <ul style="list-style-type: none"> • SheTrades Global and Forum on Trade for Sustainable Development merged in a joint event in October 2020 called 'Good Trade Summit' • WTPO awards <p>The World Export Development Forum, which was to be held in Mongolia in August, could not be held, and the WTPO conference is also postponed to 2021</p> <p>ITC's digital platforms have been maintained and repositioned to respond to COVID-19 developments and emerging MSME needs</p>

* Figures for 2020 results as collected by April 2021.

3.3 Window I contributions to ITC’s 2020 corporate results and to the [global COVID-19 response](#)

Window I funding is considered ‘core’ funding, as it supports the full mandate of ITC as an organization. Funders define its use at the level of ITC’s mandate and strategic plan (‘unearmarked’) or soft-earmark their contributions to Focus Areas or programmatic areas of work. This enables ITC to respond in the most flexible manner to client needs and development environments. Window I funding generally complements the core deliverables that are funded through ITC’s regular budgets.

One of the advantages of Window I funding is its ability to produce multiplier effects as its immediate outputs find their application across multiple ITC interventions. Furthermore, the Window I Business Development Fund mobilizes and leverages additional XB funding (Window II). From 2013 to date, one dollar invested in W1 Business Development Fund leveraged on average \$59 of additional W2 ITC project funding (the average over the period was \$47 in 2019). New large projects leveraged and materialized in 2020 include ‘Strengthening the agriculture and agri-food value chain and improving trade policy in Iraq’ – [SAAVI](#); ‘Programme d’appui à la promotion de l’entrepreneuriat en milieu urbain et rural’ in Central African Republic – [PAPEUR](#), and ‘ASEAN Regional Integration Support from the EU’ - [ARISE Plus project in Thailand](#).

Window I funding enables ITC to provide solutions for global obstacles to international trade, across all six Focus Areas. The products and services that are developed, maintained or upgraded, contribute to outcome level results, be it through their application and customization in country and regional projects or as ‘global public goods’. In the mid-year CCITF report, ITC showcased details about its COVID-19 response. The approaches described there remained valid for the second half of the year. These included responses through ITC’s trade intelligence, GPGs, online learning and e-commerce; SME Competitiveness outlook and SMECO survey focused on COVID-19 resilience, and transformational capacity building for beneficiaries through innovative tools and services. A brief overview of innovations related to COVID-19 is given in the table below.

Tools / Services to beneficiaries	Short Description
SME Trade Academy virtual workshopping	A learning solution designed to quickly set up and deliver remote trainings to beneficiaries
COVID-19 Dashboard on Market Access Map	A real-time tracker of COVID-19 related temporary trade measures.
e-Ping tool with COVID-19 notifications	Tool that enables access to timely info on product requirements, with a possibility to program notifications related to COVID-19
15-point action plan for COVID-19 recovery	15-point Action Plan speaks to MSMEs, business support organizations and governments and serves to support these actors in their efforts to help MSMEs through the crisis.
ITC’s COVID-19 portal	Website section that highlights best practices to empower micro, small and medium-sized enterprises tackling and recovering from the effects of the pandemic.
2020 SME Competitiveness Outlook	The report exploring the great lockdown and its effect on small businesses
REACT tool	A tool that helps business support organizations to build five critical attributes – readiness, expertise, agility, connectedness and trust – that help TISIs to continue operating while improving their relevance for MSME clients.

Leveraging development assistance through business development

Through the investment of W1 Business Development Fund as of December 2020, ITC has secured over \$90 million of funding for multi-year projects mainly in Asia-Pacific and Africa.

ITC remains committed to providing maximum visibility to Window I funders in ITC’s reports and events that are available to the public.

3.4 Tier 3: Efficiency and effectiveness

Tier 3 of the corporate scorecard measures organizational performance in areas that are important for effectiveness and efficiency. ITC achieved an overall good performance in its KPIs, but lower than planned results in budget delivery, % target of 16-day advance travel arrangements and percentage of audit recommendations closed by the Board of Auditors. Some of the reasons for underachievement were out of ITC's control (e.g. COVID-19 slowdown of delivery; late confirmation of meetings by partners), and ITC has put in place measures that aim at improving these KPIs in 2021.

Table 15: Efficiency and effectiveness key performance indicators and progress for the period Jan - Dec 2020

Tier 3: Efficiency and effectiveness			
General management		2020 Target	2020 Actuals
Budget	Regular budget (RB)	\$36 million	\$38 million
	Extrabudgetary budget (XB)	\$99 million	\$92 million
Oversight and compliance	Unqualified financial statements	Target: achieved	achieved
	Percentage of open audit recommendations closed by the Board of Auditors in 2020 (target: 9 out of 17)	53%	24%
Carbon footprint	Achieve a climate-neutral ITC	Target: achieved	achieved
Operational management	Advanced travel arrangements (16-day rule) compliance rate, in %	40%	39%
Results-based management and risk management			
Client satisfaction	Percentage of clients that rate ITC services positively	≥ 85%	95%
Focus on priority countries	Percentage of country-specific extrabudgetary expenditures dedicated to LDCs, LLDCs, SIDS, sub-Saharan Africa, SVEs, and post conflict states	≥ 80%	88%
Gender mainstreaming	Percentage of UN-SWAP 2.0 indicators met or exceeded	≥ 90%	94%
Risk management	ITC annual report on risk management completed	1	1
Human resources management			
Staff engagement	Average overall rating provided in the annual staff satisfaction survey (out of 5)	≥ 3.3	3.6%
Diversity	Percentage of women in professional and senior level positions	50%	46.5%
Talent management	More than 50% of the staff members to have used their established minimum 5 days per year for professional development	≥ 50%	75%
	Average time to recruit fixed-term staff (in days)	110	89
	Average vacancy rate as percentage of all posts	≤ 5%	5%
Resource mobilization			
Fundraising	XB funds secured for the following year and beyond	\$300 million	\$330 million
	Total value of projects under development and in discussion with funders (at year-end, for next year and beyond)	\$150 million	\$39 million
Innovation			
Innovation	Number of innovation actions	15	26
Communications			
Outreach	Growth in ITC audience through participation in corporate events, info products, web sites, social media outreach (compared to baseline year =2017)	25%	34%
	# of registered accounts to ITC Market Analysis Tools	985,000	1,066,678

4 Strategic milestones for 2020: technical assistance

Table 16: Status of strategic milestones for the period Jan - Dec 2020: technical assistance

In its Strategic Plan 2018-2021, ITC specified key deliverables that the organization has committed to implement in each of its six Focus Areas, over the four years.

In its 2020 Operational Plan, ITC highlighted milestones to achieving the key deliverables of the Strategic Plan in each Focus Area. The narratives that follow outline the status of these milestones as of 31 December 2020.

Providing trade and market intelligence

Milestone	Status as at 31 Dec 2020	Description of progress
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.	Completed	Since the WTO's 12 th Ministerial conference had to be postponed, the new version of the Global Trade Helpdesk was unveiled jointly with UNCTAD and WTO on 26 June 2020, to mark International MSME Day.
Growth of the registered user accounts of Global Public Goods to 1 million.	Completed	1.06 million registered accounts on the Market Analysis Tools to benefit from more transparency in trade.
Non-tariff measures		
Establishment of the Trade Obstacles Alert Mechanisms in five countries.	In progress	Building on the existing mechanism in the West African Economic and Monetary Union, the national trade obstacles alert mechanisms are being extended to all-ECOWAS. Systems are already established in four countries, namely Sierra Leone, Guinea, Nigeria and Cabo Verde. The national systems are linked regionally and are feeding into the Continental mechanism (under AfCFTA) for trade obstacles originating from regulations or procedures of regional / continental trading partners. Consultations on setting up the mechanisms are ongoing in the remaining ECOWAS countries and in the Caribbean.
SME competitiveness		
Launch of the SME Competitiveness Outlook 2020 report, focusing on global risks for SMEs.	Completed	The thematic focus for SMECO 2020 was changed to reflect COVID-19 impact on MSMEs. ITC launched the report on 24 June 2020.
Growth of ITC's SME Competitiveness database with 3,500 additional systematic company profiles, through country-wide and project-based data collection.	Completed	Data collection was finalized in Togo, Burkina Faso, Cambodia, GTEX, UKTP and Myanmar projects for 1,906 companies. The COVID-19 Business Impact Survey reached over 13,884 businesses, including all projects and partnerships.

SME Trade Academy		
70,000 online course registrations.	Completed	COVID-19 generated a boost in the use of SME Trade Academy courses. In 2020, there were over 142,000 registrations, which is an 80% increase as compared with 2019.

Conducive business environment

Milestone	Status as at 31 Dec 2020	Description of progress
Trade facilitation reforms		
Support three countries to advance the process of their accession to WTO .	In progress	<ul style="list-style-type: none"> - Uzbekistan: Advisory services have been provided with respect to all aspects of the negotiations (multilateral, plurilateral and bilateral). In addition, support for domestic reforms and capacity building was continuously provided. Support led to the holding of the 4th Working Party meeting (WPM) - Sudan: the WTO Research Centre was officially established in October 2020 - Iraq: ITC has initiated a new project, which includes a solid component aimed at supporting Iraq's WTO bid.
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.	Completed	Six additional trade facilitation reforms were introduced in the first half of the year: authorized operator scheme (Art.7.7) in Tajikistan, transparency reforms (Art 1) in Tajikistan, Kyrgyzstan, Kazakhstan, advance rulings scheme (Art 3) in Niger and procedural simplifications in Burkina Faso (Art 10.1). Three additional reforms were introduced / strengthened in the second part of 2020: implementation of transparency reforms (Internet publication – Article 1.2 of the WTO-TFA) in Uzbekistan and Turkmenistan, strengthening of advance ruling mechanism in Viet Nam with a focus on rules of origin and valuation (Article 3 of the WTO - TFA)
Introduction of three new trade facilitation advisory services for policy makers to simplify cross-border trade.	Completed	Three new trade facilitation services introduced: drafting of Authorized Operator implementation acts in Tajikistan, drafting of Advance Rulings implementation act and procedural guidelines in Niger and procedural simplification methodology to remove redundant administrative requirements in import / export formalities. The methodology has been successfully piloted in Tajikistan in Q3/Q4 2020
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.	In progress	As of end 2020, the first 4 courses of the Curriculum (out of 20) were developed (totalling 16 modules out of 80 in total). The official launch of the Curriculum has been postponed to 2021 in consultation with beneficiaries to ensure full review of content by partners and to pilot an innovative delivery model.
Investment facilitation		
Support to developing country delegations in light of ongoing discussions on investment facilitation at the WTO.	Completed	In the context of the Investment Facilitation for Development project, ITC held over 20 virtual events for over 1,600 participants. These included capacity-building workshops for delegates, awareness raising webinars, industry stakeholder consultations and expert network meetings. A publication on inventory of investment facilitation measures was completed which provides useful guidance on measures to facilitate sustainable development. Three technical papers are published on integrating the investment facilitation framework into WTO rulebook, as well as lessons learned from other negotiations: https://www.intracen.org/itc/Investment-Facilitation-for-Development/

<p>Launch of a set of tools to facilitate foreign investments in selected countries: tax compliance guides, sector investment profiles and regional investment profiles in ECOWAS.</p>	<p>In progress</p>	<p>PIGA: Finalized 9 sector specific investment profiles to showcase investment opportunities and highlight investment facilitation procedures developed in: Zambia (textiles, farm-blocks, processed foods, pharmaceuticals); Mozambique (textiles and cashew); Kenya (pharmaceuticals, agri-processing). In addition, 7 investment profiles that had been developed under SITA were updated, covering Kenya and Ethiopia WACOMP: Finalized the scope of 4 regional investment profiles with ECOWAS Commission, development of which is underway (textiles, mango, cassava, ICT) Bhutan: 6 investment profiles planned out of which 2 are completed (agriculture and ICT/ITeS sectors) and 4 are currently being drafted (non-alcoholic beverages, wood processing, mineral processing and construction) Myanmar: 3 Investment profiles for key sectors (food processing sector, garment and textile sector and electronics sector) developed</p>
<p>National quality strategy and regulatory frameworks</p>		
<p>Launch of an innovative web portal, to enhance transparency of technical regulations, including quality requirements for MSMEs.</p>	<p>Completed</p>	<p>EAC Quality Platform launched under MARKUP project. The platform can be consulted here: https://un-consulting.ch/eac/</p>
<p>Capacity building of eight quality and SPS-related institutions in five countries in Africa and Asia, to enable them to attain international accreditation.</p>	<p>Completed</p>	<p>Assessment of National Quality/SPS infrastructure conducted in Iran, Lao PDR, Myanmar and the Comoros. Lab equipment provided to 6 testing labs in Burundi and to one metrology lab in Afghanistan. Support provided for adoption of National Quality Policy in Burundi. Draft National Quality Policy developed for the Comoros. Draft Quality Management Strategy of NES for Iran in progress. Support to Uzbekistan to review its technical regulatory framework in progress. Seven testing laboratories strengthened and advisory support provided to three inspection bodies in Burundi. National Quality Policy in Comoros finalised and endorsed by the Government. Five TBT/SPS related laws reviewed, and two institutions strengthened through training and advisory support in Uzbekistan. Metrology lab in Afghan National Standards Authority strengthened through training and provision of equipment. Two institutions in Guinea strengthened (IGNM, OGCQ) through training and advisory support. One institution in Bhutan, two in Lao PDR, four in Tajikistan and five in Myanmar were also supported in terms of training and advisory support.</p>
<p>Trade and investment development strategies</p>		
<p>Implementation of the newly developed e-strategies methodology in three Central Asian countries.</p>	<p>In progress</p>	<p>Strategies initiated in Tajikistan, Turkmenistan and Kyrgyzstan. The scope of the three strategies agreed with counterparts, preliminary analytical work conducted, and consultations with stakeholders initiated.</p>
<p>Mainstreaming of investment, e-strategies, as well as youth development objectives in all ITC facilitated national trade and export strategies.</p>	<p>Completed</p>	<p>Investment, e-strategies and youth development are now components of all national-level strategies. Examples: Mozambique Investment Roadmap; Mongolia Trade and Investment Roadmap and E-strategies Kyrgyzstan, Uzbekistan, Tajikistan and Curaçao.</p>

Strengthening trade and investment support institutions

Milestone	Status as at 31 Dec 2020	Description of progress
Strengthening trade and investment support institutions		
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.	Changed	Conference did not take place and has been postponed to November 2021 in Accra, Ghana
Delivery of Foreign Trade Representatives – Commercial Diplomacy Training in three countries.	Completed	FTR training was delivered in Zimbabwe (February). Training in El Salvador had to be cancelled and e-training was offered instead with the participation of 26 trade representatives. Webinar on Commercial Diplomacy in collaboration with the Belarus National Centre for Marketing and Price (73 participants from 25 BSOs got certificates) Special e-learning sessions on Foreign Trade Representation were delivered to diplomats from El Salvador, Barbados and Ecuador (105 participants got certificates)
Development of a new benchmarking platform , containing new SDG-related tools and adapted to a broader institutional base.	In progress	Development of the website and content management system database for BSO Benchmarking and SME competitiveness assessment ongoing.

Connecting to international value chains

Milestone	Status as at 31 Dec 2020	Description of progress
Value added to trade		
Expansion of Alliances for Action in two new countries : Cameroon and the Democratic Republic of the Congo.	In progress	Alliances with ACRAM launched, including specific work in Coffee sector in Cameroun, Democratic Republic of the Congo and Liberia. Implementation in progress.
Establishment of a network of partners to carry out value chain development for improvement of value retention for farmers in Pakistan .	In progress	Partner selection for the implementation period is delayed as the project instead designed and carried out a COVID-19 relief plan from Q2 2020. The COVID-19 plan used many of the same partners, but focused more on short term relief for SMEs and producers. We now expect to have partner agreements for implementation of value chain development in place by the end of Q3 2021.
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.	Completed	The 10 feasibility studies and validations of plans to promote additional trade for 10 ACP countries to the United Kingdom and the European Union, under Economic Partnership Agreements, have been completed. The countries are Cameroon, Côte D'Ivoire, the Comoros, Fiji, Ghana, Zimbabwe, the Dominican Republic, Jamaica, Madagascar and Papua New Guinea.

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.	Completed	The ecomConnect.org platform officially launched on 4 June 2020: over 1,000 attendees during a day of high level panels and technical workshops. The platform now has over 2,900 registered participants.
Extending support to digital start-ups in seven additional countries in sub-Saharan Africa.	Completed	Under FastTrackTech, ITC's initiative to support digital entrepreneurship in Africa, 123 tech startups are being supported in seven countries (Mali, Côte d'Ivoire, Zambia, Ethiopia, Benin, Tanzania, Ethiopia), in partnership with 14 tech hubs.
Expanding support to MSMEs in e-commerce to at least four new countries in Central Asia and North Africa.	Completed	Under World Bank's We-Fi programme ITC launched a 3 week series of webinars targeted at 7 MENA countries, and completed an initial wave of e-commerce training in 3 countries of Central Asia: Kazakhstan, Kyrgyzstan and Uzbekistan

Promoting and mainstreaming inclusive and green trade

Milestone	Status as at 31 Dec 2020	Description of progress
SheTrades		
Organisation of SheTrades Global 2020 – on 13-15 December, in Dubai.	Changed	SheTrades Global Dubai will take place in October 2021 as part of Expo 2020, it will be a hybrid face-to-face and online event so will not be cancelled again. In October 2020, SheTrades Global was held as a virtual event the 'Good Trade Summit' in conjunction with the T4SD Forum.
Delivery of an international workshop to agree on the definition of a women-owned business, as a precursor to establishing an internationally recognized standard.	Completed	From July- August 2020, a series of informal consultations took place, gathering inputs on definitions related to women's entrepreneurship. In October 2020, ITC, the Swedish Institute of Standards (SIS), and ISO hosted the first International Workshop Agreement (IWA) workshop, which resulted in a draft of the IWA 34 on 'Women's Entrepreneurship: Key Definitions and General Criteria'. The draft was circulated for comments by stakeholders and validated during the second IWA workshop in December 2020. The final version of the IWA was launched on International Women's Day 2021 and is available here: https://www.iso.org/standard/79585.html
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.	Completed	SheTrades Outlook was officially launched during an ITC side event at the UN High-Level Political Forum on 7 July 2020. The tool includes 83 indicators across 6 policy areas and is available for use on www.SheTrades.com/outlook ITC is continuing to expand coverage. SheTrades also launched an accompanying Step-by-Step guide on Mainstreaming Gender in Free Trade Agreements and is finalizing guides on making public procurement work for women and on gender in SME/Development policies.
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.	In progress	First loss tranche has been partially secured through partnership with the Nordic fund. There is interest in senior tranches from private investors.

Registration of an additional 5,000 women-owned businesses on the SheTrades platform.	In progress	4,366 new registrations secured.
Roll out of two new SheTrades hubs and expansion of services for existing hubs such as new capacity building content.	Completed	Two new hubs launched in Trinidad and Tobago and the Philippines. Provision of capacity building activities in existing and new hubs.
Youth and trade		
Provision of trainings, advisory services and capacity building to an additional 30,000 youth and women to build or enhance their market-relevant skills.	Completed	The Youth & Trade Programme has provided (under Window 1) advisory services, training and capacity building for 25,000 youth. Added to this are the technical assistance provided under more than 20 W2 youth-related projects, e.g. in The Gambia, Guinea, Iran, Senegal, Tanzania.
Three new partnerships deliver support for specific actions, leveraging ITC's investment for greater impact.	Completed	Partnership signed with YALDA (Youth Alliance for Leadership and Development in Africa) and Development of joint initiatives, events, dissemination of resources and tools to connect and support youth in Africa. Memoranda of Understanding signed with 6 youth organizations to jointly implement activities aimed at enhancing entrepreneurial capacities of youth, strengthen the respective institutional capacities and increase the Ye! (Young entrepreneurs) network outreach.
Poor communities in trade		
Launch the Accelerator for African Brands , to prepare its beneficiaries to become investment-ready.	In progress	EFI had to adapt its original plans to accommodate the COVID-19 pandemic and global lockdown. The Accelerator and its four brands had prepared for the edition of Pitti Uomo. EFI was working on a digital fashion show to present the collections at the event in Florence, as well as a digital showroom to showcase each collection to international buyers. EFI connected the Accelerator designers with GIE CABES in Burkina Faso and the Artisan Fashion in Kenya to support development of new collections. Additionally, EFI liaised with new resourcing facilities on the African continent, such as the shoe designers and producers, Shekudo and Azke in Nigeria, and Vuya Knitwear and House of Monatic CMT facilities in South Africa. Two brands were selected to join the EFI Venture Studio Programme: Wuman and Reign. A four-month intensive programme of weekly one-on-one and bi-monthly group mentoring sessions and guest workshops, running from October 2020 until February 2021.
Initiation of new partnerships with displacement-inclusive businesses to facilitate their linkages with displaced persons or vulnerable migrants.	Completed	Delivered the pilot project with Mastercard and Total and identified new opportunities for collaboration using Mastercard's platform tool. Discussions on further engagement will continue into 2021. A Letter of Intent outlining collaboration with the Amahoro Coalition (a coalition of private sector actors in East Africa interested in supporting refugee economic inclusion) in October 2020. Continued engagement and negotiation with Upwork platform led to Upwork deciding to accept the UNHCR Kenya refugee manifest document as an acceptable form of refugee identification.
Pilot of the use of territorial branding for investment attraction to generate employment and reduce migration in border zones in Central America.	In progress	USAID Rural Equitable Economic Growth (CRECER) Project: second phase confirmed by USAID. Waiting for green light to start implementation in Guatemala, Honduras, and El Salvador.

Trade for sustainable development		
Delivery of the T4SD Forum 2020 event.	Completed	The T4SD Forum was delivered as the 'Good Trade Summit' in October 2020, in conjunction with SheTrades Global.
Launch of new T4SD Hubs in the Caribbean .	In progress	The preparations for the launch were well advanced as of the end of 2020, with launch scheduled for 2021.
Dissemination of the Transparency and Traceability Tool for the textiles sector in five additional countries.	Completed	The dissemination of the Transparency and Traceability Tool has exceeded the planned target under the re-orientation of project implementation in the COVID-19 crisis. ITC worked with Social and Labor Convergence Program (SLCP) consortium to re-orient from in-person launches to making the tool available through virtual events in more countries than originally planned. The team was able to deploy the Tool in 23 countries as of end Q2 2020: Kenya, Madagascar, Morocco, Tunisia, Argentina, Colombia, the Dominican Republic, El Salvador, Guatemala, Honduras, Mexico, Peru, Malaysia, Myanmar, the Philippines, Republic of Korea, Thailand, Bulgaria, Macedonia, Poland, Portugal, Romania and Spain. The dissemination of the Tool is still ongoing.
Expansion of the Sustainability Map , 260+ standards, with five additional standards.	Completed	The T4SD database team added 9 standards in Q1-Q2 2020 into the publicly available database (270 in total available on www.sustainabilitymap.org as of 30 Jun 2020) and updated 75 existing standards in 2020.
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.	In progress	Further advancement in development of the new structure and architecture of Sustainability Map, towards an ITC-wide Sustainability Gateway. Sustainability Map's Network functionalities continuously enhanced. In 2020, Sustainability Map was leveraged by 5 additional value chain partners (certifiers or other: ICS, WFTO, IFAD, FSC, Oekotex), including under the Certified Business Registry initiative providing a single ID to certified SMEs in GVCs. The Registry aims to empower certified companies to enable them to participate in digitalized supply chains (through Sustainability Map). Research work towards mapping of the SDG targets and T4SD Database released in the form of a published report in October 2020, work on translating it into an online environment continues.

Supporting regional economic integration and South-South links

Milestone	Status as at 31 Dec 2020	Description of progress
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).	In progress	The project is in preparation, in partnership with the EU and GIZ. Project was initiated in early July and ITC started analyzing discrepancies between the services liberalization commitments reflected in the Additional Protocol 6 of CEFTA and the actual domestic regulatory framework for 7 CEFTA parties.
Release of the online African Trade Observatory portal for policymakers to monitor progress of integration of AfCFTA economies.	In progress	The development of the Monitor module of the ATO Dashboard is ongoing. The two other modules (Compare and Explore) are available online.
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.	Cancelled	The participation of MSMEs in the China International Import Expo 2020 was cancelled due to COVID-19.

Facilitation of \$39 million in South-South investment and trade flows between China, India and selected countries in East Africa.

Completed

USD 13 million in trade transactions, USD 115 million in investments, and a robust investment pipeline of over USD 300 million.

5 Partnering for sustainable development

During the 2020 coronavirus pandemic, partnerships have proven to be essential for the many success stories ITC has achieved. ITC worked in fast changing and unpredictable environments where uncertainties arose on a daily basis. ITC collaborated within the UN system, including the UNSDG, the Resident Coordinator systems, and with specific entities as implementing partners – such as UNDP, UNCDF and FAO. ITC remained committed to enhancing the sustainability prospects of its interventions by strengthening and synergizing with long-term implementing partners in the field. ITC also leveraged partnerships to further develop its Global Public Goods, and has advanced its mainstreaming of youth, gender and sustainability. Some of the initiatives that took place in 2020 are highlighted below.

An innovative global trade intelligence portal, [The Global Trade Helpdesk](#), became available in [Arabic language](#), with support from the Qatar Development Bank (QDB). Including Arabic, the Global Trade Helpdesk, jointly run by ITC, the World Trade Organization (WTO) and the United Nations Conference on Trade and Development (UNCTAD), is now available in five UN official languages, including English, [French](#), [Spanish](#) and [Russian](#).

ITC's Trade for Sustainable Development Programme (T4SD) has built its [Sustainability Gateway](#), to centralize information for MSMEs in areas of environment, sustainability standards, social responsibility and gender. ITC's partnerships with Everledger, Lenzing Group and TextileGenesis have enabled the companies to host their supply-chain data, based on blockchain technology, on a neutral platform. In collaboration with UNCTAD, ITC co-developed the [Bio-trade knowledge sharing and self-assessment tool](#), also hosted on its Sustainability gateway, as well as the UNCTAD's bio-trade standards, that are now included in the Sustainability Map. Jointly with UNCTAD, the European University Institute (EUI), the University of Amsterdam (UvA), and the German Development Institute, ITC produced a publication: [Linking voluntary standards to Sustainable Development Goals](#). In this groundbreaking work, the publication shows how to map over 800 requirements in the voluntary standards against the 17 SDGs and 126 core targets.

T4SD Hubs in Ghana, Kenya, Lao PDR, Peru, Viet Nam have been complemented by a [new hub in Nepal](#), launched in collaboration with Agro Enterprise Center (AEC), the agricultural wing of the Federation of Nepalese Chambers of Commerce and industry (FNCCI). The T4SD hubs now offer solutions and tools to over 200 MSMEs.

Within its South-South trade and investment programme, ITC has worked with the Federation of Indian Chambers of Commerce and Industry (FICCI) to promote the [India-East Africa trade helpdesk](#).

ITC continued its engagement with the AfCFTA countries to implement the [African Trade Observatory](#). The ATO, currently in beta version, will be the source of real-time African trade and market information – spanning countries, products and markets – all in one place.

ITC's SheTrades initiative continued engagements with Maersk, Visa, Mary Kay, HEVA fund, Absa Bank Kenya, Prospero Bank, Stanbic Bank, Opportunity Bank, Afrexim Bank, Sidley Austin and Equals Global partnership, as to deliver capacity building, advisories and training support to women-owned MSMEs. As an example, ITC and [Twill by Maersk](#), a freight logistics service, have launched a highly specialized coaching programme, for women-owned businesses from Nigeria, Kenya, Mexico and India.

ITC's Youth and Trade programme has formed a partnership with [Youth Alliance for Leadership and Development in Africa](#) (YALDA), to develop resources, toolkits and events to serve young people in Africa. With the UEFA Foundation, ITC has launched its [Kick for Trade initiative](#) in The Gambia and Guinea.

6 Managing for results

Strengthening corporate results management

Corporate efficiency/effectiveness area	Status as at 31 Dec 2020	Description of progress
Strengthening corporate results management		
Revision of Standard Operating Procedures to improve quality and workflow for publications;	Not started	Revision of Standard Operating Procedures to improve quality and workflow of publications is pending, in view of an ongoing reorganization of the Publications' board due to personnel changes.
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;	Completed	ITC has published the IATI data for June 2020 for all TRTA projects with budgets/delivery above \$500,000, which together represent approximately 90% of its extrabudgetary planned delivery.
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.	Completed	Key surveys and registration platforms have been aligned to the extent possible. The Proof of Concept has been successfully delivered. Fields of the Single-Sign-On solution have been developed based on the client categorization and prepared for implementation in 2021.

Effective and efficient project design for maximum impact

Corporate efficiency/effectiveness area	Status as at 31 Dec 2020	Description of progress
Effective and efficient project design for maximum impact		
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;	Completed	<p>Approximately 120 staff attended the Training for Impact and Compliance (TFIC) on 21-25 September 2020 where the Project Design Taskforce (PDTF) held four sessions: 2 modules on 'Introduction to Project Development in ITC' and 2 modules on 'PDTF: Project Development (TFIC)'. The sessions' main objective was to train staff and provide continued guidance on ITC's project development workflows. Training focused on consultation and approval processes, and presented documents, information and tools available to develop high quality project proposals in ITC in a coherent, timely and cost efficient manner. The training evaluation report completed by participating staff showed that:</p> <ul style="list-style-type: none"> - The course fulfilled staff' professional expectations: Yes 98% - Participating staff skills / knowledge have improved as a result of the training: Yes 90% - Overall, staff found this course relevant and helpful: Yes 93%

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;	Completed	PDTF kept working with country officers and technical sections to include the mainstreaming of gender, youth, environment, and social responsibility in the project design phase. As of 31 December 2020, projects in implementation (small TRTA and TRTA) have provided a rating based on the new mainstreaming markers. In ITC's current project portfolio, gender and youth have the highest ratings. The development of the Green2Compete strategy and its rollout and presentation to all ITC staff in 2021 will further contribute to enhancing ITC's approach to environmental sustainability in its projects.
Integrate the mainstreaming strategy in ITC's project design workflow.	Completed	Updated ED Bulletin on Project Development in ITC, issued 16 March 2020, integrating ITC's new mainstreaming policy. Mainstreaming guidelines issued and circulated to all staff. Training on mainstreaming on 7 and 11 May by mainstreaming focal point of approx. 100 ITC personnel. Regular updates on uptake of mainstreaming policy and development markers will be provided to SMC as per the updated ED Bulletin.

Bolstering human resources management

Corporate efficiency/effectiveness area	Status as at 31 Dec 2020	Description of progress
Bolstering human resources management		
Investment in technology to improve and update human resources e-tools and systems;	In progress	Several improvements were made in EROC (requirement of at least 3 candidates, traffic light system for mandatory trainings, automated staff list update in Who's Who, automatic badge request, automated internal email request, new curtail process to better monitor ULOs, automatic email feature to send contract to consultant, etc.) On-going work continues on CIC Dashboards, checklists before submissions, etc.
Finalisation and implementation of a People Strategy and an induction programme for new staff;	In progress	With the arrival of the Executive Director and the formulation of the ITC's next Strategic Plan, the People Strategy will be prepared taking into account priorities set. Induction Programme being worked on.
Replication and expansion of the bundle trainings for HQ staff that were successfully piloted in 2019;	Completed	The 2020 week-long training was re-organized into TFIC (Training for Impact and Compliance) to address audit observations and improve mandatory trainings and performance management compliance rates.
Organisation of the annual staff training on emerging topics: 2020 TechFest: Training on digital Transformation;	Completed	TechFest Training on digital Transformation took place in January 2020.
Operationalization of a new gender unit and diversity focal points on LGBTQI and for persons with disabilities.	Completed	Gender unit with Gender focal point, alternate focal point and support staff established. Focal points for LGBTQI and for persons with disabilities appointed.

Operational best practices and compliance, data

Corporate efficiency/effectiveness area	Status as at 31 Dec 2020	Description of progress
Operational best practices and compliance, data		
Implementation of a proof of concept for ITC's new data management strategy;	Completed	An ITC Data Strategy was approved by Senior Management in December 2019. In 2020, a Proof of Concept testing was implemented for the three main tracks of the strategy. A sample of ITC Project Data, ITC Global Public Goods and Internal Data were selected for the pilot phase and their data was processed through a cloud based scalable architecture and fed into three data marts viz. Reporting, Business Intelligence and Client Management with a positive outcome.
Launch of a catalogue of ITC products and services;	In progress	Model developed and first phase survey of ITC product and service portfolio conducted. Results of survey will inform development of ITC Strategic Plan (2022-2025).
Launch of ITC's revamped customer relationship management (CRM) system;	In progress	<ul style="list-style-type: none"> - Pilot of data entry with the data warehouse proof of concept successfully completed. - Guidelines, FAQs and video tutorials finalized and published on the intranet for ITC users. - Forms adapted to improve Funders' overview for ITC users.
Introduction of standard operating practices (SOPs) for streamlining financial workflows, with emphasis on facilitation of field expenditures;	Completed	New ULO financial report launched on the project portal with new functionality enabling better management of ULOs. Imprest account system using fund commitments, payment system (e-pay) is finalised and will be launched in 2021.
Automation of contract management processes	Completed	The new internally developed tool "Post detailing system" has been released.
Full implementation of indirect delivery markers in Umoja.	Not started	Pending the launch of Strategic Planning, Budgeting and Performance Management (SPPM) solution in Umoja extension 2.

Sparking innovation

Corporate efficiency/effectiveness area	Status as at 31 Dec 2020	Description of progress
Sparking innovation		
Apply human-centred design and other innovation approaches with field teams to address specific challenges;	In progress	The launch of the Innovation Methodologies guidelines allowed to introduce Innovation approaches to ITC colleagues both in HQ and in field offices. The trainings on Design Thinking will continue in 2021, upon request from ITC colleagues.
Facilitate the development of a corporate innovation strategy;	In progress	The desk research for a framework document for the Corporate Innovation Strategy was achieved in 2020. 2021 will be the crucial year to consolidate the draft of the framework document, obtain the approval from SMC and start the process of consolidation on an official Strategy in a collaborative manner amongst the different teams at ITC.
Launch an e-learning course on innovation for entrepreneurship, developed for both ITC teams and beneficiaries around the globe;	Completed	The Launch of the eCourse "Innovating for success: A guide for entrepreneurs" was achieved in September 2020. Two cohorts were trained during 2020, with more than 100 registrations.
Publish a podcast on innovation, presenting inspiring ideas, concepts and solutions.	Completed	The pilot phase of the "Trade Forward" podcast was successfully accomplished. An assessment was done at the end of the year to capture lessons learned and to design the 2nd phase of the podcast for 2021.

Operationalizing risk management

Corporate efficiency/effectiveness area	Status as at 31 Dec 2020	Description of progress
Operationalizing risk management		
Facilitation of annual corporate risk assessments with middle and senior management;	Completed	Corporate risk assessments undertaken in Q2 and in the period of October - December 2020, with discussions about the corporate risk register at the senior management level.
Deep dive assessments for prioritized (red) corporate risks with focus groups, consisting of risk owners and action owners;	Completed	Deep dive assessments were undertaken for red ITC's risks at year-end, resulting in re-assessment of risk severity for several risks.
Publishing of two risk manuals, for corporate and project risk management;	Completed	A joint internal manual on corporate and project risk management published, along with additional guidance on risk registers and an enhanced project risk documentation and escalation function in the project portal.
Delivery of at least two risk workshops and briefings for ITC project managers.	Completed	The workshops on fundamentals of risk management and on advanced risk management were delivered in September 2020 during the Training for Impact and Compliance (TFIC training).

Engaging in global conversation

Corporate efficiency/effectiveness area	Status as at 31 Dec 2020	Description of progress
Engaging in the global conversation		
Finalize the first phase of restructuring of the corporate website	Completed	All the planned steps were completed. In addition, the vendor selection was completed and the selected company was awarded a contract.
Expand online presence through the corporate website and its social-media channels, including Facebook, LinkedIn, Twitter and YouTube.	Completed	ITC's outreach grew considerably during 2020. ITC established a COVID-19 dedicated newsroom and website, improved digital events, started producing multimedia features focused on human stories of entrepreneurs.

7 Risk management in 2020

At ITC, risks are identified, assessed, mitigated, monitored and communicated within a Risk management framework (RMF). This framework consists of the structures, processes and governance arrangements that enable ITC's effective enterprise risk management (ERM) and strengthening its accountability.

In 2020, ITC intensified its risk monitoring, both in frequency and in quality, at the corporate and at project level. ITC's management received risk reports as a standing item for each quarterly performance report, and was particularly attentive to monitor the risks that were escalated from the projects to the higher organizational levels, as these were the early warning signals that ITC's delivery might be impacted.

As the COVID-19 pandemic triggered many uncertainties related to delivery of technical assistance, ITC reinforced its contingency planning, especially in technical assistance projects, as to establish efficient risk mitigation measures.

Throughout the year, ITC deployed specific quarterly RBM briefings, including on risk topics. ITC also launched a mandatory corporate training on risk management for project staff, risk briefings for country teams and a general risk training for HQ staff.

ITC actively shared risk information about implementation of the risk framework and about its risk profile with staff, partners and funders. It was particularly important to share ITC's risk appetite with stakeholders, in particular to raise awareness about ITC's intention to proactively take measures to ensure continuity of business operations in the field, wherever the security and safety situation – triggered by pandemic - made it possible.

Portfolio risk assessments, contingency plans and the COVID-19 crisis

ITC's proactive risk management helped the organization to maintain its field operations. ITC mostly had to respond to risks that were triggered by the pandemic or post-pandemic conditions in the field. ITC maintained a coordinated risk response, which involved all the key stakeholders. This approach enabled a smooth transition to contingency plans to ensure a continuous delivery. Key success factors for this were responsive and collaborative funders and partners in the field, and possibilities of hybrid delivery despite widespread travel restrictions and lockdowns in virtually all beneficiary countries, including through an active field presence.












In 2020, ITC also interacted with its beneficiaries through a series of direct surveys. The surveys assessed the impact of the pandemic on MSMEs and brought valuable insights about the needs and threats for different beneficiary groups – policymakers, business support organizations and MSMEs. ITC identified several risks, threatening MSME's survival, such as: lack of access to financing; the increasing digital divide or inability to access timely and accurate trade intelligence, including information about changing trade obstacles.





In its response to beneficiary-related COVID-19 response and risks, ITC remained guided by its [15-point action plan](#).

Trends for major corporate risks and for ITC's portfolio risks

ITC's corporate risks were re-assessed at year-end, and mitigating actions were recorded in the register. A summary of trends and risk responses implemented is provided in Table 17 below.

Table 17: ITC's top corporate risks trends during 2020 and mitigating actions implemented in 2020

Risk ID #	Risk Event - an uncertain event or condition that may or may not happen in the future.	Risk responses and mitigating actions, with examples of initiatives done in 2020	Risk rating and 2020 trend vs. 2019
1	2	3	4
R1	Delayed upgrading of project operations and internal processes that are needed to support to the timely delivery of the larger project portfolio	Control: <ul style="list-style-type: none"> Targeted and prioritized efficiency and effectiveness actions, such as 2020 implementation of the 'Training for Impact and Compliance (TFIC)' on core ITC processes Acquisition of resources needed for adjustment to hybrid and remote delivery (expertise; new processes; software solutions) in lieu of travel 	
R2	Inability of ITC to fully deliver on (contractual) commitments in unstable project countries <i>(In 2020, many ITC project countries became 'unstable' due to COVID-19, i.e. no direct contact with stakeholders and beneficiaries was possible).</i>	Control: <ul style="list-style-type: none"> Adjustment of COVID-19 contingency plans in affected countries Avoid/Terminate: <ul style="list-style-type: none"> In case of extreme instability, ITC halted activities and triggered contingency planning process. 	
R3	Implementing Partner(s) commit fraud or engage in corruption	Control: <ul style="list-style-type: none"> Training for Impact and Compliance for IP/ Grants processes A harmonized anti-fraud approach, including enhanced due diligence assessments and frequent monitoring of new or risky IPs 	
R4	Significant reduction in RB funding	Control: <ul style="list-style-type: none"> Advocacy for maintaining current level of RB funding from UN and WTO; Structured dialogues with member states; 	
R5	Inability to substantiate and/or aggregate ITC development results	Control: <ul style="list-style-type: none"> Project design quality control and increased emphasis on project inception phases Conceptualization of a corporate project focused on ITC data management 	
R6	Compromised cyber security / data breaches and/or disruptions to the functioning of IT systems.	Control: <ul style="list-style-type: none"> Upgrading of ITC security tools and protocols to shield ITC's assets from cyber-attacks; Investment in hardware and software solutions to support alternative working arrangements and decentralized operations during COVID-19 challenges 	
R7	ITC Staff become exposed to deliberate harm (e.g. terrorism, armed conflict, crime and civil unrest, kidnapping...)	Control: <ul style="list-style-type: none"> Maintenance of existing internal controls: travel rules and regulations; full integration in UN Security System; mandatory safety trainings; 	
R8	Insufficient/inadequate in-house knowledge and skills-sets for future client needs	Control: <ul style="list-style-type: none"> Maintenance of existing controls (trainings, secondments; consultant contracts and partnerships for highly specialized, project specific or new topics; skills and competency based recruitment processes); development of staff skills database. 	
R9	Delayed identification of internal fraud or significant / systemic non-compliance with rules and procedures	Control: <ul style="list-style-type: none"> Enforcement of existing rules and regulations, with zero tolerance and action taken on any presumptive fraud case; Management leadership dialogues for sensitization of staff to zero tolerance topics, familiarization with processes and encouragement to speak up; Mandatory fraud prevention training 	
R10	Sharp decline in W2 funding	Control: Proactive funder management and implementation of ITC's Resource Mobilization Strategy, including: <ul style="list-style-type: none"> Regular interaction with W2 funders to capture early signals about changes in development cooperation priorities and expectations from/ perceptions of ITC 	
R11	ITC's business model is not flexible enough to adapt well to the processes of the repositioned UN development system	Control: <ul style="list-style-type: none"> Proactive engagement with the new UNDS structures and processes (DCO, UNSDG, working groups, country and regional teams) 	

Risk ID #	Risk Event - an uncertain event or condition that may or may not happen in the future.	Risk responses and mitigating actions, with examples of initiatives done in 2020	Risk rating and 2020 trend vs. 2019
1	2	3	4
R12	ITC personnel committing, being exposed to or wrongly accused of discrimination, abuse of authority, harassment, including sexual	Control: <ul style="list-style-type: none"> • Zero tolerance • Enforcement of rules and implementation of preventative actions/controls such as mandatory training, awareness raising and sensitization of staff, IPs and contractors / consultants 	
R13	Disparate ITC identities and messaging	Control: <ul style="list-style-type: none"> • Engaging in regular crisis communication with partners in the field; including partners in virtual meetings • Implementation of a dedicated COVID-19 website on ITC's corporate page, to inform beneficiaries and stakeholders about ITC's role and crisis developments 	
R14	Significant reduction or volatility in W1 funding	Control: Proactive funder management and implementation of RM Strategy: <ul style="list-style-type: none"> ▪ Bilateral annual institutional dialogues with W1 funders to consult on all relevant issues to delivery and funding and explore options for enhanced engagement; ▪ Focus on development results, offering value for money and earning trust ▪ Identification and engagement with potential new W1 funders 	
R15	ITC staff accidents; infections; assaults during missions	Control: <ul style="list-style-type: none"> • Maintenance of internal controls, rules and regulations; mandatory trainings related to safety and security • Increase awareness on COVID-19 prevention measures as the risk of infections was extremely high in almost all programme countries as well as in the headquarters 	

8 ITC's Independent Evaluation Unit

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

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

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

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

ITC participated in four system-wide reviews conducted by the Joint Inspection Unit (JIU), the United Nations system independent oversight body. These reviews were on the topics '[policies and platforms in support of learning](#)', '[enterprise risk management](#)', '[mainstreaming environmental sustainability across organizations of the UN](#)', and support to Landlocked Developing Countries (LLDCs) to implement the Vienna Programme of Action.

2020 evaluation highlights

[2020 Annual Evaluation Synthesis Report \(AESR\)](#)

The AESR distils key findings and lessons learned from recent evaluations and Project Completion Reports (PCRs). Main conclusions of this year's AESR included that ITC's projects are overall well aligned with the organization's Results Framework. Nonetheless, more detailed theories of change for projects could support project management, strengthen monitoring and the assessment of results. Also, field project management and coordination are vital, while alignment with UN Reform at country level is happening but needs more structure. Overall, the report concluded that ITC is a good investment, as viewed through the lens of evaluation. The report's recommendations were accepted in full by senior management and a dedicated [management response](#) to address the recommendations was prepared.

[Utility of evaluation in ITC](#)

Complementing the AESR, the IEU also issued a report on the utility of evaluation in ITC. Its objective was to build an understanding about ITC's evaluation function, the usefulness of evaluations, and to identify areas for improvement. Overall, the vast majority of survey respondents were satisfied with the evaluation function, with the quality of evaluations perceived to have increased. There is however still a need to strengthen awareness about the benefits and learning opportunities that evaluations provide.

[Sustainability Reviews](#)

To measure the sustainability of results after project completion, the IEU piloted a methodology for a new type of review to assess projects that ended 3-4 years earlier. The approach was designed to be easy and light, with a focus on utility and joint knowledge generation. The IEU piloted this methodology with three different projects, each of which focused on a different one of ITC's key target groups. Overall, the reviews showed good results. At the same time, challenges emerged, which mainly depend on the nature of the projects, such as the limited sustainability of capacity building to strengthen an organization's managerial performance when there has been high staff turnover in the meantime.

Annex I – List of projects per Focus Area⁷, country and region

Note: The Annex format was changed based on the consultations with the CCITF members. The global/regional/country information for the OP budget and delivery split is done based on the year 2020 percentages allocated by project/programme managers up to April 2021. These percentages may change during the year for multi-country projects, e.g. if specific activities cannot take place in a country as planned. Projects with 2020 expenditures below \$5k are not listed.

The projects **highlighted in green** were not included in the initial Operational plan 2020.

⁷ ITC's Focus Areas with their respective full titles are listed in Table 11 of this document. For simplicity reasons they are quoted only with their numbers in this Annex.

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus Area 2	Focus Area 3	Focus Area 4	Focus Area 5	Focus Area 6	7 Corporate	Funders	Budget 2020 (\$' 000)	Delivery 2020 (\$' 000)	% Delivered	
Afghanistan			Afghanistan: Trade-related assistance (A764)		■	■		■			European Union	42	232	555%	
			Afghanistan: Ethical Lifestyle Initiative for the Economic Reintegration of Returnees and Internally displaced people (B439)					■			European Union	2,428	1,923	79%	
			Afghanistan: Advancing trade (Phase II) (B946)		■	■	■	■				ITF Window 1 (BDF)	-	43	
Albania			Support to Facilitation of Trade between CEFTA Parties (B444)		■				■		European Union	4	6	146%	
			CEFTA - Support to regional integration (B973)		■					■		Germany	-	12	
Algeria			MENA E-Commerce Entrepreneurship Knowledge Series (B998)				■				World Bank	-	7		
Antigua and Barbuda			Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)				■				European Union	107	143	134%	
			CARIFORUM: UK Trade Partnerships Programme (B900)	■			■					United Kingdom of Great Britain and Northern Ireland	79	32	41%
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■								United Kingdom of Great Britain and Northern Ireland	74	28	38%
Armenia			Eastern Partnership: Ready to Trade - an EU4Business initiative (B252)				■		■		European Union	372	365	98%	
			Trade and market intelligence for the Eastern Partnership Countries (B802)	■								European Union	95	66	70%
Azerbaijan			Eastern Partnership: Ready to Trade - an EU4Business initiative (B252)				■		■		European Union	372	365	98%	
			Trade and market intelligence for the Eastern Partnership Countries (B802)	■								European Union	95	66	70%
Bahamas			Trade Intelligence: UK Trade Partnerships Programme (B906)	■							United Kingdom of Great Britain and Northern Ireland	74	28	38%	
Bahrain			Building "Export Bahrain" (B815)			■					Labor Fund Bahrain (Tamkeen)	237	135	57%	
Bangladesh			SheTrades Commonwealth Programme (B578)					■			United Kingdom of Great Britain and Northern Ireland	822	1,058	129%	
			Non-tariff measures programme (W1) (B626)	■								ITF Window 1	84	83	100%

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus Area 2	Focus Area 3	Focus Area 4	Focus Area 5	Focus Area 6	7 Corporate	Funders	Budget 2020 (\$' 000)	Delivery 2020 (\$' 000)	% Delivered
			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■			European Union	18	13	76%
Barbados		■	Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)				■				European Union	107	143	134%
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■							United Kingdom of Great Britain and Northern Ireland	74	28	38%
Belarus			Eastern Partnership: Ready to Trade - an EU4Business initiative (B252)				■		■		European Union	372	365	98%
			Trade and market intelligence for the Eastern Partnership Countries (B802)	■							European Union	95	66	70%
Belize		■	Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)				■				European Union	107	143	134%
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■							United Kingdom of Great Britain and Northern Ireland	74	28	38%
Benin	■	■	ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■		European Union	85	50	59%
			ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)				■		■		European Union	176	101	58%
			Fast Tracking Digital Entrepreneurship in Africa - Phase 1 (B898)				■				ITF Window 1	2	-	0%
											ITF Window 1	42	71	170%
Bhutan	■	■	Bhutan Trade Support (B382)		■		■				European Union	1,331	942	71%
Bosnia and Herzegovina			Support to Facilitation of Trade between CEFTA Parties (B444)		■				■		European Union	4	6	146%
			CEFTA - Support to regional integration (B973)		■				■		Germany	-	12	
Burkina Faso	■	■	Burkina Faso et Mali: Création d'emplois équitables et développement durable de microentreprises dans les chaînes de valeur liées au secteur du « lifestyle » (B276)				■	■			European Union	1,505	1,126	75%
			ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■		European Union	85	50	59%

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus Area 2	Focus Area 3	Focus Area 4	Focus Area 5	Focus Area 6	7 Corporate	Funders	Budget 2020 (\$' 000)	Delivery 2020 (\$' 000)	% Delivered
			Non-tariff measures programme (W1) (B626)	■							ITF Window 1	91	91	100%
			Trade Facilitation (B628)		■						ITF Window 1	166	163	98%
			Poor Communities and Trade Programme (B649)					■			ITF Window 1	16	15	94%
			ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)				■		■		European Union	176	101	58%
											ITF Window 1	2	-	0%
Burundi	■	■	EU-EAC Market Access Upgrade Programme - MARKUP (B383)		■		■		■		European Union	736	938	128%
			Burundi: Market Access Upgrade Programme - MARKUP (B718)			■	■		■		European Union	627	553	88%
Cabo Verde		■	ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■		European Union	85	50	59%
Cambodia	■	■	Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■			European Union	18	13	76%
Cameroon		■	ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)				■		■		European Union	176	101	58%
											ITF Window 1	2	-	0%
			Cameroon: UK Trade Partnerships Programme (B899)	■			■				United Kingdom of Great Britain and Northern Ireland	543	280	52%
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■							United Kingdom of Great Britain and Northern Ireland	147	56	38%
			Programme Management: UK Trade Partnerships Programme (B908)	■			■				United Kingdom of Great Britain and Northern Ireland	97	98	101%
Central African Republic	■	■	République Centrafricaine: Programme d'appui à la promotion de l'entreprenariat en milieu urbain et rural (PAPEUR) (B867)		■		■	■			European Union	-	377	
China			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■			European Union	177	134	76%
Colombia		■	Colombia PUEDE: Peace and unity through productive development and commercialization (B599)	■			■	■			European Union	890	539	61%

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus Area 2	Focus Area 3	Focus Area 4	Focus Area 5	Focus Area 6	7 Corporate	Funders	Budget 2020 (\$' 000)	Delivery 2020 (\$' 000)	% Delivered			
Comoros	■	■	Comoros: UK Trade Partnerships Programme (B901)	■			■				United Kingdom of Great Britain and Northern Ireland	334	254	76%			
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■								United Kingdom of Great Britain and Northern Ireland	74	28	38%		
			Programme Management: UK Trade Partnerships Programme (B908)	■				■					United Kingdom of Great Britain and Northern Ireland	97	98	101%	
			Comoros: Improving public-private dialogue and quality management systems to benefit from Economic Partnership Agreement with the EU (B963)	■	■	■							ITF Window 1 (BDF)	-	10		
Costa Rica			Central America: Linking women business enterprises (WBEs) with the global gifts and home decoration market (A314)			■	■	■			European Union	106	69	66%			
Côte d'Ivoire		■	ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■			■	European Union	85	50	59%			
			Culture project: Identity Building and Sharing Business Initiative (B542)							■		European Union	443	508	115%		
			SheTrades West Africa (B610)								■		ITF Window 1	7	9	125%	
			Non-tariff measures programme (W1) (B626)	■									Korea	349	318	91%	
			Poor Communities and Trade Programme (B649)								■		ITF Window 1	84	83	100%	
			Fast Tracking Digital Entrepreneurship in Africa - Phase 1 (B898)						■				ITF Window 1	16	15	94%	
			Côte D'Ivoire: UK Trade Partnerships Programme (B902)	■					■				ITF Window 1	42	71	170%	
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■										United Kingdom of Great Britain and Northern Ireland	-	337	
			Programme Management: UK Trade Partnerships Programme (B908)	■					■					United Kingdom of Great Britain and Northern Ireland	74	28	38%
Sustainable Investments into Africa (SIA) (B961)									■		Germany	97	98	101%			
												-	29				

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus Area 2	Focus Area 3	Focus Area 4	Focus Area 5	Focus Area 6	7 Corporate	Funders	Budget 2020 (\$' 000)	Delivery 2020 (\$' 000)	% Delivered	
			AfCTA Export Training Programme for SMEs from Nigeria, Rwanda and Cote d'Ivoire (B972)		■						African Export Import Bank	-	31		
Cuba		■	Cuba: Fortaleciendo capacidades de inserción internacional (B830)	■		■	■	■			ITF Window 1 (BDF)	39	(0)	0%	
Curaçao		■	Curaçao: National Export Strategy and Implementation Management (B896)		■						Curaçao	293	223	76%	
Democratic Republic of the Congo (the)	■	■	Poor Communities and Trade Programme (B649)						■		ITF Window 1	24	23	94%	
			COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)	■	■	■					COMESA	90	18	20%	
			ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)				■		■			European Union ITF Window 1	176 2	101 -	58% 0%
			DRC: Adding value to bamboo, plastic waste and lifestyle goods for sustainable livelihoods (B955)							■		ITF Window 1	-	23	
Djibouti	■	■	Djibouti: Projet de développement et de promotion du tourisme (A993)			■	■				Enhanced Integrated Framework	-	26		
			MENA E-Commerce Entrepreneurship Knowledge Series (B998)				■					World Bank	-	7	
Dominica		■	Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)				■				European Union	107	143	134%	
			CARIFORUM: UK Trade Partnerships Programme (B900)	■			■					United Kingdom of Great Britain and Northern Ireland	79	32	41%
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■								United Kingdom of Great Britain and Northern Ireland	74	28	38%
Dominican Republic		■	Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)				■				European Union	120	161	134%	
			ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)				■		■			European Union ITF Window 1	176 2	101 -	58% 0%

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus Area 2	Focus Area 3	Focus Area 4	Focus Area 5	Focus Area 6	7 Corporate	Funders	Budget 2020 (\$' 000)	Delivery 2020 (\$' 000)	% Delivered
			CARIFORUM: UK Trade Partnerships Programme (B900)	■			■				United Kingdom of Great Britain and Northern Ireland	143	58	41%
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■							United Kingdom of Great Britain and Northern Ireland	74	28	38%
Egypt			Global: Networking and knowledge management for the textile and clothing sector (GTEX) (B451)				■				Switzerland	84	59	70%
			Egypt: Improving the international competitiveness of the textile and clothing sector (GTEX/MENATEX) (B673)				■				Switzerland	334	327	98%
			MENATEX Regional: Regional component of the Textiles and Clothing Programme for the MENA region (B696)				■				Sweden	334	374	112%
			Egypt: SheTrades (AFTIAS) (B821)			■	■	■			International Islamic Trade Finance Corporation	57	25	43%
			Sustainable Investments into Africa (SIA) (B961)					■			Germany	167	48	29%
			MENA E-Commerce Entrepreneurship Knowledge Series (B998)				■				World Bank	-	29	
El Salvador		■	Central America: Linking women business enterprises (WBEs) with the global gifts and home decoration market (A314)			■	■	■			European Union	112	74	66%
			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■			European Union	44	34	76%
Eswatini, Kingdom of		■	Eswatini: Promoting growth through competitive alliances I (B978)	■			■	■			European Union ITF Window 1 (BDF)	- -	12 27	
Ethiopia	■	■	Supporting Indian trade and investment for Africa (SITA) (A854)						■		United Kingdom of Great Britain and Northern Ireland	67	447	669%
			Partnership for Investment and Growth in Africa (Main Phase) (B340)			■			■		United Kingdom of Great Britain and Northern Ireland	627	385	61%
			Poor Communities and Trade Programme (B649)					■			ITF Window 1	16	15	94%

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus Area 2	Focus Area 3	Focus Area 4	Focus Area 5	Focus Area 6	7 Corporate	Funders	Budget 2020 (\$' 000)	Delivery 2020 (\$' 000)	% Delivered
			Innovative MSME and Value Chain development through Alliances in cocoa, coffee and associated crops sectors in Ghana and Ethiopia (B794)			■	■	■			ITF Window 1	194	211	109%
			COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)	■	■	■					COMESA	90	18	20%
			Fast Tracking Digital Entrepreneurship in Africa - Phase 1 (B898)				■				ITF Window 1	42	71	170%
			Alliance for Product Quality in Africa (B928)				■	■			Germany	105	48	46%
			Sustainable Investments into Africa (SIA) (B961)					■			Germany	-	29	
Fiji		■	Fiji: UK Trade Partnership Programme (B905)	■			■				United Kingdom of Great Britain and Northern Ireland	752	522	69%
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■							United Kingdom of Great Britain and Northern Ireland	74	28	38%
			Programme Management: UK Trade Partnerships Programme (B908)	■			■				United Kingdom of Great Britain and Northern Ireland	97	98	101%
Gabon		■	ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)				■		■		European Union	176	101	58%
											ITF Window 1	2	-	0%
Georgia			Eastern Partnership: Ready to Trade - an EU4Business initiative (B252)				■		■		European Union	372	365	98%
			Trade and market intelligence for the Eastern Partnership Countries (B802)	■							European Union	95	66	70%
Ghana		■	ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■		European Union	85	50	59%
			SheTrades Commonwealth Programme (B578)					■			United Kingdom of Great Britain and Northern Ireland	822	1,058	129%
			Non-tariff measures programme (W1) (B626)	■							ITF Window 1	84	83	100%
			Trade for Sustainable Development (T4SD) - Hubs (B694)					■			ITF Window 1	145	158	108%
			Trade Training Hub (TTH) (B736)			■					ITF Window 1	260	216	83%

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus Area 2	Focus Area 3	Focus Area 4	Focus Area 5	Focus Area 6	7 Corporate	Funders	Budget 2020 (\$' 000)	Delivery 2020 (\$' 000)	% Delivered
			Ghana: Developing cocoa and associated crops through the Sankofa Project empowered by Alliances for Action (B766)			■	■	■			Chocolats Halba/ Coop Genossenschaft	251	238	95%
			Innovative MSME and Value Chain development through Alliances in cocoa, coffee and associated crops sectors in Ghana and Ethiopia (B794)			■	■	■			ITF Window 1	376	409	109%
			ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)				■		■		European Union ITF Window 1	176 2	101 -	58% 0%
			Ghana: UK Trade Partnerships Programme (B903)	■			■				United Kingdom of Great Britain and Northern Ireland	385	267	69%
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■							United Kingdom of Great Britain and Northern Ireland	74	28	38%
			Programme Management: UK Trade Partnerships Programme (B908)	■			■				United Kingdom of Great Britain and Northern Ireland	97	98	101%
			Alliance for Product Quality in Africa (B928)				■	■			Germany	84	38	46%
			Sustainable Investments into Africa (SIA) (B961)					■			Germany	-	39	
Grenada		■	Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)				■				European Union	107	143	134%
			CARIFORUM: UK Trade Partnerships Programme (B900)	■			■				United Kingdom of Great Britain and Northern Ireland	86	35	41%
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■							United Kingdom of Great Britain and Northern Ireland	74	28	38%
Guatemala		■	Central America: Linking women business enterprises (WBEs) with the global gifts and home decoration market (A314)			■	■	■			European Union	112	74	66%
			Guatemala: Strengthening the business skills and employability of informal entrepreneurs at the Ciudad Pedro de Alvarado Border (B615)			■		■			United States	165	(7)	-4%

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus Area 2	Focus Area 3	Focus Area 4	Focus Area 5	Focus Area 6	7 Corporate	Funders	Budget 2020 (\$' 000)	Delivery 2020 (\$' 000)	% Delivered		
Guinea	■	■	Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■			European Union	44	34	76%		
			Guinée: Programme d'appui à l'intégration socio-économique des jeunes (INTEGRA) (B463)			■	■	■				European Union	3,762	4,026	107%	
			ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■			■		European Union	85	50	59%	
			NTF IV Programme Management (B584)					■	■				Netherlands (the)	33	36	109%
			Mano River: Value Chain Development for Cocoa (NTF IV) (B586)					■	■	■			Netherlands (the)	214	198	92%
			SheTrades West Africa (B610)								■		Korea	349	318	91%
Guinea-Bissau	■	■	Guinea: Relance de la filière ananas (REFILA) (B803)				■		■		UNIDO	-	53			
			ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■			■		European Union	85	50	59%	
Guyana		■	Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)						■		European Union	120	161	134%		
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■								United Kingdom of Great Britain and Northern Ireland	74	28	38%	
Haiti	■	■	Haiti: Feasibility study exports of mango, horticulture and cereals (B964)				■		■		Enhanced Integrated Framework	-	53			
Honduras			Central America: Linking women business enterprises (WBEs) with the global gifts and home decoration market (A314)			■	■	■			European Union	112	74	66%		
			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)							■		European Union	44	34	76%	
India			Supporting Indian trade and investment for Africa (SITA) (A854)							■	United Kingdom of Great Britain and Northern Ireland	84	559	669%		
			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)							■		European Union	89	67	76%	

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus Area 2	Focus Area 3	Focus Area 4	Focus Area 5	Focus Area 6	7 Corporate	Funders	Budget 2020 (\$' 000)	Delivery 2020 (\$' 000)	% Delivered
Indonesia			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■			European Union	18	13	76%
Iran (Islamic Republic of)			Culture project: Identity Building and Sharing Business Initiative (B542)					■			European Union	148	169	115%
			Poor Communities and Trade Programme (B649)					■			ITF Window 1	2	3	125%
			Iran: Trade-Related Technical Assistance (B782)		■	■		■			European Union	2,160	834	39%
Iraq		■	Iraq: Strengthening the Agriculture and Agri-Food Value Chain and Improving Trade Policy (B960)		■		■	■			European Union	-	232	
				ITF Window 1 (BDF)								26	23	89%
Jamaica		■	Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)				■				European Union	134	179	134%
			ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)				■		■		European Union	176	101	58%
				ITF Window 1								2	-	0%
			CARIFORUM: UK Trade Partnerships Programme (B900)	■			■				United Kingdom of Great Britain and Northern Ireland	143	58	41%
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■							United Kingdom of Great Britain and Northern Ireland	74	28	38%
		Programme Management: UK Trade Partnerships Programme (B908)	■			■				United Kingdom of Great Britain and Northern Ireland	106	107	101%	
Jordan		■	Jordan: Trade for Employment Project: 'Improving Business Environment for SMEs Through Trade Facilitation' (B639)		■						Germany	502	372	74%
			MENATEX Regional: Regional component of the Textiles and Clothing Programme for the MENA region (B696)				■				Sweden	57	25	43%
			Jordan: Improving the international competitiveness of the textile and clothing sector (MENATEX) (B811)				■				Sweden	418	376	90%
			MENA E-Commerce Entrepreneurship Knowledge Series (B998)				■				World Bank	-	7	
Kazakhstan		■	Central Asia: Ready4Trade (R4TCA) (B723)		■	■					European Union	683	760	111%

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus Area 2	Focus Area 3	Focus Area 4	Focus Area 5	Focus Area 6	7 Corporate	Funders	Budget 2020 (\$' 000)	Delivery 2020 (\$' 000)	% Delivered
Kenya			Central Asian Trade Intelligence Portal (CATI) (B784)	■			■				UNDP	10	7	69%
			Supporting Indian trade and investment for Africa (SITA) (A854)						■		United Kingdom of Great Britain and Northern Ireland	67	447	669%
			Partnership for Investment and Growth in Africa (Main Phase) (B340)			■			■		United Kingdom of Great Britain and Northern Ireland	627	385	61%
			EU-EAC Market Access Upgrade Programme - MARKUP (B383)		■		■		■		European Union	736	938	128%
			Culture project: Identity Building and Sharing Business Initiative (B542)						■		European Union ITF Window 1	419 7	480 8	115% 125%
			SheTrades Commonwealth Programme (B578)						■		United Kingdom of Great Britain and Northern Ireland	822	1,058	129%
			Poor Communities and Trade Programme (B649)						■		ITF Window 1	16	15	94%
			Trade for Sustainable Development (T4SD) - Hubs (B694)						■		ITF Window 1	145	158	108%
			Kenya: Supporting refugees to trade through digital agents model (B776)						■		Norwegian Refugee Council	-	53	
			COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)	■	■	■					COMESA	90	18	20%
			ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)				■			■	European Union ITF Window 1	176 2	101 -	58% 0%
			RESI High Skills (B839)						■		ITF Window 1	50	38	77%
			Refugee Employment and Skills Initiative: Building Solutions for Somali Refugees in a Fragile Protracted Displacement Scenario (RESI Dadaab II) (B864)							■	Japan Norwegian Refugee Council Japan	125 188 -	80 154 63	64% 82%
	Kyrgyzstan			Global: Networking and knowledge management for the textile and clothing sector (GTEX) (B451)				■				Switzerland	84	59
			Kyrgyzstan: Improving the international competitiveness of the textile and clothing sector (GTEX) (B676)			■	■				Switzerland	313	236	75%
			Central Asia: Ready4Trade (R4TCA) (B723)		■		■				European Union	683	760	111%

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus Area 2	Focus Area 3	Focus Area 4	Focus Area 5	Focus Area 6	7 Corporate	Funders	Budget 2020 (\$' 000)	Delivery 2020 (\$' 000)	% Delivered		
Lao People's Democratic Republic	■	■	Central Asian Trade Intelligence Portal (CATI) (B784)	■			■				UNDP	10	7	69%		
			Lao PDR: ASEAN Regional Integration Support (Laos-ARISE Plus) (B505)		■		■		■			European Union	1,743	1,210	69%	
			Trade for Sustainable Development (T4SD) - Hubs (B694)							■			ITF Window 1	20	-	0%
			Systematic Mechanism for Safer Trade (SYMST) (B695)	■		■	■	■	■				European Union	589	178	30%
Lebanon	■	■	Lebanon: Export Competitiveness of SMEs in the IT and Nuts sectors (AFTIAS) (B607)			■	■				International Islamic Trade Finance Corporation	-	16			
			Lebanon - E-Commerce for Women Entrepreneurs (B820)				■	■				World Bank	100	4	4%	
			Lebanon: Creating sustainable jobs and stable income (B870)				■	■				Japan	90	172	191%	
			MENA E-Commerce Entrepreneurship Knowledge Series (B998)				■					World Bank	-	8		
Lesotho	■	■	Lesotho: National Trade Policy Implementation Programme and formulation of National Export Strategy Roadmap (B808)		■	■	■				Enhanced Integrated Framework	56	48	85%		
Liberia	■	■	ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■		European Union	85	50	59%		
			Liberia: Developing the tourism sector with a focus on surfing and destinations (B555)				■					Enhanced Integrated Framework	341	121	35%	
			NTF IV Programme Management (B584)				■	■				Netherlands (the)	33	36	109%	
			Mano River: Value Chain Development for Cocoa (NTF IV) (B586)			■	■	■				Netherlands (the)	260	241	92%	
			SheTrades West Africa (B610)							■		Korea	349	318	91%	
			ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)					■			■		European Union	176	101	58%
Libya	■	■	Libya: Trade Academy (B409)			■	■				France	-	18			
			Libya: Increasing trade transparency through the EuroMed Trade Helpdesk (B951)	■								France	92	15	16%	

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus Area 2	Focus Area 3	Focus Area 4	Focus Area 5	Focus Area 6	7 Corporate	Funders	Budget 2020 (\$' 000)	Delivery 2020 (\$' 000)	% Delivered		
Madagascar	■	■	Madagascar: UK Trade Partnerships Programme (B904)	■			■				United Kingdom of Great Britain and Northern Ireland	418	381	91%		
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■								United Kingdom of Great Britain and Northern Ireland	74	28	38%	
			Programme Management: UK Trade Partnerships Programme (B908)	■			■						United Kingdom of Great Britain and Northern Ireland	97	98	101%
Malawi	■	■	COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)	■	■	■					COMESA	90	18	20%		
Mali	■	■	Burkina Faso et Mali: Création d'emplois équitables et développement durable de microentreprises dans les chaînes de valeur liées au secteur du « lifestyle » (B276)				■	■			European Union	1,003	751	75%		
			ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■			European Union	85	50	59%	
			Culture project: Identity Building and Sharing Business Initiative (B542)							■			European Union	345	395	115%
			ITF Window 1										ITF Window 1	6	7	125%
			Non-tariff measures programme (W1) (B626)	■									ITF Window 1	84	83	100%
			Trade Facilitation (B628)			■							ITF Window 1	166	163	98%
			Poor Communities and Trade Programme (B649)								■		ITF Window 1	16	15	94%
Fast Tracking Digital Entrepreneurship in Africa - Phase 1 (B898)						■				ITF Window 1	42	71	170%			
Mauritania	■	■	ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■		European Union	85	50	59%		
Mauritius		■	Trade Intelligence: UK Trade Partnerships Programme (B906)	■							United Kingdom of Great Britain and Northern Ireland	74	28	38%		
Mexico			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)						■		European Union	44	34	76%		
Montenegro			Support to Facilitation of Trade between CEFTA Parties (B444)		■				■		European Union	4	6	146%		

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus Area 2	Focus Area 3	Focus Area 4	Focus Area 5	Focus Area 6	7 Corporate	Funders	Budget 2020 (\$' 000)	Delivery 2020 (\$' 000)	% Delivered
			CEFTA - Support to regional integration (B973)		■				■		Germany	-	12	
Morocco			Global: Networking and knowledge management for the textile and clothing sector (GTEX) (B451)				■				Switzerland	84	59	70%
			Morocco: Improving the international competitiveness of the textile and clothing sector (GTEX/MENATEX) (B674)				■				Switzerland	418	554	133%
			MENATEX Regional: Regional component of the Textiles and Clothing Programme for the MENA region (B696)				■				Sweden	334	423	126%
			SheTrades Morocco (B937)			■	■	■			Sweden	57	25	43%
			Sustainable Investments into Africa (SIA) (B961)					■			International Islamic Trade Finance Corporation	167	16	10%
			MENA E-Commerce Entrepreneurship Knowledge Series (B998)				■				Germany	-	29	
Mozambique	■	■	Partnership for Investment and Growth in Africa (Main Phase) (B340)			■			■		World Bank	-	7	
Myanmar	■	■	Myanmar: Inclusive tourism development with focus on Kayah state (consolidation) & Tanintharyi (extension) (NTF IV) (B386)				■				United Kingdom of Great Britain and Northern Ireland	627	385	61%
			Myanmar Trade and Investment Project (TIP) (B494)	■	■	■					Netherlands (the)	669	591	88%
			Myanmar: Upgrading horticulture supply and sustainable tourism to develop business linkages (B566)				■				United Kingdom of Great Britain and Northern Ireland	1,547	1,338	87%
			Myanmar: Trade-Related Technical Assistance (ARISE+ Myanmar) (B567)						■		Switzerland	462	306	66%
			NTF IV Programme Management (B584)				■	■			European Union	1,505	1,431	95%
Nepal	■	■	Non-tariff measures programme (W1) (B626)	■							Netherlands (the)	42	45	109%
			Poor Communities and Trade Programme (B649)					■			Netherlands (the)	42	45	109%
			Trade for Sustainable Development (T4SD) - Hubs (B694)					■			ITF Window 1	84	83	100%
											ITF Window 1	16	15	94%
											ITF Window 1	137	148	108%

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus Area 2	Focus Area 3	Focus Area 4	Focus Area 5	Focus Area 6	7 Corporate	Funders	Budget 2020 (\$' 000)	Delivery 2020 (\$' 000)	% Delivered
			Nepal Trade-Related Assistance (B731)		■	■	■				European Union	-	531	
Nicaragua			Central America: Linking women business enterprises (WBEs) with the global gifts and home decoration market (A314)			■	■	■			European Union	112	74	66%
			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)						■		European Union	44	34	76%
Niger	■	■	ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■		European Union	85	50	59%
			Non-tariff measures programme (W1) (B626)	■							ITF Window 1	84	83	100%
			Trade Facilitation (B628)		■						ITF Window 1	166	163	98%
			Niger: Développement de la chaîne de valeur de l'huile cosmétique de Marula pour l'exportation (B979)						■		ITF Window 1 (BDF)	-	18	
Nigeria		■	ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■		European Union	142	83	59%
			SheTrades Commonwealth Programme (B578)						■		United Kingdom of Great Britain and Northern Ireland	822	1,058	129%
			AfCTA Export Training Programme for SMEs from Nigeria, Rwanda and Cote d'Ivoire (B972)		■						African Export Import Bank	-	32	
			SheTrades Nigeria – Improving Women's Livelihoods in Agricultural Value Chains (C020)						■		ITF Window 1 (BDF)	-	11	
North Macedonia		■	Support to Facilitation of Trade between CEFTA Parties (B444)		■				■		European Union	5	7	146%
			CEFTA - Support to regional integration (B973)		■				■		Germany	-	12	
Pakistan		■	Pakistan: Growth for rural advancement and sustainable progress (GRASP) (B466)		■		■	■			European Union	5,852	3,761	64%
			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)						■		European Union	18	13	76%
			Pakistan: Revenue Mobilisation for Investment and Trade (ReMIT) (B938)		■						ITF Window 1 (BDF)	41	38	93%

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus Area 2	Focus Area 3	Focus Area 4	Focus Area 5	Focus Area 6	7 Corporate	Funders	Budget 2020 (\$' 000)	Delivery 2020 (\$' 000)	% Delivered
											United Kingdom of Great Britain and Northern Ireland	-	636	
Panama			Central America: Linking women business enterprises (WBEs) with the global gifts and home decoration market (A314)			■	■	■			European Union	106	69	66%
Papua New Guinea		■	ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)				■		■		European Union	176	101	58%
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■							ITF Window 1	2	-	0%
			Programme Management: UK Trade Partnerships Programme (B908)	■			■				United Kingdom of Great Britain and Northern Ireland	74	28	38%
			PNG: UK Trade Partnerships Programme (B967)	■	■	■	■	■			United Kingdom of Great Britain and Northern Ireland	97	98	101%
Paraguay		■	Global Trade Helpdesk (B572)	■							United Kingdom of Great Britain and Northern Ireland	334	150	45%
											Switzerland	21	29	138%
											Qatar Development Bank	18	21	119%
Peru			Trade for Sustainable Development (T4SD) - Hubs (B694)						■		ITF Window 1	145	158	108%
			Promperu - Institutional Benchmarking (B990)			■					PromPeru	-	18	
Qatar			Global Trade Helpdesk (B572)	■							Switzerland	43	59	138%
											Qatar Development Bank	35	42	119%
			Qatar: Bar code initiative for SME trade development (B743)				■				Qatar Development Bank	2	-	0%
Republic of Moldova (the)		■	Eastern Partnership: Ready to Trade - an EU4Business initiative (B252)				■		■		European Union	372	365	98%
			Support to Facilitation of Trade between CEFTA Parties (B444)		■				■		European Union	4	6	146%
			Trade and market intelligence for the Eastern Partnership Countries (B802)	■							European Union	119	83	70%
Rwanda	■	■	Supporting Indian trade and investment for Africa (SITA) (A854)						■		United Kingdom of Great Britain and Northern Ireland	67	447	669%

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus Area 2	Focus Area 3	Focus Area 4	Focus Area 5	Focus Area 6	7 Corporate	Funders	Budget 2020 (\$' 000)	Delivery 2020 (\$' 000)	% Delivered
			EU-EAC Market Access Upgrade Programme - MARKUP (B383)		■		■		■		European Union	736	938	128%
			Fast Tracking Digital Entrepreneurship in Africa - Phase 1 (B898)				■				ITF Window 1	42	71	170%
			Alliance for Product Quality in Africa (B928)				■	■			Germany	21	10	46%
			SheTrades Rwanda (B950)				■	■			Enhanced Integrated Framework	-	36	
			Sustainable Investments into Africa (SIA) (B961)					■			Germany	-	29	
			AfCTA Export Training Programme for SMEs from Nigeria, Rwanda and Cote d'Ivoire (B972)		■						African Export Import Bank	-	31	
Saint Kitts and Nevis		■	Trade Intelligence: UK Trade Partnerships Programme (B906)	■							United Kingdom of Great Britain and Northern Ireland	74	28	38%
Saint Lucia		■	St. Lucia: Strengthening the institutional infrastructure for export promotion (A332)	■	■	■	■				Saint Lucia Trade Export Promotion Agency (TEPA)	197	19	10%
			Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)				■				European Union	107	143	134%
			CARIFORUM: UK Trade Partnerships Programme (B900)	■			■				United Kingdom of Great Britain and Northern Ireland	107	44	41%
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■							United Kingdom of Great Britain and Northern Ireland	74	28	38%
Saint Vincent and the Grenadines		■	Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)				■				European Union	107	143	134%
			CARIFORUM: UK Trade Partnerships Programme (B900)	■			■				United Kingdom of Great Britain and Northern Ireland	79	32	41%
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■							United Kingdom of Great Britain and Northern Ireland	74	28	38%
Saudi Arabia			Saudi Arabia: Development of dates sector in Medina region (AfTIAS) (B605)				■				International Islamic Trade	142	111	78%

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus Area 2	Focus Area 3	Focus Area 4	Focus Area 5	Focus Area 6	7 Corporate	Funders	Budget 2020 (\$' 000)	Delivery 2020 (\$' 000)	% Delivered
											Finance Corporation			
Senegal			Senegal: Export development of IT and IT-enabled services (NTF IV) (B390)				■	■			Netherlands (the)	373	425	114%
			Sénégal: Programme d'appui à la Compétitivité de l'Afrique de l'Ouest (PACAO) (B461)				■	■	■		European Union	-	121	
			ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■		European Union	85	50	59%
			NTF IV Programme Management (B584)				■	■			Netherlands (the)	33	36	109%
			Sustainable Investments into Africa (SIA) (B961)						■		Germany	-	29	
Serbia			Support to Facilitation of Trade between CEFTA Parties (B444)		■					■	European Union	4	6	146%
			CEFTA - Support to regional integration (B973)		■					■	Germany	-	12	
Seychelles			Trade Intelligence: UK Trade Partnerships Programme (B906)	■							United Kingdom of Great Britain and Northern Ireland	74	28	38%
Sierra Leone			Sierra Leone: West Africa Competitiveness Programme (B457)		■	■	■		■		UNIDO	569	261	46%
			ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■		European Union	85	50	59%
			NTF IV Programme Management (B584)				■	■			Netherlands (the)	33	36	109%
			Mano River: Value Chain Development for Cocoa (NTF IV) (B586)				■	■	■		Netherlands (the)	291	269	92%
			SheTrades West Africa (B610)						■		Korea	349	318	91%
Somalia			Refugee Employment and Skills Initiative: Building Solutions for Somali Refugees in a Fragile Protracted Displacement Scenario (RESI Dadaab II) (B864)						■		Japan	42	27	64%
											Norwegian Refugee Council	63	51	82%
											Japan	-	21	
South Sudan			South Sudan: Jobs Creation and Trade Development (B910)	■	■		■	■			European Union	-	86	
Sri Lanka			Sri Lanka: Trade related assistance (A306)		■		■				European Union	581	760	131%
											Germany	33	44	131%

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus Area 2	Focus Area 3	Focus Area 4	Focus Area 5	Focus Area 6	7 Corporate	Funders	Budget 2020 (\$' 000)	Delivery 2020 (\$' 000)	% Delivered
			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■			European Union	62	47	76%
			Sri Lanka: Trade Facilitation for SMEs (B986)		■						Germany	-	96	
State of Palestine		■	State of Palestine: Reform and Development of Markets, Value Chains and Producers' Organizations (B580)	■			■	■			FAO	213	183	86%
			State of Palestine: Enhance Employment of Refugees and Young Population in Gaza (B868)			■	■	■			Japan	25	54	217%
Sudan	■	■	Supporting Sudan's WTO Membership Negotiations and Related Trade Policy Reforms (B895)		■						Japan	138	139	100%
Suriname		■	Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)				■				European Union	107	143	134%
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■							United Kingdom of Great Britain and Northern Ireland	74	28	38%
Tajikistan		■	Tajikistan: Enabling market access for agricultural products through improved food safety system (STDF) (B312)		■	■	■				Standards and Trade Development Facility	334	214	64%
			Global: Networking and knowledge management for the textile and clothing sector (GTEX) (B451)				■				Switzerland	84	59	70%
			Culture project: Identity Building and Sharing Business Initiative (B542)					■			European Union	345	395	115%
			Poor Communities and Trade Programme (B649)					■			ITF Window 1	6	7	125%
			Tajikistan: Improving the international competitiveness of the textile and clothing sector (GTEX) (B675)		■	■	■	■			Switzerland	16	15	94%
			Central Asia: Ready4Trade (R4TCA) (B723)		■		■				European Union	361	264	73%
			Central Asian Trade Intelligence Portal (CATI) (B784)	■			■				UNDP	683	760	111%
Thailand			Thailand: Trade-Related Assistance (Arise + Thailand) (B873)		■			■	■		European Union	10	7	69%
												-	59	

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus Area 2	Focus Area 3	Focus Area 4	Focus Area 5	Focus Area 6	7 Corporate	Funders	Budget 2020 (\$' 000)	Delivery 2020 (\$' 000)	% Delivered		
The Gambia	■	■	The Gambia: Youth empowerment project (YEP) (B179)		■		■	■			European Union	2,508	1,924	77%		
			ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■		European Union	85	50	59%		
			The Gambia: Jobs, Skills and Finance (JSF) for Women and Youth (B664)		■	■		■			European Union	1,003	720	72%		
			SheTrades Gambia (B751)	Enhanced Integrated Framework									100	95	94%	
				ITF Window 1						■			142	114	80%	
				OPEC Fund for International Development									151	275	183%	
			The Gambia: PBF, Strengthening Sustainable and Holistic Reintegration of Returnees (B786)						■	■			MPTF	184	124	68%
			The Gambia: Strengthening community coping mechanisms to mitigate risks of conflicts and reduce climate-related tensions (B945)								■		MPTF	251	89	35%
Togo	■	■	ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■		European Union	85	50	59%		
			ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)	European Union	176	101	58%									
				ITF Window 1	2	-	0%									
Trinidad and Tobago		■	Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)				■			European Union	107	143	134%			
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■							United Kingdom of Great Britain and Northern Ireland	74	28	38%		
Tunisia			Global: Networking and knowledge management for the textile and clothing sector (GTEX) (B451)				■				Switzerland	84	59	70%		
			Tunisia: Improving the international competitiveness of the textile and clothing sector (GTEX/MENATEX) (B672)				■				Switzerland	460	98	21%		
										Sweden	242	246	101%			

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus Area 2	Focus Area 3	Focus Area 4	Focus Area 5	Focus Area 6	7 Corporate	Funders	Budget 2020 (\$' 000)	Delivery 2020 (\$' 000)	% Delivered
			MENATEX Regional: Regional component of the Textiles and Clothing Programme for the MENA region (B696)				■				Sweden	57	25	43%
			Sustainable Investments into Africa (SIA) (B961)					■			Germany	-	29	
			Tunisia: E-Commerce for Women Entrepreneurs (B971)				■	■			World Bank	100	89	89%
			MENA E-Commerce Entrepreneurship Knowledge Series (B998)				■				World Bank	-	7	
Turkey			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■			European Union	89	67	76%
Turkmenistan		■	Central Asia: Ready4Trade (R4TCA) (B723)		■		■				European Union	683	760	111%
Uganda	■	■	Supporting Indian trade and investment for Africa (SITA) (A854)							■	United Kingdom of Great Britain and Northern Ireland	67	447	669%
			EU-EAC Market Access Upgrade Programme - MARKUP (B383)		■		■		■		European Union	736	938	128%
			Uganda: Export development of IT and IT-enabled services (NTF IV) (B387)				■	■			Netherlands (the)	385	459	119%
			Culture project: Identity Building and Sharing Business Initiative (B542)						■		European Union	394	452	115%
			NTF IV Programme Management (B584)				■	■			Netherlands (the)	33	36	109%
			Poor Communities and Trade Programme (B649)						■		ITF Window 1	16	15	94%
			Uganda: Handicraft and Souvenir Development Project (HSDP) (B764)			■	■	■			Enhanced Integrated Framework	151	126	84%
			African LDCs: Cotton By-Product Development (B968)				■				ITF Window 1 (BDF)	-	6	
Ukraine			Ukraine: Linking SMEs in the fruit and vegetables industry to global and domestic value chains (A303)		■		■				Sweden	502	228	45%
			Eastern Partnership: Ready to Trade - an EU4Business initiative (B252)				■		■		European Union	465	456	98%
			Trade and market intelligence for the Eastern Partnership Countries (B802)	■							European Union	95	66	70%
United Republic of Tanzania (the)	■	■	Supporting Indian trade and investment for Africa (SITA) (A854)							■	United Kingdom of Great Britain and Northern Ireland	67	447	669%

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus Area 2	Focus Area 3	Focus Area 4	Focus Area 5	Focus Area 6	7 Corporate	Funders	Budget 2020 (\$' 000)	Delivery 2020 (\$' 000)	% Delivered
			EU-EAC Market Access Upgrade Programme - MARKUP (B383)		■		■		■		European Union	736	938	128%
			Tanzania: Kigoma Joint Programme under UNDAP II (B727)				■	■			MDTF	376	479	127%
			COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)	■	■	■					COMESA	90	18	20%
			Fast Tracking Digital Entrepreneurship in Africa - Phase 1 (B898)				■				ITF Window 1	48	81	170%
			Tanzania: Developing the Beekeeping Value Chain (B924)			■	■		■		ITF Window 1 (BDF)	-	15	
Uzbekistan		■	Culture project: Identity Building and Sharing Business Initiative (B542)					■			European Union	370	423	115%
			Poor Communities and Trade Programme (B649)					■			ITF Window 1	6	7	125%
			Poor Communities and Trade Programme (B649)					■			ITF Window 1	16	15	94%
			Central Asia: Ready4Trade (R4TCA) (B723)		■		■				European Union	683	760	111%
			Central Asian Trade Intelligence Portal (CATI) (B784)	■			■				UNDP	10	7	69%
			Uzbekistan: Facilitating the Process of Accession to the WTO (B915)		■						European Union	-	551	
Vanuatu		■	Poor Communities and Trade Programme (B649)					■			ITF Window 1	16	15	94%
			ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)				■		■		European Union	226	130	58%
			ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)								ITF Window 1	2	-	0%
Viet Nam			Non-tariff measures programme (W1) (B626)	■							ITF Window 1	84	83	100%
			Trade Facilitation (B628)		■						ITF Window 1	166	163	98%
			Trade for Sustainable Development (T4SD) - Hubs (B694)					■			ITF Window 1	145	158	108%
			Systematic Mechanism for Safer Trade (SYMST) (B695)	■		■	■	■			European Union	392	119	30%
			Vietnam: Trade Policy and Promotion Project (B888)		■						Switzerland	-	159	
			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■			European Union	18	13	76%
Zambia	■	■	Partnership for Investment and Growth in Africa (Main Phase) (B340)			■			■		United Kingdom of Great Britain and Northern Ireland	627	385	61%

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus Area 2	Focus Area 3	Focus Area 4	Focus Area 5	Focus Area 6	7 Corporate	Funders	Budget 2020 (\$' 000)	Delivery 2020 (\$' 000)	% Delivered
			Non-tariff measures programme (W1) (B626)	■							ITF Window 1	84	83	100%
			SheTrades Zambia (B785)					■			Enhanced Integrated Framework	48	34	72%
			COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)	■	■	■					COMESA	102	21	20%
			ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)				■		■		European Union	176	101	58%
			Fast Tracking Digital Entrepreneurship in Africa - Phase 1 (B898)				■				ITF Window 1	42	71	170%
Zimbabwe		■	COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)	■	■	■					COMESA	90	18	20%
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■							United Kingdom of Great Britain and Northern Ireland	74	28	38%
			Zimbabwe: UK Trade Partnerships Programme (B907)	■			■	■			United Kingdom of Great Britain and Northern Ireland	360	304	85%
			Programme Management: UK Trade Partnerships Programme (B908)	■			■				United Kingdom of Great Britain and Northern Ireland	97	98	101%
Africa			Implementation of the African Trade Observatory within the AUC (B353)	■							European Union	1,003	1,133	113%
			Trade Promotion between China and other Developing Countries along the Belt and Road Initiative (B568)	■					■		China	84	26	31%
			SheTrades: Empowering Women in the African Continental Free Trade Area (AfCFTA) (B832)					■			Germany	502	279	56%
			One Country, One Product, One Chef, One Plate: Connecting consumers and farmers (B926)				■				ITF Window 1 (BDF)	-	6	
			ITC's contribution to the AfCFTA (B942)						■		ITF Window 1	100	91	91%
			Alliances for Action Service Centre (Core Network) (C032)				■				ITF Window 1	-	6	
Asia and the Pacific			Trade Promotion between China and other Developing Countries along the Belt and Road Initiative (B568)	■					■		China	84	26	31%

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus Area 2	Focus Area 3	Focus Area 4	Focus Area 5	Focus Area 6	7 Corporate	Funders	Budget 2020 (\$' 000)	Delivery 2020 (\$' 000)	% Delivered
			One Country, One Product, One Chef, One Plate: Connecting consumers and farmers (B926)				■				ITF Window 1 (BDF)	-	6	
			Alliances for Action Service Centre (Core Network) (C032)				■				ITF Window 1	-	6	
Latin America and the Caribbean			One Country, One Product, One Chef, One Plate: Connecting consumers and farmers (B926)				■				ITF Window 1 (BDF)	-	6	
			Alliances for Action Service Centre (Core Network) (C032)				■				ITF Window 1	-	6	
											Netherlands (the)	8	22	263%
			Export Potential Map (A341)	■							Enterprise Greece	19	22	117%
											Revolving Fund MAR	-	12	
			Trade in services (B026)		■						China	167	31	18%
											United States	63	59	95%
											Sustainable Agriculture Initiative (SAI Platform)	19	67	347%
			Trade for Sustainable Development (T4SD) (B036)					■			European Union	314	349	111%
											Switzerland	276	637	231%
											UNCTAD	-	27	
Global											Germany	418	-	0%
											ChileCarne	-	68	
											Revolving Fund MAR	-	5	
			TIS Revolving Fund / E-learning (B155)	■							Revolving Fund TS	-	53	
			MLS-SCM Revolving Fund (B189)				■				Revolving Fund MLS-SCM	192	286	149%
			SEC Revolving Fund (B190)				■				Revolving Fund EC	-	8	
											Qatar Development Bank	-	31	
			Fellowship: Mo Ibrahim Foundation (B203)							■	Mo Ibrahim Foundation	-	114	
			TS Revolving Fund (B205)			■					Revolving Fund TS	80	44	56%
				■							European Union	945	976	103%

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus Area 2	Focus Area 3	Focus Area 4	Focus Area 5	Focus Area 6	7 Corporate	Funders	Budget 2020 (\$' 000)	Delivery 2020 (\$' 000)	% Delivered
			Improving transparency in trade through market analysis tools as a global public good (B336)								Revolving Fund MAR	84	288	345%
											ITF Window 1	665	667	100%
			Improving transparency in trade through embedded market analysis tools (B352)	■							Islamic Centre for Development of Trade	-	9	
											TradeMalta	13	9	71%
			Quality and SPS standards (B427)		■						ITF Window 1	306	235	77%
			SheTrades Connect (Japan) (B516)					■			Japan	-	45	
			SheTrades: International workshop agreement on the definition of Women Owned Businesses (B562)					■			Sweden	171	118	69%
											Switzerland	149	206	138%
			Global Trade Helpdesk (B572)	■							Qatar Development Bank	123	146	119%
			Secondee from Republic of Korea (B600)	■							Korea	217	249	115%
			DMD Partnership & Coordination (B620)							■	ITF Window 1	50	24	48%
			RBM (B622)							■	ITF Window 1	120	50	41%
			OED Cabinet (B623)							■	ITF Window 1	300	(11)	-4%
			NY Office (B624)							■	ITF Window 1	100	84	84%
			Information Technology Services & Support (B625)							■	ITF Window 1	748	560	75%
			Support Trade Negotiations (B629)		■						ITF Window 1	250	229	92%
			Export strategy design and management (B630)		■						ITF Window 1	490	480	98%
			SME Competitiveness Survey and Outlook (B631)	■							ITF Window 1	950	852	90%
			Trade in services (B632)		■						ITF Window 1	100	146	146%
			I 4 IMPACT (AIM): Improving institutional performance for SME internationalization (B633)			■					ITF Window 1	950	760	80%
			Value Added to Trade (B635)				■				ITF Window 1	444	442	100%
			E-solutions (B636)				■				ITF Window 1	338	333	98%
			SheTrades (B641)					■			ITF Window 1	1,009	852	84%
			SheTrades Coordination (B642)					■			ITF Window 1	143	151	105%

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus Area 2	Focus Area 3	Focus Area 4	Focus Area 5	Focus Area 6	7 Corporate	Funders	Budget 2020 (\$' 000)	Delivery 2020 (\$' 000)	% Delivered
			Trade for Sustainable Development (T4SD) - Database (B645)					■			ITF Window 1	760	874	115%
			DEI Coordination and Innovation Fund (B647)							■	ITF Window 1	200	202	101%
			E-Learning (B648)	■							ITF Window 1	108	108	100%
			DCP Partnership and Coordination (B650)							■	ITF Window 1	260	202	78%
			Global: Support for Innovative Methods and Tools (understanding NTMs and accessing e-Commerce) (B678)	■			■				United States	208	188	91%
			Economic Partnership Agreements (EPAs) worldwide and rules of origin (B725)	■							National Graduate Institute for Policy Studies (GRIPS)	-	68	
			Business survey study to identify the information needs' of EU services exporters (B734)	■							European Union	111	65	58%
			Innovation Lab (B788)							■	ITF Window 1	250	186	74%
			New ITC website (B824)							■	ITF Window 1	148	40	27%
			DPS Improving operational efficiency (B838)							■	ITF Window 1	200	114	57%
			RESI High Skills (B839)					■			ITF Window 1	50	38	77%
			Youth & Trade: Entrepreneurship and Employability (B840)					■			ITF Window 1	475	564	119%
			DMD/TMI Core Staff (B849)	■							ITF Window 1	108	85	79%
			CRM (B852)							■	ITF Window 1	52	63	121%
			Benchmarking Platform Update (B891)			■	■				ITF Window 1	200	310	155%
			E-learning - Global Public Good (B892)	■							ITF Window 1	90	85	94%
			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■			European Union	160	121	76%
			Collecting data on women in extra-EU services trade in selected EU Member States (B922)	■				■			European Union	275	257	93%
			Investment Facilitation for Development (B929)		■						China	418	196	47%
			Alliances for Action: Coffee Guide (B930)				■	■			ITF Window 1	100	94	94%
			Business Development Fund (BDF 2020) (B949)							■	ITF Window 1 (BDF)	475	-	0%

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus Area 2	Focus Area 3	Focus Area 4	Focus Area 5	Focus Area 6	7 Corporate	Funders	Budget 2020 (\$' 000)	Delivery 2020 (\$' 000)	% Delivered	
			Corporate Data Management Architecture (B952)							■	ITF Window 1	260	232	89%	
			SheTrades and UPS (B956)							■	UPS Foundation	-	312		
			SheTrades and Mary Kay (B957)							■	Mary Kay	-	54		
			UN-SWAP 2.0 (B962)							■	ITF Window 1	76	65	85%	
			Trade Impact Group Publication for MC12 on the WTO Buenos Aires Declaration on Women and Trade (B965)							■	Australia	-	45		
			IE / ITC Executive Master Scholarship Programme (B977)							■	ITF Window 1	-	134		
			Secondee from Republic of Korea (B985)							■	Korea	-	228		
Regional and Global			Associate expert - Office for Asia and the Pacific (B880)							■	China	160	77	48%	
			Associate expert - Office for Asia and the Pacific (B773)							■	China	127	95	75%	
			Associate Expert - Trade facilitation and policy for business (B393)		■							Finland	58	42	72%
			Associate Expert: Trade facilitation and policy for business (B699)		■							Germany	101	112	111%
			Associate expert - E-solutions (B800)								■	Germany	120	136	113%
			Associate expert - SheTrades (B825)								■	Germany	125	146	117%
			Associate expert - Strengthening TISIs (B886)								■	China	123	141	115%
			Associate expert - Research and strategies for export (B887)								■	China	119	47	40%
			Associate Expert - Sector and Enterprise Competitiveness (B947)								■	Netherlands (the)	106	134	126%
			Associate Expert - Sustainable and Inclusive Value Chains (B948)								■	Netherlands (the)	-	138	
			Associate expert - External relations (C006)								■	Germany	-	99	
			Associate Expert - Sustainable and Inclusive Value Chains (C009)								■	Finland	-	96	

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

Annex II – List of SDG targets ITC contributes to through TRTA projects



Goal 1. End poverty in all its forms everywhere
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
1.b Create sound policy frameworks at the national, regional and international levels, based on pro-poor and gender-sensitive development strategies, to support accelerated investment in poverty eradication actions
Goal 2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture
2.3 Double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists and fishers, 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
2.4 Ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and that progressively improve land and soil quality
2.b Correct and prevent trade restrictions and distortions in world agricultural markets, including through the parallel elimination of all forms of agricultural export subsidies and all export measures with equivalent effect, in accordance with the mandate of the Doha Development Round
Goal 4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
4.4 Substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship
Goal 5. Achieve gender equality and empower all women and girls
5.1 End all forms of discrimination against all women and girls everywhere
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
5.a Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws
Goal 8. Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all
8.2 Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors
8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services
8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value
8.6 By 2020, substantially reduce the proportion of youth not in employment, education or training
8.9 By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products
8.10 Strengthen the capacity of domestic financial institutions to encourage and expand access to banking, insurance and financial services for all
8.a Increase Aid for Trade support for developing countries, in particular least developed countries, including through the Enhanced Integrated Framework for TRTA to Least Developed Countries
Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation
9.3 Increase the access of small-scale industrial and other enterprises, in particular in developing countries, to financial services, including affordable credit, and their integration into value chains and markets

9.b Support domestic technology development, research and innovation in developing countries, including by ensuring a conducive policy environment for, inter alia, industrial diversification and value addition to commodities
Goal 10. Reduce inequality within and among countries
10.1 By 2030, progressively achieve and sustain income growth of the bottom 40 per cent of the population at a rate higher than the national average
10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status
10.a Implement the principle of special and differential treatment for developing countries, in particular least developed countries, in accordance with World Trade Organization agreements
Goal 12. Ensure sustainable consumption and production patterns
12.2 By 2030, achieve the sustainable management and efficient use of natural resources
12.6 Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle
Goal 13. Take urgent action to combat climate change and its impacts
13.3 Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning
Goal 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels
16.8 Broaden and strengthen the participation of developing countries in the institutions of global governance
Goal 17. Strengthen the means of implementation and revitalize the global partnership for sustainable development
17.3 Mobilize additional financial resources for developing countries from multiple sources
17.5 Adopt and implement investment promotion regimes for least developed countries
17.6 Enhance North-South, South-South and triangular regional and international cooperation on and access to science, technology and innovation and enhance knowledge-sharing on mutually agreed terms, including through improved coordination among existing mechanisms, in particular at the United Nations level, and through a global technology facilitation mechanism
17.10 Promote a universal, rules-based, open, non-discriminatory and equitable multilateral trading system under the World Trade Organization, including through the conclusion of negotiations under its Doha Development Agenda
17.11 Significantly increase the exports of developing countries, in particular with a view to doubling the least developed countries' share of global exports by 2020
17.12 Realize timely implementation of duty-free and quota-free market access on a lasting basis for all least developed countries, consistent with World Trade Organization decisions, 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
17.13 Enhance global macroeconomic stability, including through policy coordination and policy coherence
17.17 Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships
17.19 By 2030, build on existing initiatives to develop measurements of progress on sustainable development that complement gross domestic product, and support statistical capacity-building in developing countries

Annex III – ITC's contribution to SDG monitoring

ITC as a custodian agency for the SDGs

In addition to ITC's efforts to contribute to the achievement of the Global Goals through its TRTA, ITC also contributes to the monitoring of SDGs 10 and 17. Together with WTO and UNCTAD, ITC is the custodian agency for the indicators 10.a.1, 17.10.1, 17.11.1 and 17.12.1.

 <p>10 REDUCED INEQUALITIES</p>	<p>Goal 10. Reduce inequality within and among countries</p> <p>Target 10.a: Implement the principle of special and differential treatment for developing countries, in particular least developed countries, in accordance with World Trade Organization agreements</p> <ul style="list-style-type: none">• Indicator 10.a.1: Proportion of tariff lines applied to imports from least developed countries and developing countries with zero-tariff
 <p>17 PARTNERSHIPS FOR THE GOALS</p>	<p>Goal 17. Strengthen the means of implementation and revitalize the global partnership for sustainable development</p> <p>Target 17.10: Promote a universal, rules-based, open, non-discriminatory and equitable multilateral trading system under the World Trade Organization, including through the conclusion of negotiations under its Doha Development Agenda</p> <ul style="list-style-type: none">• Indicator 17.10.1: Worldwide weighted tariff-average <p>Target 17.11: Significantly increase the exports of developing countries, in particular with a view to doubling the least developed countries' share of global exports by 2020</p> <ul style="list-style-type: none">• Indicator 17.11.1: Developing countries' and least developed countries' share of global exports <p>Target 17.12: Realize timely implementation of duty-free and quota-free market access on a lasting basis for all least developed countries, consistent with World Trade Organization decisions, 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</p> <ul style="list-style-type: none">• Indicator 17.12.1: Average tariffs faced by developing countries, least developed countries and small island developing States

Annex IV – ITC’s regular reports to UN, WTO, and other stakeholders

ITC reports

Report recipients	Type	Link	Description of the content
All funders, member states, general public (Public information available online to all)	Strategic Plan (every 4 years)	https://www.intracen.org/itc/about/working-with-itc/corporate-documents/strategic-plan/	ITC’s Strategic Plan sets out our understanding of the drivers that will shape the future of trade and international business, identifies the approach we will take within the strategic context, and highlights our priorities in providing integrated solutions for our clients in the mid-term.
	Operational Plan (annual)	https://www.intracen.org/itc/about/working-with-itc/corporate-documents/operational-plan/	The ITC Operational Plan establishes annual performance targets and specifies the resources needed to achieve results on an annual basis. As the name suggests, it operationalizes the ITC Strategic Plan by specifying concrete actions and milestones to meet the organization’s commitments to clients, partners, governments and funders.
	CCITF reports (bi-annual – they speak directly to the Operational Plan)	Consultative committee on ITC Trust fund (intracen.org)	The CCITF reports (bi-annual) present ITC’s financial and development results performance for the half and full year, comparing them with the targets that were set in the Operational Plan.
	Bi-annual or annual proposed programme plan and programme performance report, proposed programme budget and performance against the previous budget.	Proposed programme budget for 2021 a 75_6(Sect.13)_E.pdf (intracen.org)	Proposed programme plan, budget and performance against the previous plan, budget submitted to the UN/WTO. In the Annex it contains a summary of follow-up action taken to implement relevant recommendations of the oversight bodies
	Supplementary information Proposed programme budget for 2021	A_75_6 (Sect.13)_Add.1.pdf	This plan and report is submitted to the UN and WTO budget submission. It is mandatory and has a template defined by ITC’s parent bodies.
	Annual financial report	Financial reports (intracen.org)	ITC’s financial statements. This report called in full “Financial report and audited financial statements” also includes the Report of the Board of Auditors – see below. It is a UN-mandatory report with a defined template
	ITC contribution to the CEB report: “Budgetary and financial situation of the organizations of the United Nations system”	https://unsceb.org/A-75-373	Report of the United Nations System Chief Executives Board for Coordination on the budgetary and financial situation of the organizations of the United Nations system, to which ITC contributes with its own organisational data as required.
	ITC Annual Report	Annual report (intracen.org)	The Annual Report offers a comprehensive review of the organization’s activities and detailed information on the results and effectiveness of our work during the year. It is submitted to the JAG, and also distributed to a wider public.

Report recipients	Type	Link	Description of the content
	JAG report	The Joint Advisory Group (JAG) 54th session (intracen.org)	A written report on the JAG meeting, reviewing statements and points raised or commented on by the JAG members, as well as contributions pledged. It is prepared in six languages. The Report of the JAG is submitted to the governing bodies of WTO and UNCTAD by the Chairperson of the JAG; i.e., to the UNCTAD Trade and Development Board and to the WTO Committee on Trade and Development.
	Bi-annual reports to IATI	https://d-portal.org/ctrack.html?reporting_ref=XM-DAC-45001#view=main	ITC publishes the IATI data for all TRTA projects with budgets/delivery above \$500,000, which together represent approximately 90% of its extrabudgetary planned delivery. The data can be accessed through IATI's d-portal. ITC's own IATI data visualisation website is under development.
	Annual reporting to the OECD Development Assistance Committee (DAC) to contribute to the DAC ODA statistical database		ITC reports the commitments and disbursements data on Aid for Trade flows to the OECD-DAC Creditor Reporting System (CRS).
	Contributions to a range of UN-system wide reports of the Secretary General, Information on ITC's website, Twitter, Facebook, Instagram etc.		Regular contributions to the reports, e.g. on LDCs, Financing for Development, QCPR, Funding Compact ...
In addition: For W1 funders	Annual review meetings Ad-hoc information sharing / meetings as per the W1 funders' requests		The agenda of meetings / information provided is customized to the respective W1 funders' interests.
In addition: For W2 funders	Project-specific plans and reports / news-updates as agreed in the W2 grant agreements		

Oversight reports

Report recipients	Type	Link	Description of the content
All funders, member states, general public (Information available online for all)	ITC Board of Auditor reports (UN external auditors – when published, this document comes together with the ITC financial statement, see above)	2019 - Financial report and audited financial statements.pdf (intracen.org)	Financial statements and the auditor's report
	OIOS audit reports	https://oios.un.org/audit-reports (please enter 'ITC' as the entity)	OIOS is the internal oversight body of the UN Secretariat, operationally independent under the authority of the Secretary General. It is mandated to perform internal audits, evaluations, inspections and investigations, and can initiate, carry out work and report on any topics that it considers to fall within its purview.
	OIOS evaluation reports	https://oios.un.org/inspection-evaluation-reports (please enter 'ITC' as the entity)	
	JIU reports (UN-system wide external reports. Topical information on	https://www.unjiu.org/content/reports	ITC is a participating entity of the Joint Inspection Unit (JIU), an external oversight body that answers to the UN General

Report recipients	Type	Link	Description of the content
	ITC, among other agencies)		Assembly. The JIU is mandated to perform inspections and evaluations, and is charged with helping to improve management and coordination of those UN organizations that have accepted its purview. It conducts system-wide reviews on specific management and governance topics.
	IEU – ITC independent evaluation unit reports, including the annual evaluation synthesis report	Evaluation (intracen.org)	ITC's own Independent Evaluation Unit (IEU) promotes learning and accountability through objective and independent assessments of ITC's project, programme and functional performance in achieving the strategic objectives of ITC. Through its Annual Evaluation Synthesis report, the IEU provides a consolidated view of organization-wide risk and success factors in achieving programmatic results at outcome levels, along with key learning points and recommendations for improvement.

The International Trade Centre (ITC) is the joint agency of the World Trade Organization and the United Nations.

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