



International
Trade
Centre

TRADE IMPACT
FOR GOOD

Operational Plan 2019



ITC mission:

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

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OPERATIONAL PLAN 2019

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FOREWORD

At ITC, we live by the saying that there is no substitute for hard work. We are passionate about fostering sustainable and inclusive growth through trade and investment. This is why each year we aim to deliver more results and to become better at what we do.

Our Strategic Plan 2018-2021 shapes our priorities for 2019, with the ultimate goal to support our members achieve the 2030 Sustainable Development Goals (SDGs).

By reading ITC's Operational Plan 2019, you will see our organization at an exciting stage in its evolution. For the first time in our 55-year long history, we are set to deliver **over \$100 million** of trade-related technical assistance. We will focus our technical assistance around three main beneficiary groups. We will support policymakers in creating a conducive and inclusive business environment, strengthen the **business ecosystems** that support micro, small and medium enterprises (MSMEs), and work **directly with MSMEs** to build their capacities to enhance their competitiveness and trade. We will also provide trade intelligence as a global public good to a broad audience, supporting research, analysis and advocacy on trade matters. Market partners for MSMEs in developing countries will be equipped with insights that can help them to identify business cases for sourcing from, or investing in our client MSMEs.

This year, our portfolio is dominated by larger projects, many of them in their start-up phase, with annual budgets ranging from **\$1 - \$5 million**. We are engaged in some of the most **vulnerable** developing economies and committed to work with groups that have been left behind and need our support most. This year, our biggest focus area is Promoting and Mainstreaming **Inclusive and Green Trade**. Our major interventions target agribusiness, cotton and textiles, creative industries, arts and crafts, information technology and e-commerce. Some of our largest initiatives will take place in Afghanistan, Guinea, the Gambia, Ghana, Kenya, Nigeria, Bangladesh, Myanmar and Bhutan.

Our philosophy is simple: we **promise good returns**, in terms of a wide range of development results, for the funding we receive. We will justify the trust of our funders, partners within and beyond the UN development system, and beneficiaries, by providing added value to each dollar spent.

We are prepared for this year's challenges, and aware that our business model and support systems have to ensure that the resources are deployed **as effectively as possible** in view of our increased commitments. The large-scale initiatives and changes in the business environment for both, our clients and ITC, will require us to be agile, flexible and adaptive in our operations. To ensure successful delivery and minimize risks, ITC will reinforce its **presence in the field** and tighten **collaboration with in-country organizations**.

ITC's **efficiency** initiatives will focus on **process improvements**; extensions of our **risk** framework in areas such as **security and partner management**; implementation of **transparency** initiatives, skill development and innovation. We will invest in the reinforcement of **monitoring** systems for ITC's contribution to the SDGs and in our client relationship management, building a strong case for impact. We are committed to contributing our share to the evolution and strength of the UN Development System, and the WTO.

Thanks to our partners, funders and beneficiaries that have shaped ITC and helped us to become what we are today. We invite you to share the exciting journey outlined in our Operational Plan 2019.



Arancha González
Executive Director
International Trade Centre

ACRONYMS

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

1. Strategic background

The **2030 Agenda for Sustainable Development**, the commitment to ‘a plan of action for people, planet and prosperity’ sets the direction for ITC’s work. It also served as the main signpost for the development of ITC’s Strategic Plan 2018-2021.

The year 2019 will mark the fourth year since the **Global Goals for Sustainable Development (SDGs)** officially came into force. During this period, the landscape for multilateral engagement and international cooperation has changed significantly, as has the global trade environment. ITC’s Strategic Plan 2018-21 outlined some of the major factors and trends that impact ITC’s work and shape challenges and opportunities for both ITC and its clients: rising inequality, questioning of international trade and multilateralism, new trade routes, technology, entrepreneurship as employment, the importance of sustainable production and consumption, of data and partnerships, and the multidimensionality of poverty. These trends have been confirmed during 2018, without an emergence of strong counterfactors.

ITC’s focus on inclusiveness, sustainability and empowerment, with its vision of ‘Good Trade’ has been corroborated by the leitmotif of **major 2019 events** in which ITC will engage: the 2019 SDG Summit, where progress on six SDGs will be analysed in depth, is titled ‘Empowering people and ensuring inclusiveness and equality’. The 2019 Aid for Trade Global Review will have the theme ‘Supporting Economic Diversification and Empowerment for Inclusive, Sustainable Development through Aid for Trade’, and ILO will celebrate its centenary of promoting decent work and social justice. 2019 will also see the UN Secretary General’s Climate Summit, the High-Level Dialogue on Financing for Development, as well as the high-level conference on South-South cooperation, ‘BAPA+40’.

In view of the **global economic development outlook**, there is reason for concern about progress in inclusiveness and sustainability. **2019** is expected to mark slower growth rates and heightened uncertainty. Political instabilities, conflicts, an economic slowdown, natural disasters and ongoing climate change may all contribute to a deterioration of living conditions and to higher risk exposure of a large number of the world’s population. Migration and people fleeing conflict remain a global challenge. The tensions among big trading partners, introductions of protectionist measures, coupled with volatile exchange rates and capital market uncertainties are downgrading forecasts for trade growth, job creation and income generation through trade in 2019. Managing these risks will be of the essence.

This will make a more challenging operational environment, but it also confirms the rationale for the growing share of ITC’s Focus Area ‘Promoting and mainstreaming inclusive and green trade’ in ITC’s 2019 portfolio. In ITC’s other interventions, poor communities - including migrants and refugees, youth, women and environmental sustainability are cross-cutting themes – be they considered through the choice of value chains with highest potential for development impact, or through an emphasis on public-private dialogue and inclusive decision-making in building a conducive business environment for MSMEs. A new focus in 2019 is to build climate resilience by supporting the transition to a circular economy in the textile and garment sector.

Regarding **South-South and regional trade and investment**, the prospects for 2019 and beyond are positive. China’s shift from labour-intensive manufacturing, its Belt and Road initiative, and steps to open its market give new openings for less developed economies. A number of important Free Trade Agreements, such as the Comprehensive and Progressive Agreement for Trans-Pacific Partnership and the Asia-Pacific Regional Comprehensive Economic Partnership, could be effective soon. Moreover, risk-hedging large companies seeking to diversify their supplier bases, and successful entrepreneurs in emerging economies are looking for investment opportunities beyond their national borders. All these trends provide countries with opportunities to attract investment,

access new markets and boost regional value chains. For Africa, this adds to the energy generated by the African Continental Free Trade Area Agreement, expected to enter into force in 2019.

ITC will continue to leverage development finance and private investments for employment generation, especially in Sub-Saharan Africa. Projects in ITC's focus area 'Supporting regional economic integration and South-South links' also encourage the removal of trade barriers; ease informed decision-making with regard to trade and investment potential and risks, to regional trade agreements and trade development strategies; and facilitate South-South technology transfer and buyer-seller meetings.

Our 2019 flagship publication the SME Competitiveness Outlook will focus on how to channel investments to the SME's at the base of the economic pyramid in order to help achieve the Global Goals.

Digital technologies will continue to impact global trade, especially in services. In the medium term, comparative advantages are predicted to change across economies. In its 2018 World Trade Report, the WTO finds that digital technologies' effect on reducing trade costs could be especially beneficial for micro, small and medium sized enterprises (MSMEs) and firms from developing countries. Digital technologies can also significantly affect what the world trades, by allowing remote provision of services or providing new possibilities for trade in time-sensitive, certification-intensive and contract-intensive goods. However, they may also create a challenging environment for those seeking to keep up with the latest innovations.

ITC's own research presented in the 2018 SME Competitiveness Outlook, found that strong and stable **business ecosystems** are crucial for progress in the digital economy. The business ecosystems, made of trade and investment promotion organizations, business associations, skills training institutions and the like - can generate trust and confidence in new technologies and ensure that MSMEs benefit from the digital era in a similar manner as big companies. Under its focus area 'Strengthening Trade and Investment Support Institutions', ITC will expand its focus on networks of business services providers, both geographically and in terms of the typology of organizations that ITC serves and connects as parts of a business ecosystem. ITC will also grow its offering in e-trade solutions for MSMEs.

For ITC, as for all other UN organizations, 2019 will also bring changes in the ways the UN works. **UN Reforms** are ongoing along three tracks: Management, Peacebuilding and the UN Development System. This will affect not only procedures, but also the interaction among UN agencies, collaboration along the peace-development nexus, and funding of the system. ITC will remain engaged in the reform discussions and aims to ensure that its specialised technical expertise is fully leveraged at the country, regional and global level. ITC will also support reform efforts by WTO members to improve the WTO's functioning.

The following chapters present ITC's programme of work for 2019. The Operational Plan 2019, presenting ITC's planned results, actions, milestones and budget, has been shaped by the developments in our operating environment. They have also been guided by ITC's Strategic Plan 2018-21, and our programme and project commitments.

2. ITC's vision and mission

Vision

Good Trade.

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

Mission

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

Goals

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

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

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

Intermediate outcomes

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

Some types of intermediate outcomes for 2019 are listed below:

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

Organizational initiatives (enablers)

The achievement of ITC's goals is supported by ITC's resources, business processes and organisational culture. ITC tracks the development of these enablers through the Tier III indicators of the corporate scorecard. Corporate initiatives that strengthen the enablers and catalyse changes that increase effectiveness and efficiency (such as building a culture of innovation and risk management framework, or the IATI transparency initiative) are described in Chapters 6 and 7.

3. Corporate scorecard 2019

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

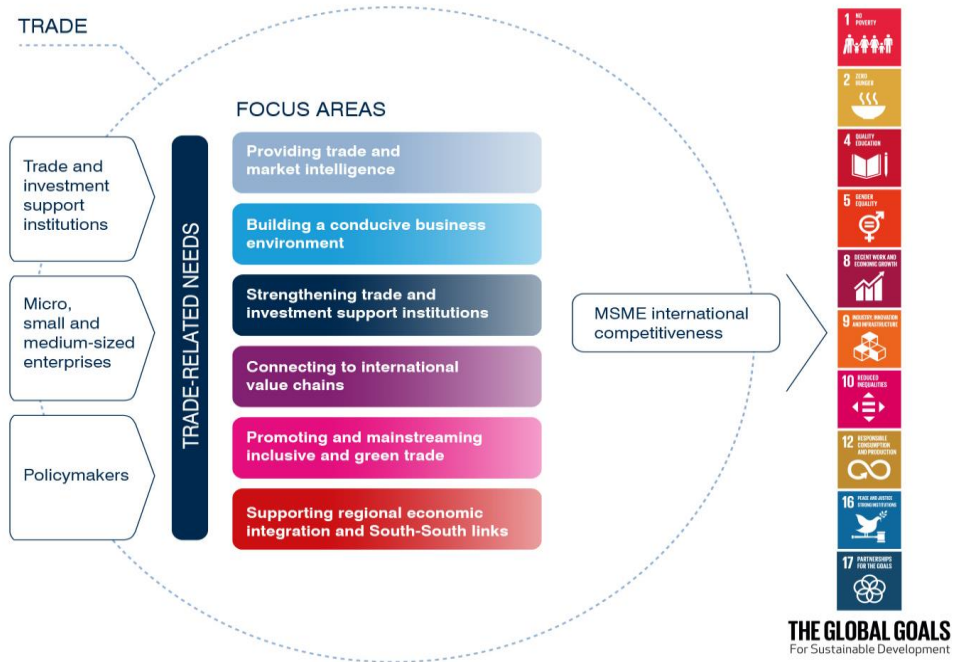
International trade and investment is explicitly recognized as a means for achieving the 2030 Agenda for Sustainable Development. ITC contributes to the SDGs by working with policymakers, trade, investment and other business support organizations, and enterprises to support the international competitiveness of MSMEs - businesses which have proved to be major job creators and engines of inclusive growth.

All SDGs are interconnected, and contributing to one has positive effects on all. Nonetheless, ITC has identified 10 goals with 32 associated targets, to which its work contributes most directly. Since 2017, each ITC project has been linked to specific SDG targets at the project impact level. The contributions concentrate in particular on economic growth (SDG 8), building partnerships for the goals (SDG 17), eradicating poverty (SDG 1) and empowering women (SDG 5). ITC's contribution to the Goals and their targets is explained in the following pages.

In 2019, ITC will increase its focus on youth and refugees, and deepen its work on women's economic empowerment. To track its work on the SDGs, ITC is reinforcing its reporting guidelines to enable better and more consistent project and programme level reporting and a better aggregation of its impact contributions. Over the coming years, this will enable ITC develop a consolidated picture of the organization's contribution to the 2030 Development Agenda.

2019 is an important year for reviewing SDG progress and confirming the global community's commitments to the 2030 Agenda. ITC will contribute to this review process through the High-Level Political Forum for Sustainable Development in July, the SDG Summit taking place in September, and through support to regional SDG forums. ITC, WTO and UNCTAD will also launch a joint online tool to track global progress against specific trade-related SDG indicators and targets, being the custodian agencies for four global indicators.

Figure 1: ITC and the Sustainable Development Goals



ITC's contribution towards the Sustainable Development Goals and targets



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



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



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



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



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

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



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



To achieve and sustain income growth of the bottom 40 per cent, ITC works on economic growth and empowerment of the base of the pyramid (10.1). ITC's mission is to make trade inclusive and it therefore empowers women, youth and marginalized groups, ITC thus contributes to the SDG target 10.2 through the nature of its work. To implement the principle of special and differential treatment for developing countries, ITC provides data and information on trade and tariffs, which makes trade information transparent and provides the conditions for addressing tariff lines (10.a). Moreover, ITC is a custodian agency for target 10.a and tracks progress of its attainment.



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

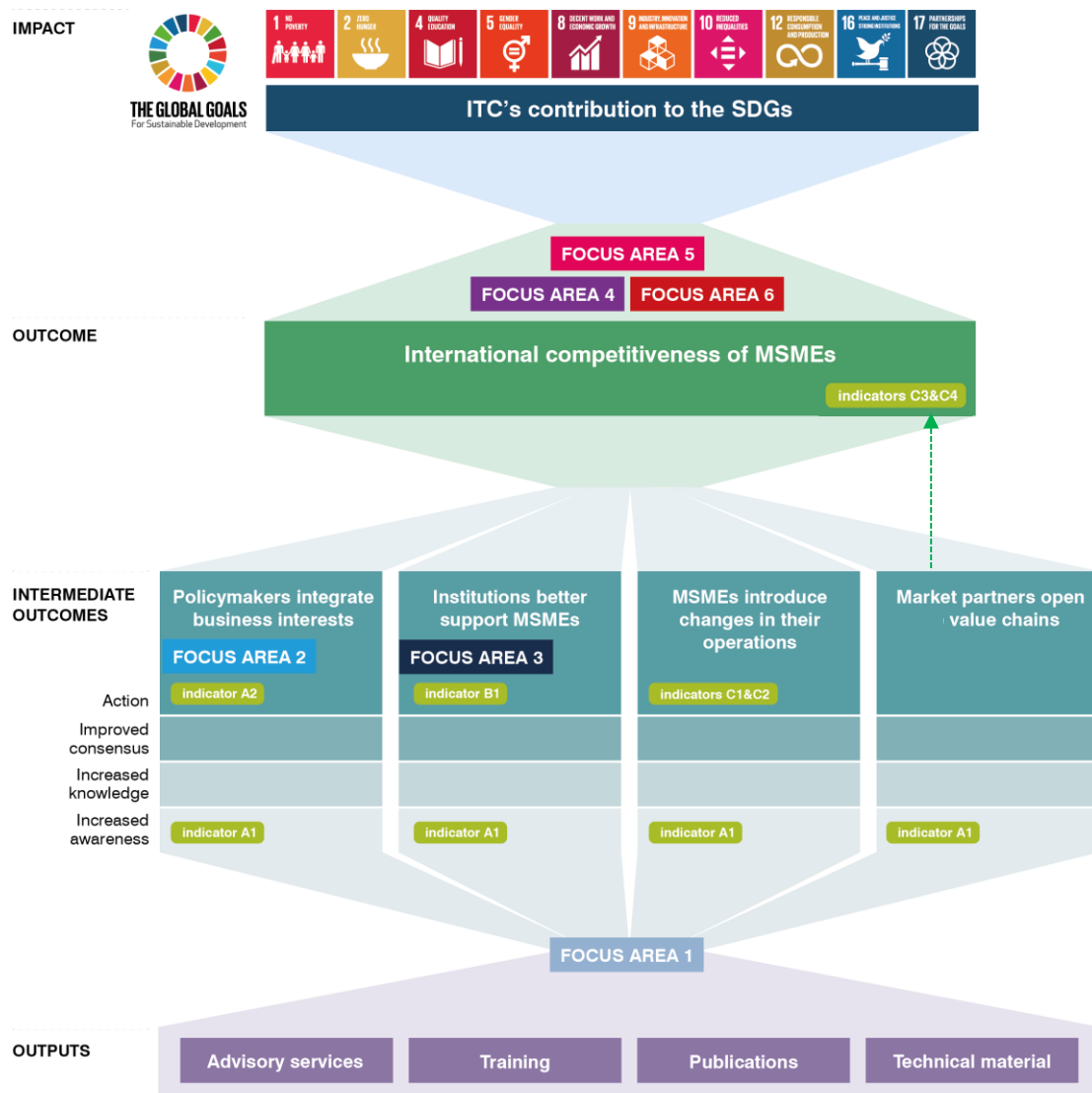


ITC works with business support organizations and institutions that support trade, investment, entrepreneurship, innovation and vocational training. Effective institutions are the voice of the private sector, and multipliers for our intervention. By improving their performance, we indirectly impact their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



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

Figure 2: ITC's approach to achieving MSME international competitiveness that contributes to inclusive and sustainable development



ITC measures its contributions with corporate indicators:

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

- C2** percentile share of enterprises that are owned, operated and controlled by women having made changes to their business operations for increased international competitiveness as a result of ITC support
- C3** number of enterprises having transacted international business as a result of ITC support
- C4** percentile share of enterprises that are owned, operated and controlled by women having transacted international business as a result of ITC support

3.2 Tier 2: Development results

Tier 2 indicators and targets reflect the development outcomes and outputs that ITC works towards in the 2018-2019 biennium through its portfolio of projects and programmes. In the UN Strategic Framework for the biennium 2018-2019, Programme 10, Subprogramme 6, the outcomes are referred to as 'expected accomplishments'.

The Tier 2 development results are shown in the two tables that follow.

The 2018-19 biennium targets (column a) were set and approved in 2017, during the United Nations' budgetary planning process. The preliminary results (column b), show the result ITC's programmes were in position to collect and verify by the end of 2018. In some cases, data collection extends up to the end of first quarter, which may account for a variance in outcome results, by an estimated 5%.

ITC has recalibrated the 2019 targets (column c), taking into account increased budgets for 2019 and nature of incoming projects, even when the original target was overachieved in the first year of the biennium.

About a third of ITC's expected delivery will come from multiple new large-scale projects that will go through an inception phase. This phase includes activities like in-depth needs assessments, establishing baselines or identifying the most suitable local partners. All these activities will require significant investments of time and resources. These projects are expected to significantly contribute to the corporate outcomes at a later stage in their life-cycle.

Tier 2: Development results OUTCOMES		Biennium 2018/19 target	2018 preliminary **	2019 target	Target / ½ bienn.
		(a)	(b)	(c)	(d)
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	400,000	299,406	300,000	↑
	(A2) Number of cases in which trade-related policies and/or strategies and/or regulations have been introduced or changed in favour of the international competitiveness of small and medium-sized enterprises, with business sector input, as a result of ITC support	100	89	80	↑
Improved performance of institutions for the benefit of enterprises*	(B1) Number of institutions reporting improved operational and managerial performance as a result of ITC support	400	350	400	↑
Improved international competitiveness of enterprises*	(C1) Number of enterprises having made changes to their business operations for increased international competitiveness as a result of ITC support	15,000	14,995	15,000	↑
	(C2) Percentile share of enterprises that are owned, operated, and controlled by women having made changes to their business operations for increased international competitiveness as a result of ITC support	50%	49%	50%	↔
	(C3) Number of enterprises having transacted international business as a result of ITC support	4,000	3,514	5,000	↑
	(C4) Percentile share of enterprises that are owned, operated, and controlled by women having transacted international business as a result of ITC support	45%	57%	50%	↑

* Micro, small, and medium-sized enterprises; **Preliminary figures as per ITC's Project Portal, as at 24.01.2019.

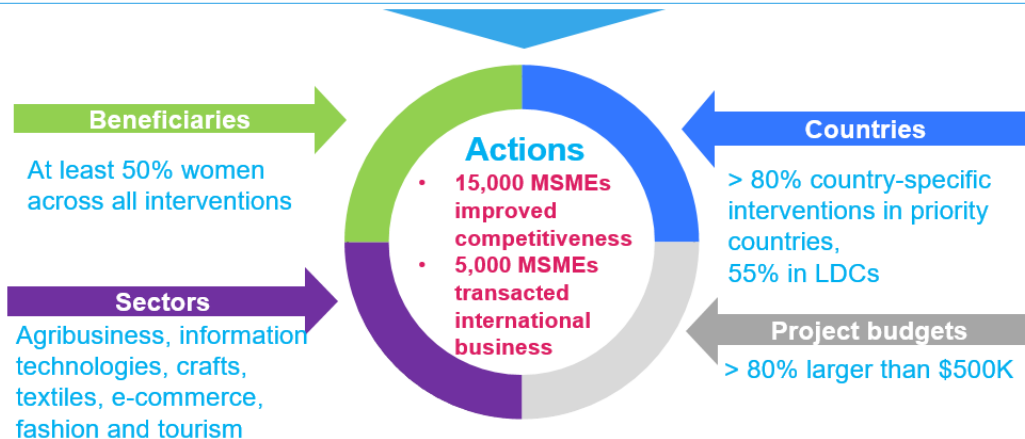
Tier 2: Development results OUTPUTS	Corporate outputs and indicators	Biennium 2018/19 target	2018 preliminary*	2019 target	Target/ ½ biennium
Servicing of intergovernmental and expert bodies	Substantive servicing of meetings: ¹				
	• Joint Advisory Group (annual)	4	2	2	↔
	• Consultative Committee of the ITC Trust Fund (every six months)	4	2	2	↔
	Parliamentary documentation:				
	• Annual report on the activities of ITC and annexes	2	1	1	↔
	• Reports of the Joint Advisory Group	2	1	1	↔
• Reports of the Consultative Committee of the ITC Trust Fund	4	2	2	↔	
Other substantive activities	Publications produced or substantially updated:				
	• Magazine issues	8	4	4	↑
	• Books	10	5	7	↑
	• Technical Papers	40	20	26	↑
	Newsletters produced	10	9	10	↑
	Technical materials, including web-based tools, produced or substantially updated	25	15	10	↔
Technical cooperation	Special events held :	7	4	3	↔
	• World Export Development Forum				
	• SheTrades Global				
	• Forum on Trade for Sustainable Development				
	• World Trade Promotion Organization Conference and Awards				
Advisory services provided	2,500	1,115	1,500	↑	
Training courses conducted	1,000	774	800	↑	
Participants trained	35,000	25,348	25,000	↑	
<i>of which, female training participants</i>	40%	47%	45%	↑	

* Preliminary figures as at 30.01.2019.

¹ This indicator counts sessions of three hours as one meeting, as per UN planning requirements.

A summary of ITC's expected development results is illustrated below:

2019 results in a nutshell



3.3 Tier 3: Efficiency and effectiveness

Efficiency and effectiveness indicators serve to monitor ITC's performance in areas related to the organization's general management, as well as in six particular areas of work identified in the Strategic Plan 2018-2021: results-based management, risk management, human resource management, resource mobilization, innovation, and communications. ITC strives to leverage its resources and to provide its services to beneficiaries in an efficient and effective manner.

Tier 3: Efficiency and effectiveness			
General management		2018 Preliminary*	2019 Target
Budget	Regular budget (RB)	\$36 mn	\$37 mn
	Extrabudgetary budget (XB)	\$62 mn	\$75 mn
Oversight and compliance	Unqualified financial statements	achieved	Target: achieved
	Percentage of open audit recommendations closed by the Board of Auditors in 2019 (<i>target: 7 out of 17</i>)	70%	40%
Carbon footprint	Achieve a climate-neutral ITC		Target: achieved
Operational management	Advanced travel arrangements (16-day rule) compliance rate, in %	34%	50%
Results-based management and risk management			
Client satisfaction	Percentage of clients that rate ITC services positively	95%	≥ 85%
Focus on priority countries	Percentage of country-specific extrabudgetary expenditures dedicated to LDCs, LLDCs, SIDS, sub-Saharan Africa, SVEs, and post conflict states	86%	≥ 80%
Gender mainstreaming	Percentage of UN-SWAP 2.0 indicators met or exceeded	≥ 71%	≥ 71%
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%	≥ 3.3%
Diversity	Percentage of women in professional and senior level positions	44%	48%
	More than 50% of the staff members to have used their established minimum 5 days per year for professional development	47%	50%
Talent management	Average time to recruit fixed-term staff (in days)	120	110
	Average vacancy rate as percentage of all posts	7%	5%
Resource mobilization			
Fundraising	XB funds secured for the following year and beyond	\$160 mn	\$150 mn
	Total value of projects under development and in discussion with funders	\$135 mn	\$150 mn
Innovation			
Innovation	Number of innovation actions	24	15
Communications			
Outreach	Growth in ITC audience through participation in corporate events, info products, web sites, social media outreach (compared to baseline year =2017)	22%	28%
	# of registered accounts to ITC Market Analysis Tools	825,000	925,000

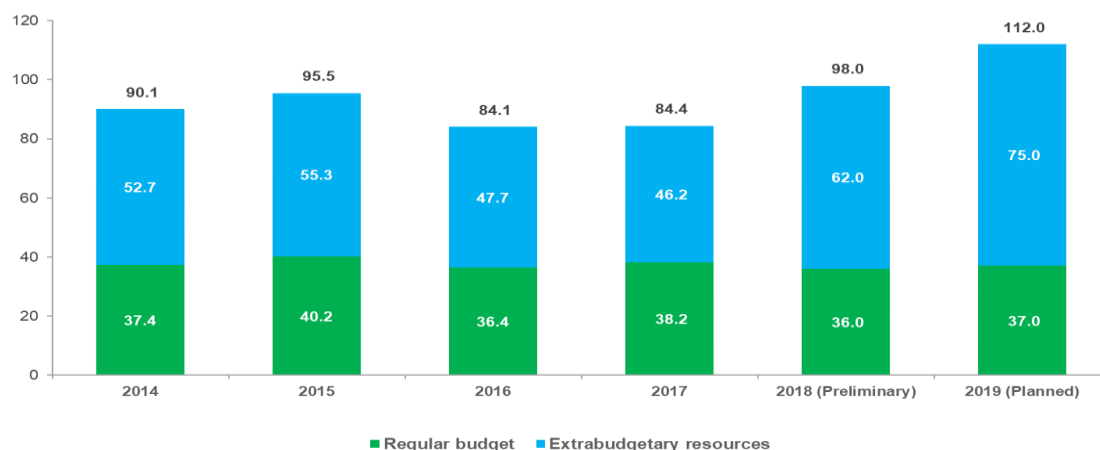
*As at 30.01.2019.

4. Delivery of technical assistance in 2019

4.1 Budget overview

ITC plans to deliver trade-related technical assistance worth \$112 million in 2019, representing an increase of 14 per cent compared to preliminary delivery in 2018. This delivery will be financed by two types of funds: the regular budget (RB) and extrabudgetary funding (XB), which includes programme support costs (PSC). The RB is provided in equal shares by the World Trade Organization and the United Nations and has remained fairly stable in recent years. The XB complements RB funds and represents voluntary contributions by public and private funders to the ITC Trust Fund (ITF). Contributions to the ITF cover unearmarked and soft-earmarked funds (Window I) and funds that have been earmarked for projects (Window II). Income from the sale of products and services such as ITC publications and from subscriptions to online tools also flows to Window II of the ITF. PSC represents a percentage of all XB expenditure and is used to recover the incremental indirect costs incurred by supporting activities financed by XB contributions.

Figure 3: ITC's delivery of technical assistance by source of funding, 2014-2019 (in \$ million, including the PSC rate)



By the end of 2018, ITC had signed 2019 Window I contribution agreements with Belgium, Denmark, Finland, Germany, Iceland, Norway, and Sweden. Based on communications with other funders, ITC expects continued contributions to Window I from all 2018 funders. Both, contributors to the ITF's Window I and Window II are shown in Appendix II.

Table 1: ITC's delivery of technical assistance by source of funding, 2014-2019 (in \$ million, including the PSC rate)

Source of funds	2014	2015	2016	2017	2018 Prelim.	2019 Plan
Regular budget	37.4	40.2	36.4	38.2	36.0	37.0
Extrabudgetary resources ²	52.7	55.3	47.7	46.2	62.0	75.0
Total	90.1	95.5	84.1	84.4	98.0	112.0

Table 1a: Number of ITC's W1 funders and value of contributions, 2017-2019

Year	2017	2018	2019 Plan
Number of W1 funders	8	10	11
Value (\$ million)	10.5 mn	15.4 mn	16.6 mn

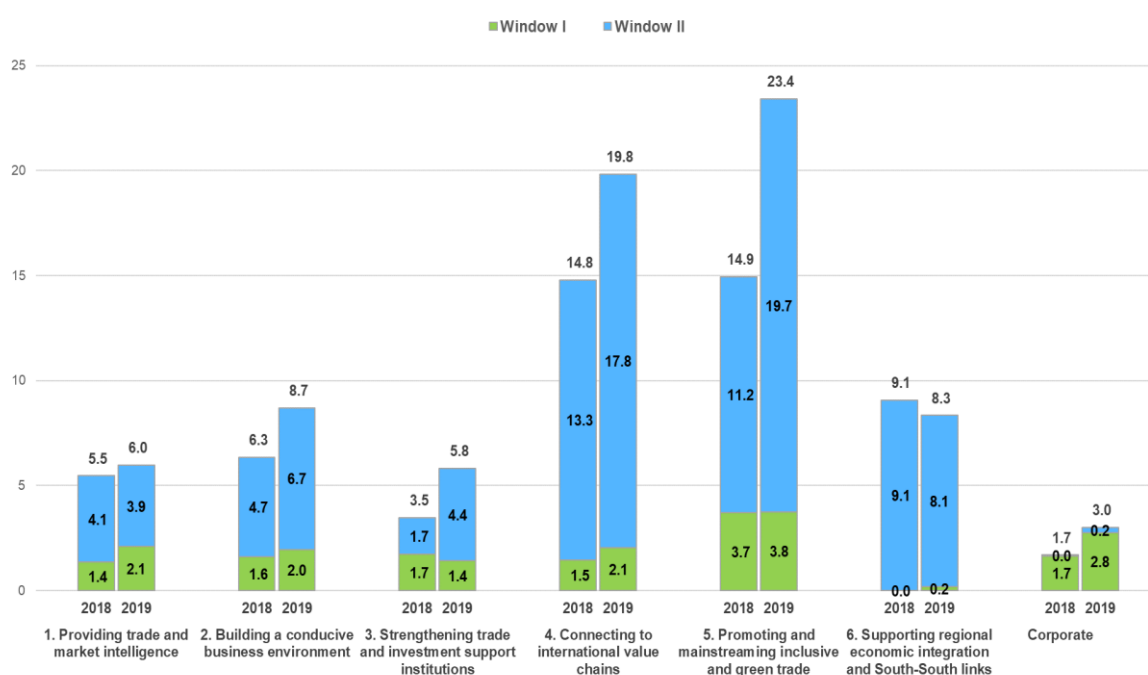
² The values for extrabudgetary funds reflect gross expenditures. This includes PSC charged by ITC to XB-funded projects. The PSC charged is closely related to actual PSC spending during the same year, but actual PSC spending can vary from PSC as charged

4.2 Delivery by focus area and programme

ITC delivers its trade-related technical assistance through 15 programmes. As defined in the Strategic Plan 2018-2021, each programme falls into one of the organization's six focus areas. Every programme translates the objective of its focus area into a cross-disciplinary solution approach, underpinned by a comprehensive theory of change.

The projects that ITC implements with its partners on the ground represent customized applications of the programme theories of change, which are designed around the specific needs of the targeted beneficiary groups. Therefore, the weight of each focus area and programme in ITC's portfolio can change from one year to another. Figure 4 and Table 2 below show the distribution of planned delivery under ITC's 2019 portfolio of projects by focus area and programme. The planned 2019 XB budget has increased by 21 per cent compared to the 2018 *preliminary* actual, from \$62 million to \$75 million.

Figure 4: Distribution of ITC's planned XB-funded technical assistance delivery by focus area and Window (in \$ million, incl. PSC)



The XB budgets in 2019 will significantly increase for four focus areas and remain stable for focus areas 1 and 6. The focus areas with the largest increases are 'Promoting and mainstreaming inclusive and green trade' and 'Connecting to international value chains'.

The increase in the focus area '**Promoting and mainstreaming inclusive and green trade**' is due to an expansion of ITC's portfolio in the four associated programmes. In 2019, the SheTrades initiative will continue to scale up, working towards its target to connect three million women to market by 2021. Two large initiatives in Guinea and the Gambia will work to unlock the potential of youth as contributors to the economies and societies. ITC's Ethical Fashion Initiative, which integrates poor communities into global value chains for lifestyle products will expand in Central and Western Asia, East and West Africa. ITC will roll out its global sustainability initiative through the Green Hubs to support MSMEs to work on climate change adaptation and risk mitigation.

The increase in the focus area **'Connecting to international value chains'** is due to multiple initiatives under the Value-added to Trade programme. ITC will focus on value chains interventions in service sectors such as IT, for its innovative potential, and labour-intensive sectors: agribusiness, textiles and tourism. Complementing the value-chain work, ITC will continue to invest in the development and customized application of e-solutions for MSMEs, to ensure they can seize the growing opportunities in digital trade.

In the focus area **'Building a conducive business environment'**, the budget has increased for expanded activities on trade and investment facilitation, especially in Eastern and Western Africa, Lao PDR and Myanmar. In COMESA, ITC will assist simplifying procedures for cross-border traders. Government partners in several countries will be supported in the development and implementation management of trade strategies. In Iran, ITC will support development of a National Export Strategy, provide institutional capacity building to selected TISIs and start a youth trade accelerator programme.

The increased budget of the focus area **'Strengthening trade and investment support institutions'** is due to an initiative focusing on trade promotion organizations from sub-Saharan African LDCs, on capacity building and knowledge sharing among beneficiary institutions and on strengthening the national quality infrastructure services to support compliance with sanitary and phytosanitary (SPS) measures and technical regulations.

The **Corporate** budget serves to improve ITC's internal business processes and facilitate the implementation of the growing number of larger, more complex projects. In 2019, ITC will invest in process automation and, as part of its focus on effective advocacy, will revamp its corporate website.

Table 2: Expected XB-funded technical assistance delivery in 2019 by programme (in \$'000, incl. PSC)³

Focus area and programme	2019 Budget (\$'000)
1 Providing trade and market intelligence	5,964
1.1 Transparency in trade	3,743
1.2 Non-tariff measures in goods and services	1,508
1.3 Competitive intelligence	713
2 Building a conducive business environment	8,703
2.1 Trade development strategies	3,208
2.2 Trade facilitation	3,588
2.3 Supporting trade negotiations and policy reform	1,907
3 Strengthening trade and investment support institutions	5,811
3.1 Strengthening trade and investment support institutions	5,811
4 Connecting to international value chains	19,824
4.1 Value added to trade	18,088
4.2 e-solutions: enabling trade through digital channels	1,736
5 Promoting and mainstreaming inclusive and green trade	23,416
5.1 Empowering women to trade	6,825
5.2 Empowering poor communities to trade	7,693
5.3 Youth and trade	5,743
5.4 Trade for sustainable development	3,156
6 Supporting regional economic integration and South-South links	8,336
6.1 Boosting regional trade	2,101
6.2 South-South trade and investment	6,235
7 Corporate	2,991
7.1 Corporate	2,991
Total	75,046

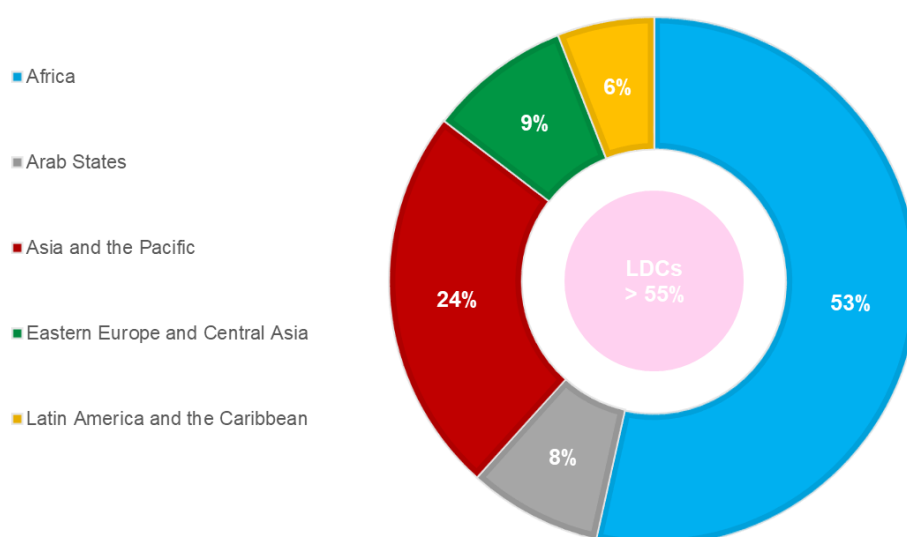
³ A further breakdown is provided in Appendix II – 2019 projects per focus area and country / region

4.3 Country outreach and project design

ITC has a mandate to foster sustainable development and growth through trade. In implementing its mandate, ITC focuses on those clients with the greatest need for its support. In 2019, as in the previous years, ITC intends to provide over 80 per cent of its country-specific technical assistance to priority countries. Among them, over 55% will be provided to the least developed countries (LDCs). Apart from LDCs, priority countries include landlocked developing countries (LLDCs), small island developing states (SIDS), Sub-Saharan Africa, post-conflict and fragile states, and small and vulnerable economies (SVEs). In addition to country-specific projects designed in cooperation with national governments, ITC services are also provided through a portfolio of multi-country, regional, and global projects. ITC's global public goods enable broad-based access to trade intelligence.

ITC also offers project design services for countries that aim to mobilize resources for implementing MSME-centred trade policies and strategies. This is a service in its own right and requests for it may be made directly to ITC. ITC also supports middle income countries both with global public goods as well as with support through technical expertise for specific initiatives.

Figure 5: Regional distribution of ITC's planned technical assistance delivery in 2019, excluding global and multi-regional projects



Top 5 countries per region by planned delivery in 2019:

<ol style="list-style-type: none"> 1. The Gambia 2. Guinea 3. Kenya 4. Uganda 5. Burkina Faso 	<ol style="list-style-type: none"> 1. Egypt 2. Jordan 3. Tunisia 4. Morocco 5. Libya 	<ol style="list-style-type: none"> 1. Afghanistan 2. Myanmar 3. Iran 4. Sri Lanka 5. Bhutan 	<ol style="list-style-type: none"> 1. Ukraine 2. Tajikistan 3. Kyrgyzstan 4. Republic of Moldova (the) 5. Armenia, Azerbaijan, Belarus, Georgia * 	<ol style="list-style-type: none"> 1. The Caribbean: (Grenada, Saint Vincent and the Grenadines, Jamaica, Barbados, Saint Lucia) ** 2. Colombia 3. Guatemala 4. Panama 5. Costa Rica, El Salvador, Honduras, Nicaragua *
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* Multiple countries are ranked identically if they have the same planned delivery.

** A new regional project in the Caribbean will define additional countries during its inception phase.

5. Strategic milestones for 2019: technical assistance

In its Strategic Plan 2018-2021, ITC specifies key deliverables that the organization has committed to implement in each of its six focus areas over the four years. In each annual Operational Plan, ITC will highlight milestones it will reach during the year on its way to achieving the key deliverables of the Strategic Plan.

In 2019, the second year of the current Strategic Plan, ITC plans to reach the following strategic milestones:

Providing trade and market intelligence

Market Analysis Tools

- Release of **The Global Trade Helpdesk** (GTH) portal.
- Launch of **The African Trade Observatory** (TO) initiative that supports the monitoring of progress towards trade integration in Africa in the context of the African Continental Free Trade Area.

Non-tariff measures

- Provision of **country-level recommendations to reduce NTM-related trade cost** in at least three countries
- Piloting of a **new NTM capacity building offer** in at least 5 countries.

SME competitiveness

- Launch the **SME Competitiveness Outlook 2019** focusing on supporting the SDG goals through leveraging finance and development for SMEs.
- Launch of sectoral Supplier Capacity Profiles to help connecting investors with SMEs.

SME Trade Academy

- Creation of **three new Virtual learning spaces** (VLS) in the SME Trade academy with focus on: entrepreneurship and small business development (in Arabic language), SheTrades and T4SD.
- Delivery of **over 200 public online course** sessions with growing the Academy's **user base by 20%**.

Conducive business environment

Trade facilitation reforms

- Support to **National trade facilitation committees** in **six countries**, to coordinate trade facilitation reforms and build collaboration platforms.
- Implementation of specific **trade facilitation reforms** in at least **eight countries**, in compliance with the WTO Trade Facilitation Agreement obligations and in alignment with the needs of the private sector.

Investment facilitation

- Identification and analysis of root causes for key barriers for foreign investors in **four African countries** and development of **action plans** for policy implementation to improve the investment climate with inputs from the private sector.
- Development of investment facilitation guides and profiles in at least **three countries**.

National quality strategy and regulatory frameworks

- Strengthening of testing and certification services of national standards and conformity assessment bodies in **five countries in Africa and Asia**, towards attaining international accreditation.

Trade and investment development strategies

- Development of **24 national/sector** trade investment strategies/roadmaps.
- Development of a **creative industry sector strategy**, leveraging the linkages between creative industries and other sectors in developing countries, such as tourism and ICTs.

Strengthening trade and investment support institutions

- Development and testing of a suite of 'plug and play' solutions for business and trade support institutions to support the rapid establishment of governance and organisational structure, strategic documents, performance frameworks, service design and customer management.
- Development and testing of a **new methodology** for mapping and building ecosystems in at least **two countries**.
- Launch of an updated **guide for Foreign Trade Representatives** and of an **online training** tool.

Connecting to international value chains

Value added to trade

- Development of a **pilot packaging services centre** in partnership with the private sector.
- Launch of the **Quality for Trade online platform**, offering guidance on specific quality requirements related to 5 products – market combinations.

Alliances for Action

- Implementation of **Alliances for action**, bringing new **partnerships** and private sector investments in five countries.

E-commerce

- Improving the capacities of MSMEs to prepare for and access international e-commerce opportunities by:
 - conducting a **survey** of B2B e-commerce marketplaces around the world and their related access conditions and coverage
 - developing **two new online solutions** that will help MSMEs list their products online and price them correctly.

Promoting and mainstreaming inclusive and green trade

- **Methodology** to mainstream combined gender, youth and environment perspectives in ITC's project design and implementation.

SheTrades

- Operationalization of **new SheTrades chapters** in at least five countries.
- Development of an innovative **online tool, SheTrades Outlook**, to help stakeholders assess, monitor, and improve the institutional ecosystem's support to women's participation in international trade.
- Registration of an **additional 50,000 women owned businesses** on the SheTrades platform.

Youth and trade

- Strengthening of **over 30 incubators** and technical and vocational education and training providers (TVET), individually or as part of innovation ecosystems.

Poor communities in trade

- Expansion of programme activities in **8 African and Asian countries** reaching over 1,400 microenterprises, to be connected to international markets.
- Carrying out **living wage assessments in 8 project countries** to help production partners provide appropriate salaries to workers.

Trade for sustainable development

- Implementation of a **transparency tool** in the textile/apparel sector to reduce multiple audits and improve social and labour performance of over 1,000 manufacturing facilities worldwide.
- Full **operationalization of T4SD Hubs in 6 countries**.
- Application of a **resource efficiency** and **circular production methodology** to reduce environmental impacts and strengthen climate change mitigation, with SMEs from textiles & clothing, tea and coffee sectors in nine countries.

Supporting regional economic integration and South-South links

- Facilitation of **over \$30 million in South-South investment and trade** flows between China, India and East African countries.
- **Reduction of obstacles** to foster regional trade in:
 - EAC (focus on Non-Tariff measures)
 - Eastern Partnership countries (Azerbaijan, Armenia, Belarus, Georgia, Moldova, Ukraine) - focus on value chains and regulatory and procedural trade impediments)
 - ECOWAS (focus on regional Trade obstacles alert mechanism – TOAM)
 - COMESA (focus on cross-border trade)

6. Partnering for sustainable development

In 2019, ITC will intensify its partnerships with international organizations and the private sector to deliver on the development results. ITC will collaborate closely with its parent agencies, **UNCTAD** and **WTO**, in multiple contexts, whether on events and conferences, administrative or on joint development projects such as the Global Trade Helpdesk.

ITC will continue working more closely with other UN agencies, including through membership in the UN Sustainable Development Group (**UNSDG**) and UN Country Teams. The objective is to bring ITC's specific expertise – MSME development and their linkage to international value chains and markets – into collaborative larger scale projects that focus on transformative impact on the SDGs. For example, ITC will use its 'Alliances for Action' approach to improve food systems with **Food and Agriculture Organization (FAO)**, and will continue working with the **International Fund for Agricultural Development (IFAD)** on increasing resilience in agricultural value chains. **United Nations Industrial Development Organization (UNIDO)** is another important partner in value chain work.

Together with the **International Labor Organization (ILO)**, ITC will develop new online courses, and work on expanding opportunities for Youth. ITC will work jointly with the **World Tourism Organization** to create income opportunities in the tourism sector. ITC, **UN Peacebuilding fund**, **UNHCR** and **IOM** will continue working on vocational training, as well as promoting entrepreneurship and job creation among youth and refugees. With the **UN Capital Development Fund**, ITC will work on improving financing opportunities for small enterprises. For the UN-wide **Decent Jobs for Youth** initiative, ITC will be taking the lead for the self-employment and entrepreneurship thematic area. ITC was also invited to take on Secretariat functions for the newly founded **UN Alliance for Sustainable Fashion**, an initiative of ten UN agencies. In addition to partnerships with UN organizations, ITC will continue collaborating with other development partners, e.g. the **Norwegian Refugee Council** to create innovative employment opportunities for refugees. ITC will expand its sustainability initiatives with emphasis on the textile sector, through collaboration with the **United Nations Economic Commission for Europe (UNECE)**, the **Social and Labour Convergence Project (SLCP)** and the **Initiative for Compliance and Sustainability (ICS)**.

ITC will build on the expertise of the private sector and NGOs, and collaborate when the objectives meet. Under the SheTrades programme, for example, ITC will work with **Maersk** and **UPS** to identify the logistics challenges faced by women entrepreneurs in global trade and to build their capacity to participate in trade. Together with **GroFin**, ITC will help women-owned enterprises to improve their access to finance and increase their capital. ITC will continue collaboration with **Upwork**, a global freelancing platform, and help refugees living in camps connect to global markets. To enable long-term social and economic benefits, ITC and **Fairtrade International** will help farmers to diversify crops and to increase food security.

ITC will also partner with the **AU**, **COMESA**, **ECOWAS**, **EAC**, **ECCAS**, **SADC** and **UEMOA** in the implementation of regional projects in Africa, with the **Commonwealth Secretariat** on the promotion and development of women-owned and -managed businesses in Commonwealth countries, with the **Caribbean Development Bank**, the **Islamic Development Bank** and the **African Development Bank** on development initiatives in their regions, and with the **ACP Secretariat** in support of its members. ITC will also expand its collaboration with the **Pacific Islands Forum Secretariat (PIFS)**.

7. Managing for results

The 2030 Agenda for Sustainable Development requires a United Nations development system that is fit for the purpose. The Secretary-General's reform agenda aims to bring the delivery of services closer to the clients served. ITC will continue improving its operational efficiency and effectiveness through a series of dedicated initiatives, as outlined in this chapter. The planned increase in ITC's financial delivery can only happen with a strong focus on efficiency and the streamlining of workflows. In 2019, ITC will address challenges arising through its **increased in-country presence** and from risks that are inherent in working in difficult country contexts.

ITC will invest in the development of in-house information technology (IT) services, starting with adopting a digital strategy for ITC, improve the existing and add new features on its project management portal. ITC will revamp its customer relationship management system and introduce a new beneficiary segmentation to standardize the information about ITC's beneficiaries and partners.

7.1 Strengthening corporate results management

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

- Create a **new model** to facilitate impact-level reporting by linking ITC's project and programme indicators to SDG targets.
- Expand the number of its projects covered by the International Aid Transparency Initiative (**IATI**), aiming at publishing data for all projects with annual budget above \$500,000 (approx. 80% of total XB-budget) by the end of the year.
- Participate in UN Secretariat's introduction of **Umoja 2** and engage in training and development of new modules on strategy, planning and budgeting, costing, implementing partner management, and resource mobilization.
- Strengthen **results delivery monitoring** with particular focus on large projects.
- Streamlining **internal administrative procedures**.

7.2 Deepening evaluation processes

ITC's Independent Evaluation Unit (IEU) will carry out evaluations and reviews in 2019 of ITC topics, programmes, and projects selected on the basis of risk criteria, opportunities for learning, and contractual commitments. To support evidence-based decision-making, the IEU also provides evaluation advisory services to project managers handling external, funder-led evaluations (approximately seven are planned for 2019); support for project self-evaluations; and help with mandatory project-completion reports. Evaluation training will be facilitated through the roll out of an e-learning tool for project staff.

Table 3: List of evaluations

Ongoing evaluations undertaken in ITC	Type of Evaluation
ITC's participation and performance in the UN Delivery as One System	Corporate-level
Trade Facilitation Programme	Programme
Review of the Performance Monitoring Systems in New Large Projects	Independent Review
New evaluations to be undertaken in ITC	
TISI Institutional Strengthening	Programme
Youth Empowerment Project (YEP) in the Gambia (midterm)	Project

To accelerate evaluation-related learning within ITC and among key stakeholders, the IEU will continue to place increased emphasis on the distribution of lessons and recommendations through different channels. As in previous years, the IEU's Annual Synthesis Report, which presents an analysis of all IEU evaluations, funder-led evaluations and self-evaluations completed during the year, and evaluation briefing notes, will also contribute to organizational learning.

The IEU is ITC's focal point for the UN's Joint Inspection Unit (JIU) and for the OIOS Evaluation Division. It shares the system-wide findings of these entities and follows up on their recommendations as they relate to ITC.

7.3 Bolstering human resources management

With an aim to further strengthen our organizational performance, HR will make in 2019 the following investments:

- Launch the new **mandatory training** on harassment, sexual harassment and abuse of authority in order to reinforce ITC's zero tolerance policy.
- Attain gender targets, as part of ITC's Gender Parity Strategy 2020, with a target of 48.5% for 2019.
- Develop a **People Strategy** to provide a vision on ITC's inclusive approach to its workforce and support the organisation in successfully implementing its corporate goals.
- Continue roll out of the **initiatives under the Talent Development Framework** (developed in 2018), providing staff with opportunities in career development and overall personal and professional effectiveness.
- Complete **ITC skills database**, mapping ITC expertise, identifying skills gaps and facilitating workforce planning.

7.4 Sparking innovation

The Innovation Lab will have two main work streams in 2019: first to develop new services, methods and tools for innovation, and second to pilot innovation initiatives in selected TRTA projects. Specifically, the Lab will:

- Develop a set of **methodologies** on design thinking and facilitation techniques and make it available to ITC staff to apply in their projects.
- Launch a **series of inspirational talks**, where ITC will host selected experts to lead discussions on innovation topics with ITC staff.
- Develop and collect **innovation-related knowledge** and share the innovation intelligence through a dedicated segment '**Innovation 101**', as an integral part of the Innovation Lab's newsletter.

Overall, the objective remains to cultivate a working environment and mindsets that encourage innovation and learning.

7.5 Operationalizing risk management

ITC's Risk management framework will be fully operational in 2019. ITC will further expand the framework by adding policies and guidance for specific risks, such as security, safety, implementing partners and fraud risks. In 2019, ITC will:

- Run an **annual risk assessment session** and at least two risk workshops and briefings for ITC staff and project managers in particular;

- Publish risk policies on security, safety and fraud risks, detailing procedures, tools and techniques to be used to manage those risks at ITC;
- Perform **risk briefings** on implementing partners, fraud and safety for ITC staff;
- Prepare the **2019 risk report**.

Some of the main risks identified for 2019 are the political and security risks in some countries with large ITC projects, requiring project implementation flexibility, good funder and partner relationships active security management, and increased capacities in working with and overseeing local implementing partners. ITC will also need to monitor its operations and resource allocation closely, given the significant increase in the 2019 delivery target.

Other developments, already mentioned in the strategic background chapter, will require monitoring and adjustment, to be equipped for changes in the UN working environment and for having relevant solutions on offer, for new challenges that our target beneficiaries face.

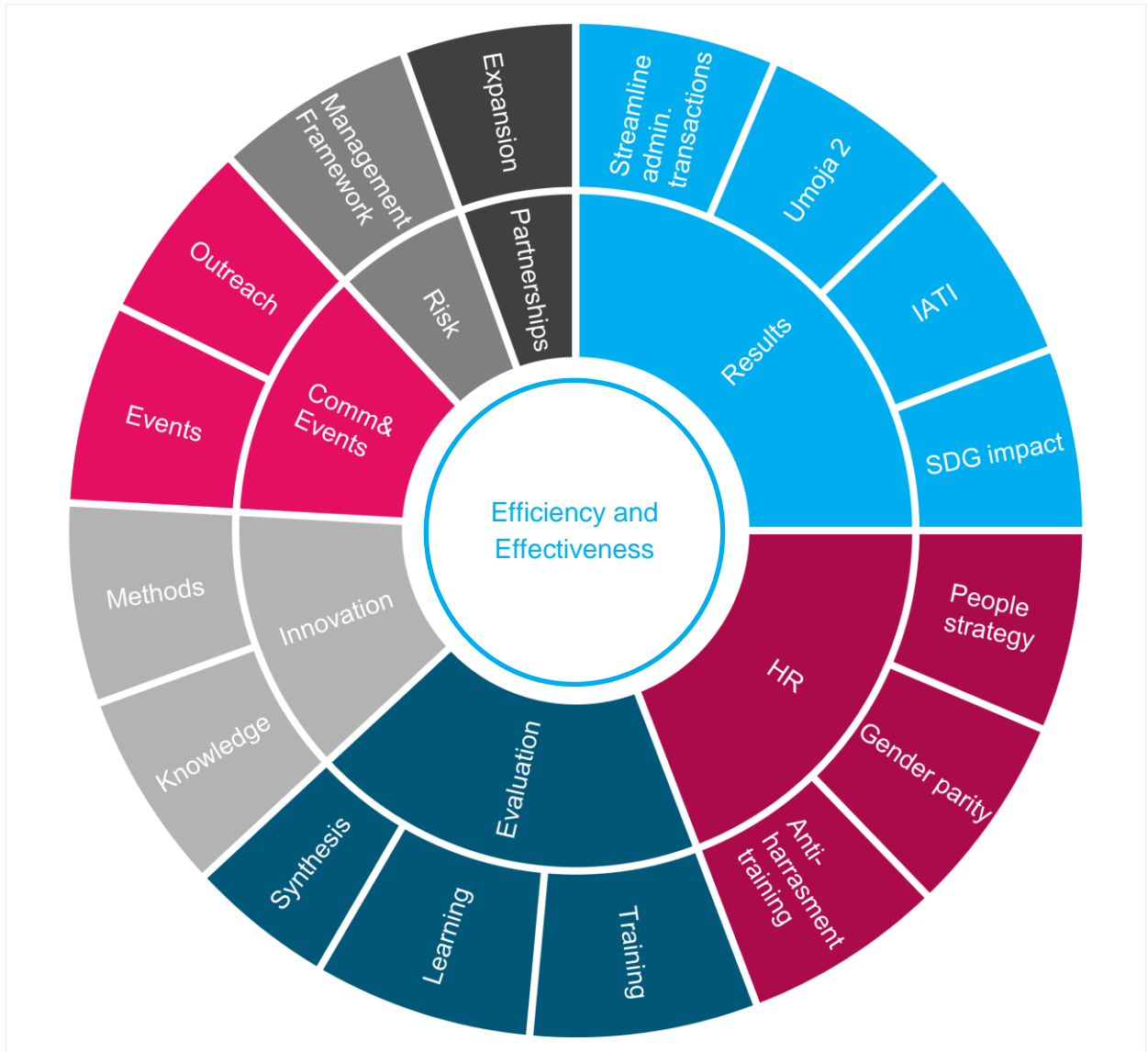
7.6 Engaging in the global conversation

In 2019, ITC will work across its well-established communications channels to promote the importance of MSME competitiveness and their integration into international value chains for sustainable development, women's economic empowerment and unlocking the potential of youth.

Visibility and outreach will be enhanced through an events programme and launches of key publications, as outlined in the Appendix I. In addition, ITC will contribute actively to the important events organized by ITC's parent organizations and members in 2019. Advocacy materials, press releases, web stories and videos will bring ITC's message to a broad audience. Finally, ITC's growing followership on social media platforms will contribute to awareness-raising on international trade and development.

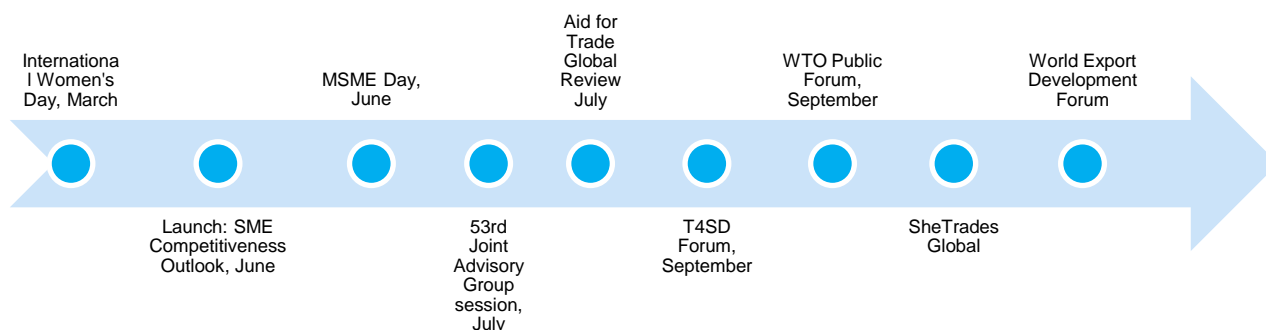
In an ongoing effectiveness initiative, ITC will continue the revamping of the corporate website.

Figure 6 - Key Corporate Initiatives for partnerships, efficiency and effectiveness in 2019

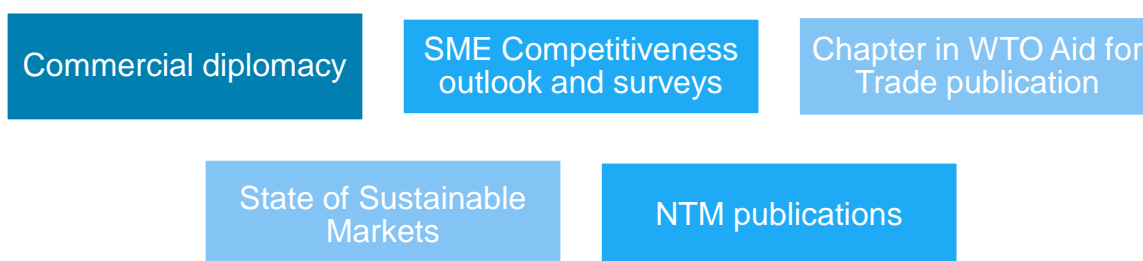


Appendix I – Overview of 2019 key events and publications

ITC's key events in 2019:



ITC's key publications in 2019:



Important development events in 2019:

New York	63 rd Commission on the Status of Women, March
	Follow up Forum on Financing for Development, April
	High Level Political Forum on Sustainable Development, July
	SDG Summit, September
	Climate Summit, September
	High-Level Dialogue on Financing for Development, September
Buenos Aires	2nd UN Conference on South-South Cooperation, March

Appendix II – List of 2019 projects per focus area⁴ and country / region

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus area 2	Focus area 3	Focus area 4	Focus area 5	Focus area 6	7 Corporate	Funders	Budget 2019 (\$'000)
Afghanistan	■	■	Afghanistan: Ethical Lifestyle Initiative for the Economic Reintegration of Returnees and Internally displaced people (B439)					■			European Commission	3,046
			Afghanistan: Trade-related assistance (A764)		■							
Albania			Support to Facilitation of Trade between CEFTA Parties (B444)		■				■		European Commission	51
Argentina			Trade for Sustainable Development (T4SD) - Hubs (B694)					■			ITF Window 1	103
Armenia		■	Eastern Partnership: Ready to Trade - an EU4Business initiative (B252)				■				European Commission	340
Azerbaijan		■	Eastern Partnership: Ready to Trade - an EU4Business initiative (B252)				■				European Commission	340
Bangladesh	■	■	Non-tariff measures programme (W1) (B626)	■							ITF Window 1	1,088
			SheTrades Commonwealth Programme (B578)					■			Department for International Development, the United Kingdom	
Belarus			Eastern Partnership: Ready to Trade - an EU4Business initiative (B252)				■				European Commission	340
Benin	■	■	ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■		European Commission	95
			Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés (B587)			■					Agence Française de Développement (HQ)	
Bhutan	■	■	Bhutan Trade Support (B382)		■		■				European Commission	1,105
Bosnia and Herzegovina		■	Support to Facilitation of Trade between CEFTA Parties (B444)		■				■		European Commission	51
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 Commission	1,854
			ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■		ITF Window 1	
			Non-tariff measures programme (W1) (B626)	■							Ministry of Foreign Affairs of Japan	
			Poor Communities and Trade Programme (A874)					■			Agence Française de Développement (HQ)	
			Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés (B587)			■						
Burundi	■	■	Burundi: Market Access Upgrade Programme - MARKUP (B718)			■	■		■		European Commission	1,343
			EU-EAC Market Access Upgrade Programme - MARKUP (B383)		■		■		■			
Cabo Verde		■	ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■		European Commission	61
Cambodia	■	■	Poor Communities and Trade Programme (A874)						■		Ministry of Foreign Affairs of Japan	142
			Trade for Sustainable Development (T4SD) - Hubs (B694)						■		ITF Window 1	
Cameroon		■	Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés (B587)			■					Agence Française de Développement (HQ)	34
Chad	■	■	Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés (B587)			■					Agence Française de Développement (HQ)	34
Colombia		■	Colombia PUEDE: Peace and unity through productive development and commercialization (B599)	■			■	■			European Commission	1,091
			Trade for Sustainable Development (T4SD) - Hubs (B694)					■			ITF Window 1	
Costa Rica			Central America: Linking women business enterprises (WBEs) with the global gifts and home decoration market (A314)			■	■	■			European Commission	114

⁴ ITC's Focus Areas with their respective full titles are listed in Table 2 of this document. For layout reasons, they are quoted only with their numbers in this Appendix

Legend:

■ Least developed countries (LDCs)

■ Priority countries (LDCs, LLDCs, SIDS, Sub-Saharan Africa, post-conflict and fragile states, and SVEs)

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus area 2	Focus area 3	Focus area 4	Focus area 5	Focus area 6	7 Corporate	Funders	Budget 2019 (\$'000)
Côte d'Ivoire		■	Culture project: Identity Building and Sharing Business Initiative (B542)					■			European Commission ITF Window 1 Agence Française de Développement (HQ)	490
			ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■	■				
			Non-tariff measures programme (W1) (B626)	■								
			Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés (B587)			■						
Democratic Republic of the Congo (the)	■	■	COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)		■				■		European Commission	61
Djibouti	■	■	Projet de développement et de promotion du tourisme en République de Djibouti (A993)			■	■				EIF Executive Secretariat	36
Egypt			Egypt - SheTrades Project (AftIAS) (B821)			■	■	■			International Islamic Trade Finance Corporation State Secretariat for Economic Affairs, Switzerland Swedish International Development Cooperation Agency	928
			Egypt: Improving the international competitiveness of the textile and clothing sector (GTEX/MENATEX) (B673)				■					
			Global: Networking and knowledge management for the textile and clothing sector (GTEX) (B451)				■					
			MENATEX Regional: Regional component of the Textiles and Clothing Programme for the MENA region (B696)				■					
El Salvador		■	Central America: Linking women business enterprises (WBEs) with the global gifts and home decoration market (A314)			■	■	■			European Commission	114
Ethiopia	■	■	COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)		■					■	European Commission Department for International Development, the United Kingdom Ministry of Foreign Affairs of Japan ITF Window 1	1,463
			Partnership for Investment and Growth in Africa (Main Phase) (B340)						■			
			Poor Communities and Trade Programme (A874)						■			
			Poor Communities and Trade Programme (B649)						■			
			SheTrades Coffee (B637)						■			
			Supporting Indian trade and investment for Africa (SITA) (A854)						■			
Gabon		■	Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés (B587)			■					Agence Française de Développement (HQ)	34
Gambia	■	■	ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■		European Commission Agence Française de Développement (HQ) UN Peace building Fund	4,155
			Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés (B587)			■						
			The Gambia: Jobs, Skills and Finance (JSF) for Women and Youth (B664)		■	■		■				
			The Gambia: PBF, Strengthening Sustainable and Holistic Reintegration of Returnees (B786)				■	■				
			The Gambia: Youth empowerment project (YEP) (B179)		■	■	■					
Georgia			Eastern Partnership: Ready to Trade - an EU4Business initiative (B252)				■			European Commission	340	
Ghana		■	ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■	■			European Commission Chocolats Halba/ Coop ITF Window 1 Agence Française de Développement (HQ) Department for International Development, the United Kingdom	1,794
			Ghana: Developing cocoa and associated crops through the Sankofa Project empowered by Alliances for Action (B766)			■	■	■				
			Innovative MSME and Value Chain development through the Alliances for Sankofa in cocoa and associated crops sectors (B794)				■					
			Non-tariff measures programme (W1) (B626)	■								
			Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés (B587)			■						
			SheTrades Commonwealth Programme (B578)						■			
			Trade for Sustainable Development (T4SD) - Hubs (B694)				■					
Grenada		■	Grenada: supporting the fresh fruit and vegetables food safety management systems (B710)		■	■	■				Caribbean Development Bank	83
Guatemala		■	Central America: Linking women business enterprises (WBEs) with the global gifts and home decoration market (A314)			■	■	■			European Commission United States Agency for International Development	736
			Guatemala: Strengthening the business skills and employability of informal entrepreneurs at the Ciudad Pedro de Alvarado Border (B615)			■		■				

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 2019 (\$'000)
Guinea	■	■	ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■	■	■		European Commission Ministry of Foreign Affairs of the Netherlands Agence Française de Développement (HQ)	3,912
			Guinée: Programme d'appui à l'intégration socio-economique des jeunes (INTEGRA) (B463)			■	■	■				
			Mano River: Value Chain Development for Cocoa (NTF IV) (B586)			■	■	■				
			NTF IV Programme Management (B584)				■	■	■			
			Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés (B587)					■				
Guinea-Bissau	■	■	ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■	■		European Commission	61	
Haiti	■	■	Poor Communities and Trade Programme (A874)					■		Ministry of Foreign Affairs of Japan	6	
Honduras		■	Central America: Linking women business enterprises (WBEs) with the global gifts and home decoration market (A314)			■	■	■		European Commission	114	
India			Supporting Indian trade and investment for Africa (SITA) (A854)						■	Department for International Development, the United Kingdom	296	
Indonesia			Trade for Sustainable Development (T4SD) - Hubs (B694)						■	ITF Window 1	103	
Iran (Islamic Republic of)			Culture project: Identity Building and Sharing Business Initiative (B542)						■		European Commission	1,784
			Iran: Trade-Related Technical Assistance (B782)		■	■			■			
Jordan			Jordan: Improving the international competitiveness of the textile and clothing sector (MENATEX) (B811)					■			Swedish International Development Cooperation Agency Deutsche Gesellschaft für Internationale Zusammenarbeit (HQ), Germany	817
			Jordan: Trade for Employment Project: "Improving Business Environment for SMEs Through Trade Facilitation" (B639)	■	■	■						
			MENATEX Regional: Regional component of the Textiles and Clothing Programme for the MENA region (B696)					■				
Kenya	■	■	COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)		■					■	European Commission Department for International Development, the United Kingdom Ministry of Foreign Affairs of Japan Norwegian Refugee Council Agence Française de Développement (HQ) ITF Window 1	3,689
			Culture project: Identity Building and Sharing Business Initiative (B542)						■			
			EU-EAC Market Access Upgrade Programme - MARKUP (B383)		■		■		■			
			Partnership for Investment and Growth in Africa (Main Phase) (B340)							■		
			Poor Communities and Trade Programme (A874)							■		
			Refugee Employment and Skills Initiative (RESI): Linking Refugees in Kenya to Market Opportunities (Components 1 & 2) (B571)							■		
			Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés (B587)					■				
			RESI High Skills (B839)							■		
			SheTrades Commonwealth Programme (B578)							■		
Supporting Indian trade and investment for Africa (SITA) (A854)							■					
Trade for Sustainable Development (T4SD) - Hubs (B694)							■					
Kyrgyzstan	■	■	Global: Networking and knowledge management for the textile and clothing sector (GTEX) (B451)					■			State Secretariat for Economic Affairs, Switzerland	416
			Kyrgyzstan: Improving the international competitiveness of the textile and clothing sector (GTEX) (B676)				■	■				
Lao People's Democratic Republic	■	■	Systematic Mechanism for Safer Trade (SYMST) (B695)	■		■		■	■		European Commission	335
Liberia	■	■	ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■	■	■		European Commission Ministry of Foreign Affairs of the Netherlands	315
			Mano River: Value Chain Development for Cocoa (NTF IV) (B586)			■	■	■				
			NTF IV Programme Management (B584)				■	■				
Libya		■	Libya: Trade Academy (B409)			■		■		Ministère des Affaires étrangères et du Développement international (France)	516	
Malawi	■	■	COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)		■				■		European Commission Agence Française de Développement (HQ)	95
			Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés (B587)				■					

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 2019 (\$'000)	
Mali	■	■	Burkina Faso et Mali : Création d'emplois équitables et développement durable de microentreprises dans les chaines de valeur liées au secteur du « lifestyle » (B276)					■			European Commission ITF Window 1 Ministry of Foreign Affairs of Japan Agence Française de Développement (HQ)	1,680	
			Culture project: Identity Building and Sharing Business Initiative (B542)					■					
			ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■	■	■				
			Non-tariff measures programme (W1) (B626)	■									
			Poor Communities and Trade Programme (A874)						■				
			Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés (B587)			■							
			Trade Facilitation (B628)		■								
Montenegro			Support to Facilitation of Trade between CEFTA Parties (B444)		■				■		European Commission	51	
Morocco			Global: Networking and knowledge management for the textile and clothing sector (GTEX) (B451)					■			State Secretariat for Economic Affairs, Switzerland Swedish International Development Cooperation Agency	691	
			MENATEX Regional: Regional component of the Textiles and Clothing Programme for the MENA region (B696)					■					
			Morocco: Improving the international competitiveness of the textile and clothing sector (GTEX/MENATEX) (B674)					■					
Mozambique	■	■	Partnership for Investment and Growth in Africa (Main Phase) (B340)							■	Department for International Development, the United Kingdom	700	
Myanmar	■	■	Myanmar Trade and Investment Project (TIP) (B494)	■	■	■	■				DFID Burma World Trade Organisation Ministry of Foreign Affairs of the Netherlands State Secretariat for Economic Affairs, Switzerland	2,694	
			Myanmar: Improving food safety and compliance with SPS measures to increase export revenues in the oilseeds value chain (A648)					■					
			Myanmar: Inclusive tourism development with focus on Kayah state (consolidation) & Tanintharyi (extension) (NTF IV) (B386)					■					
			Myanmar: Upgrading horticulture supply and sustainable tourism to develop business linkages (B566)					■					
			NTF IV Programme Management (B584)					■	■				
Nepal	■	■	Non-tariff measures programme (W1) (B626)	■							ITF Window 1 Ministry of Foreign Affairs of Japan	139	
			Poor Communities and Trade Programme (A874)					■					
			Poor Communities and Trade Programme (B649)						■				
Nicaragua		■	Central America: Linking women business enterprises (WBEs) with the global gifts and home decoration market (A314)			■	■	■		European Commission	114		
Niger	■	■	ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■		European Commission ITF Window 1 Agence Française de Développement (HQ)	525	
			Non-tariff measures programme (W1) (B626)	■									
			Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés (B587)				■						
			Trade Facilitation (B628)		■								
Nigeria		■	ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■		European Commission Agence Française de Développement (HQ) Department for International Development, the United Kingdom	1,160	
			Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés (B587)				■						
			SheTrades Commonwealth Programme (B578)					■					
Pakistan			NTM Survey Pakistan (B742)	■						World Bank	169		
Panama		■	Central America: Linking women business enterprises (WBEs) with the global gifts and home decoration market (A314)			■	■	■		European Commission	142		
Peru			Trade for Sustainable Development (T4SD) - Hubs (B694)					■		ITF Window 1	103		
Qatar			Qatar: Bar code initiative for SME trade development (B743)					■			Qatar Development Bank	252	
			Qatar: Foundations for B2B E-Commerce (B687)		■		■						
Republic of Moldova (the)		■	Eastern Partnership: Ready to Trade - an EU4Business initiative (B252)					■			European Commission	391	
			Support to Facilitation of Trade between CEFTA Parties (B444)		■				■				
Rwanda	■	■	EU-EAC Market Access Upgrade Programme - MARKUP (B383)		■		■		■		European Commission Federal Ministry for Economic Cooperation and Development, Germany ITF Window 1 Department for International Development, the United Kingdom	1,570	
			Rwanda: Enabling the future of e-commerce (B330)					■					
			SheTrades Coffee (B637)						■				
			Supporting Indian trade and investment for Africa (SITA) (A854)						■				

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 2019 (\$'000)
Saudi Arabia			Saudi Arabia: Development of dates sector in Medina region (AFTIAS) (B605)				■		■		International Islamic Trade Finance Corporation	172
Senegal	■	■	ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■		European Commission	559
			NTF IV Programme Management (B584)					■	■		Ministry of Foreign Affairs of the Netherlands	
			Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés (B587)			■					Agence Française de Développement (HQ)	
			Senegal: Export development of IT and IT-enabled services (NTF IV) (B390)				■	■				
Serbia			Support to Facilitation of Trade between CEFTA Parties (B444)		■					■	European Commission	51
Sierra Leone	■	■	ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■		European Commission	458
			Mano River: Value Chain Development for Cocoa (NTF IV) (B586)				■	■	■		Ministry of Foreign Affairs of the Netherlands	
			NTF IV Programme Management (B584)					■	■		Agence Française de Développement (HQ)	
			Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés (B587)			■						
South Africa		■	Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés (B587)			■					Agence Française de Développement (HQ)	27
Sri Lanka		■	Feasibility study for value addition in the fruit and vegetable sector of Sri Lanka (B531)			■	■				World Trade Organisation	1,149
			Sri Lanka: Trade related assistance (A306)		■		■				European Commission	
State of Palestine			Palestine: Linking refugees and young population in Gaza to market opportunities (B682)				■		■		Ministry of Foreign Affairs of Japan	155
			State of Palestine: Reform and Development of Markets, Value Chains and Producers' Organizations (B580)					■	■		Food and Agriculture Organisation Palestine	
Sudan	■	■	Sudan: WTO Accession (B683)		■						Ministry of Foreign Affairs of Japan	209
Syrian Arab Republic		■	Promoting Labour Market Integration of Syrians under Temporary Protection and Host Communities in Turkey (B655)					■	■		IOM Mission to Turkey	232
			Syria: Enabling through digital channels (B681)					■	■		Ministry of Foreign Affairs of Japan	
Tajikistan		■	Culture project: Identity Building and Sharing Business Initiative (B542)						■			1,125
			Global: Networking and knowledge management for the textile and clothing sector (GTEX) (B451)						■		European Commission	
			Tajikistan: Enabling market access for agricultural products through improved food safety system (STDF) (B312)		■	■	■				State Secretariat for Economic Affairs, Switzerland	
			Tajikistan: Improving the international competitiveness of the textile and clothing sector (GTEX) (B675)		■	■	■	■			World Trade Organisation	
Thailand			Systematic Mechanism for Safer Trade (SYMST) (B695)	■		■		■	■		European Commission	335
The former Yugoslav Republic of Macedonia		■	Support to Facilitation of Trade between CEFTA Parties (B444)		■					■	European Commission	64
Togo	■	■	ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■		European Commission	163
Tunisia			Global: Networking and knowledge management for the textile and clothing sector (GTEX) (B451)						■			760
			MENATEX Regional: Regional component of the Textiles and Clothing Programme for the MENA region (B696)						■		State Secretariat for Economic Affairs, Switzerland	
			Tunisia: Improving the international competitiveness of the textile and clothing sector (GTEX/MENATEX) (B672)						■		Swedish International Development Cooperation Agency	
Turkey			Promoting Labour Market Integration of Syrians under Temporary Protection and Host Communities in Turkey (B655)					■	■		IOM Mission to Turkey	43
Uganda	■	■	Culture project: Identity Building and Sharing Business Initiative (B542)						■			2,109
			EU-EAC Market Access Upgrade Programme - MARKUP (B383)		■		■		■		European Commission	
			NTF IV Programme Management (B584)					■	■		Ministry of Foreign Affairs of the Netherlands	
			Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés (B587)			■					Agence Française de Développement (HQ)	
			Supporting Indian trade and investment for Africa (SITA) (A854)						■		Department for International Development, the United Kingdom	
			Uganda: Enhancing value chains of agricultural products (B822)					■	■		ITF Window 1	
			Uganda: Export development of IT and IT-enabled services (NTF IV) (B387)					■	■			

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 2019 (\$'000)
Ukraine			Eastern Partnership: Ready to Trade - an EU4Business initiative (B252)				■				European Commission	1,144
			Ukraine National Export Strategy (B614)		■						Deutsche Gesellschaft für Internationale Zusammenarbeit (HQ), Germany	
			Ukraine: Linking SMEs in the fruit and vegetables industry to global and domestic value chains (A303)		■		■				ITF Window 1	
United Republic of Tanzania (the)	■	■	COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)		■				■		European Commission	1,233
			EU-EAC Market Access Upgrade Programme - MARKUP (B383)		■		■		■		Agence Française de Développement (HQ)	
			Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés (B587)			■					Department for International Development, the United Kingdom	
			Supporting Indian trade and investment for Africa (SITA) (A854)						■			
Uzbekistan		■	Culture project: Identity Building and Sharing Business Initiative (B542)					■			European Commission	339
Vanuatu	■	■	Poor Communities and Trade Programme (B649)					■			ITF Window 1	129
Viet Nam			Non-tariff measures programme (W1) (B626)	■								532
			Trade Facilitation (B628)		■						ITF Window 1	
			Trade for Sustainable Development (T4SD) - Hubs (B694)					■				
Zambia	■	■	COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)		■				■		European Commission	796
			Non-tariff measures programme (W1) (B626)	■							ITF Window 1	
			Partnership for Investment and Growth in Africa (Main Phase) (B340)						■		Department for International Development, the United Kingdom	
			Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés (B587)			■					Agence Française de Développement (HQ)	
Zimbabwe		■	COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)		■				■		European Commission	88
			Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés (B587)			■					Agence Française de Développement (HQ)	
Multi-regional			ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)				■		■		European Commission	2,149
			ITF Window 1									
Global			CRM (B852)							■	ITF Window 1	
			DCP Partnership and Coordination (B650)							■	ITF Window 1	
			DEI Coordination and Innovation Fund (B647)							■	ITF Window 1	
			DMD Partnership & Coordination (B620)							■	ITF Window 1	
			DMD/TMI Core Staff (B849)	■							ITF Window 1	
			DPS Improving operational efficiency (B838)							■	ITF Window 1	
			Business Development Fund (BDF 2019) (B835)							■	ITF Window 1	
			Economic Partnership Agreements (EPAs) worldwide and rules of origin (B725)	■								National Graduate Institute for Policy Studies
			E-Learning (B648)	■								ITF Window 1
			E-solutions (B636)				■					ITF Window 1
			Export Potential Map (A341)	■								ILO HQ
			Export strategy design and management (B630)		■							ITF Window 1
			Fellowship: Mo Ibrahim Foundation (B203)								■	Mo Ibrahim Fondation
			Global Trade Helpdesk (B572)	■								Qatar Development Bank
			Global: Support for Innovative Methods and Tools (understanding NTMs and accessing e-Commerce) (B678)	■			■					State Secretariat for Economic Affairs, Switzerland
			Global: Support for Innovative Methods and Tools (understanding NTMs and accessing e-Commerce) (B678)	■			■					United States Agency for International Development
			I4 IMPACT (AIM) : Improving institutional performance for SME internationalization (B633)			■	■	■				ITF Window 1
			Improving transparency in trade through embedded market analysis tools (B352)	■								Public Procurement Service of the Republic of Korea
			Improving transparency in trade through market analysis tools as a global public good (B336)	■								European Commission
			ITF Window 1									ITF Window 1
		Revolving Fund MAR										
		Information Technology Services & Support (B625)								■	ITF Window 1	
		Innovation Lab (B788)								■	ITF Window 1	
		ITC E-learning - Global Public Good (B831)	■								ITF Window 1	

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus area 2	Focus area 3	Focus area 4	Focus area 5	Focus area 6	7 Corporate	Funders	Budget 2019 (\$'000)	
Global (continued)			Market Price Information (B627)	■							ITF Window 1	15,780	
			MLS-SCM Revolving Fund (B189)				■				Revolving Fund MLS-SCM		
			New ITC website (B824)								■		ITF Window 1
			NY Office (B624)								■		ITF Window 1
			OED Cabinet (B623)								■		ITF Window 1
			Quality and SPS standards (B427)		■								ITF Window 1
			RBM (B622)								■		ITF Window 1
			SEC Revolving Fund (B190)				■						Revolving Fund EC
			Seondee Mr Kyunghoon Ahn from Republic of Korea (B600)	■									Public Procurement Service of the Republic of Korea
			SheTrades (B641)						■				ITF Window 1
			SheTrades Coordination (B642)						■				ITF Window 1
			SheTrades UPS (private sector) (B750)						■				UPS
			SheTrades: International workshop agreement on the definition of Women Owned Businesses (B562)						■				Swedish International Development Cooperation Agency
			SheTrades: using data to address constraints to extra-EU trade (B582)	■					■				European Commission
			SME Competitiveness Survey and Outlook (B631)	■		■							ITF Window 1
			South-South - ITC participation at BAPA+40, methodology and resource mobilization (B836)								■		ITF Window 1
			Support Trade Negotiations (B629)		■								ITF Window 1
			TIS Revolving Fund / E-learning (B155)	■									Revolving Fund TS
			Trade for Sustainable Development (T4SD) - Database (B645)						■				ITF Window 1
			Trade for Sustainable Development (T4SD) (B036)						■				Deutsche Gesellschaft für Internationale Zusammenarbeit (HQ), Germany European Commission State Secretariat for Economic Affairs, Switzerland Sustainable Agriculture Initiative Platform United States Agency for International Development
			Trade in services (B026)		■						■		Ministry of Commerce (China)
			Trade in services (B632)		■								ITF Window 1
			TS Revolving Fund (B205)			■							Revolving Fund TS
			Value Added to Trade (B635)					■					ITF Window 1
			Vulnerable Migration & Forced Displacement Framework (B842)						■				ITF Window 1
			Youth & Trade: Entrepreneurship and Employability (B840)						■				ITF Window 1
			Associate expert - Office for Asia and the Pacific (B773)								■		China Scholarship Council
			Associate expert - E-learning (B774)					■	■				China Scholarship Council
		Associate expert - Evaluation Unit (B772)								■	China Scholarship Council		
		Associate expert - SheTrades (B825)						■			Federal Ministry for Economic Cooperation and Development, Germany		
		Associate expert - E-solutions (B800)					■				Federal Ministry for Economic Cooperation and Development, Germany		
		Associate expert: Enterprise and institutions (B412)			■	■	■				Federal Ministry for Economic Cooperation and Development, Germany		
		Associate expert: Trade facilitation and policy for business (B393)		■							Department for External Economic Relations (Finland)		
		Associate expert: Trade facilitation and policy for business (B699)		■							Federal Ministry for Economic Cooperation and Development, Germany		

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