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# REPORT TO THE CONSULTATIVE COMMITTEE OF THE ITC TRUST FUND

(1 JANUARY – 30 JUNE 2019)

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**ITC mission:**

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

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CONSULTATIVE COMMITTEE  
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## Executive Summary

ITC is pleased to submit to the Consultative Committee of the ITC Trust Fund (CCITF) mid-year report on its budgets, delivery and performance, covering the period of 1 January to 30 June 2019.

This report focuses on the analysis of ITC's extrabudgetary resources, providing a detailed description of the source of funds, their status and use. It also presents an update on regular budget and programme support resources and gives an account of ITC's mid-year performance against the targets set in the Operational Plan 2019.

At mid-year, ITC had received \$37 million of cash contributions from extrabudgetary funders, signed \$49 million worth of new grant agreements for contributions in 2019 and beyond, and delivered almost \$41 million of extrabudgetary technical assistance. Compared with June 2018, this constitutes a 50% increase in XB delivery. The organization is on track to over-achieve the 2019 financial delivery target of \$75 million.

In the first six months of 2019, ITC engaged with over six thousand entrepreneurs and MSMEs, to help them improve their business operations or transact international business. In over 100 cases, TISIs with whom ITC had worked reported improved performance, while policymakers had introduced or improved over 20 trade-related policies, strategies or regulations, enriching them with inputs from the business sector.

Judging by the development results forecasts provided by project teams, ITC anticipates these outcome results to triple by the year-end, when the large majority of projects will perform annual outcome assessments.

Regarding ITC's efficiency and effectiveness initiatives, a major focus in the first half of 2019 was on employee capacity building, including for ITC's growing number of field staff. ITC has also achieved its objective of becoming CO2 neutral.

This report provides a wealth of information in its self-explanatory tables. It gives an overview of the organization's financial performance by region – including our performance in priority countries' groups - and by focus area. Our three-tiered scorecard offers a quantitative view of achievement against targets, while the chapters on programmatic and operational milestones provide qualitative information on our progress against the 2019 milestones, which are based on the longer-term objectives of ITC's strategic plan.

Finally, this report responds to our stakeholder's request to be more visibly aligned with the structure of our Operational Plan. We hope you will enjoy reading it.



Arancha Gonzalez  
Executive Director

## 1. Source and use of ITC funds

Two sources of funding enable ITC's work: the regular budget (RB) and extrabudgetary funding (XB), which includes programme support costs (PSC).

The United Nations and the World Trade Organization (WTO) fund ITC's **regular budget** equally. The RB supports ITC's mandate and objective; it is based on the approved strategic results framework for the biennium and is approved by the UN General Assembly and the WTO General Council. The year 2019 is the second year of the current biennium 2018-2019.

ITC's **extrabudgetary funds (XB)** are voluntary contributions to the ITC Trust Fund (ITF). This includes two categories of funds known as windows. Window I (W1) consists of unearmarked and soft-earmarked contributions from funders, while Window II (W2) consists of earmarked bilateral contributions for specific projects and programmes, for Junior Professional Officers (JPOs) and secondees, as well as a small amount of revenue from the sale of products and services. Contributions made to ITC in the first half of 2019 and in 2018, by funder, are shown in Table 1 below.

- **Window I** funds are allocated by ITC's Senior Management Committee (SMC) during the preparation of the annual Operational Plan and throughout the year. When deciding on W1 allocations, SMC takes into account the overall purpose of W1 funds: to support expenditures contributing to 'preparing the future' of ITC and to finance initiatives which are critical to ITC's corporate interests and performance in pursuit of 'good trade', in line with ITC's Strategic Plan. SMC also considers the following criteria:
  1. Client needs / priorities;
  2. Synergies and balance with Window II components of the overall work programme;
  3. Performance in the execution of the work programme;
  4. Funder preferences;
  5. Actual and expected funder contributions;
  6. Invest in innovation.

Within the framework of grant agreements with funders, budgets may be adjusted in the course of the year to reflect changes in the operating environment.

- **Window II** allocations follow the budget earmarking specified in W2 grant agreements. These grant agreements have in common that ITC's use of the funds is more narrowly specified than in the case of W1 funds. All projects must fall within the scope of ITC's Strategic Framework.

**Programme support cost** is earned via a fixed-percentage charge on all extrabudgetary expenditures.

## 1.1 Voluntary contributions to the ITC Trust Fund

Table 1 reflects the source and amount of voluntary contributions to the ITC Trust Fund in the first half of 2019, in comparison with funding received from January to December 2018. The amounts shown may include funding designated for years beyond 2019, as per individual grant agreement.

**Table 1: XB funding received from 1 Jan to 31 Dec 2018 and from 1 Jan to 30 Jun 2019, in \$ thousand**

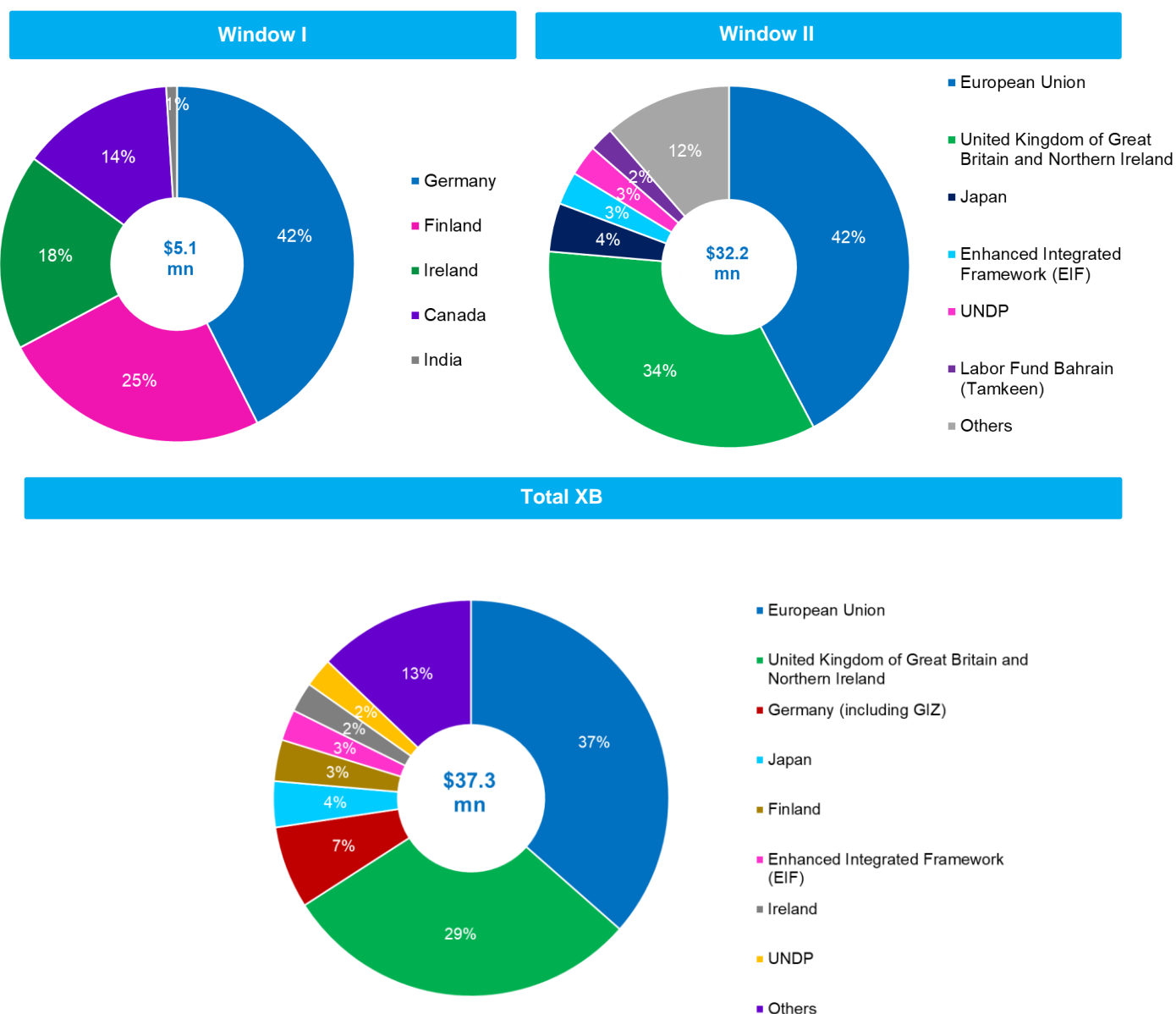
Funders	Jan - Dec 2018 (\$ '000)			Jan - Jun 2019 (\$ '000)		
	Window I	Window II	Total	Window I	Window II	Total
<b>Governments and national development agencies</b>	<b>18,151</b>	<b>28,850</b>	<b>47,002</b>	<b>5,099</b>	<b>14,181</b>	<b>19,281</b>
Agence Française de Développement	-	972	972	-	478	478
Belgium	2,275	-	2,275	-	-	-
Canada	741	-	741	711	-	711
China (including China Scholarship Council)	100	1,478	1,578	-	-	-
Denmark	4,713	-	4,713	-	-	-
Expertise France	-	932	932	-	-	-
Ethiopia	-	-	-	-	22	22
Finland	1,535	69	1,604	1,260	-	1,260
Germany (including GIZ)	2,396	3,012	5,408	2,169	337	2,506
Iceland	200	-	200	-	-	-
India	50	-	50	50	-	50
Ireland	943	-	943	910	-	910
Japan	-	1,050	1,050	-	1,396	1,396
Netherlands (including CBI)	-	2,832	2,832	-	-	-
Norway	1,079	-	1,079	-	-	-
Saint Vincent and the Grenadines	-	68	68	-	-	-
Sweden	4,118	2,271	6,389	-	-	-
Switzerland	-	3,884	3,884	-	445	445
Switzerland/EIF	-	636	636	-	-	-
United Kingdom of Great Britain and Northern Ireland (the)	-	9,526	9,526	-	10,980	10,980
USAID	-	2,119	2,119	-	524	524
<b>Business support organizations</b>	<b>-</b>	<b>1,339</b>	<b>1,339</b>	<b>-</b>	<b>917</b>	<b>917</b>
Caribbean Export Development Agency	-	14	14	-	-	-
China Council for the Promotion of International Trade (CCPIT)	-	-	-	-	15	15
Enterprise Greece	-	-	-	-	22	22
Europe-Africa-Caribbean-Pacific Liaison Committee (COLEACP)	-	36	36	-	-	-
European Feed Manufacturers' Federation (FEFAC)	-	6	6	-	6	6
Fundación Internacional y para Iberoamérica de Administración y Políticas Públicas (FIIAPP)	-	18	18	-	-	-
Labor Fund Bahrain (Tamkeen)	-	-	-	-	700	700
Procomer	-	25	25	-	-	-
ITHRAA - Sultanate of Oman	-	37	37	-	-	-
Qatar Development Bank	-	1,000	1,000	-	-	-
Saint Lucia Trade Export Promotion Agency (TEPA)	-	166	166	-	115	115
Sustainable Agriculture Initiative (SAI Platform)	-	24	24	-	45	45
TradeMalta	-	12	12	-	14	14
<b>International organizations including financial institutions, partnerships and funds, regional organisations, UN system and related</b>	<b>-</b>	<b>40,522</b>	<b>40,522</b>	<b>-</b>	<b>16,255</b>	<b>16,255</b>
African Guarantee Fund (AGF)	-	150	150	-	-	-
Caribbean Development Bank	-	-	-	-	156	156
COMESA	-	766	766	-	-	-
Enhanced Integrated Framework (EIF)	-	140	140	-	948	948
European Union	-	36,965	36,965	-	13,605	13,605
Food and Agriculture Organization of the United Nations (FAO)	-	216	216	-	-	-
ILO	-	13	13	-	45	45
International Islamic Trade Finance Corporation (ITFC)	-	-	-	-	350	350
IOM	-	266	266	-	-	-
One UN Fund	-	625	625	-	885	885
UEMOA	-	640	640	-	69	69
UMOCIR Mali	-	80	80	-	-	-
UNCTAD	-	188	188	-	-	-
UNDP	-	27	27	-	-	-
World Bank	-	-	-	-	197	197
WTO-STDF	-	445	445	-	-	-
<b>Revolving funds</b>	<b>-</b>	<b>432</b>	<b>432</b>	<b>-</b>	<b>226</b>	<b>226</b>



Table 1 (continued)

Funders	Jan - Dec 2018 (\$ '000)			Jan - Jun 2019 (\$ '000)		
	Window I	Window II	Total	Window I	Window II	Total
Academia, training and research institutions, nonprofit organizations and businesses	-	1,275	1,275	-	615	615
Citibank	-	47	47	-	-	-
Coop Genossenschaft / Chocolats Halba / Sunray	-	83	83	-	362	362
DHL	-	73	73	-	-	-
DMI Associates	-	31	31	-	-	-
Huawei Technologies	-	90	90	-	-	-
Max Havelaar Foundation	-	52	52	-	-	-
National Graduate Institute for Policy Studies (GRIPS)	-	165	165	-	160	160
Norwegian Refugee Council	-	307	307	-	-	-
Swisscontact	-	22	22	-	18	18
The Mo Ibrahim Foundation	-	114	114	-	76	76
The UPS Foundation	-	276	276	-	-	-
World Wildlife Fund (WWF)	-	15	15	-	-	-
<b>Total XB funding received</b>	<b>18,151</b>	<b>72,417</b>	<b>90,568</b>	<b>5,099</b>	<b>32,195</b>	<b>37,294</b>

Figure 1: Funder contributions to Window I and Window II of the ITC Trust Fund as of 30 June 2019



## 2. Delivery of technical assistance in 2019

### 2.1 Budget overview

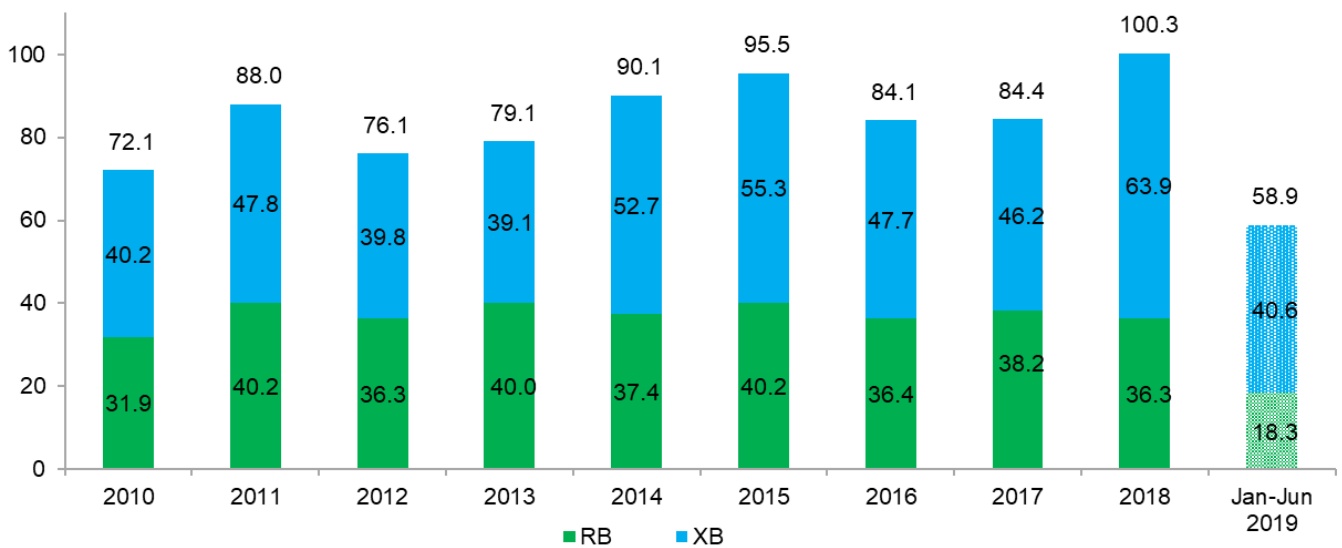
ITC's overall budget for 2019 as per ITC's Operational Plan 2019 (OP budget) amounts to \$112 million, with an RB of \$37 million. For gross XB delivery, which includes PSC charges, the planned delivery is \$75 million.

At the end of June 2019, actual delivery of XB stood at 54% and RB delivery stood at 50% of the planned 2019 budget.

**Table 2: ITC OP budget, RB and XB delivery for the period Jan - Jun 2019, \$ million**

	Budget	OP Budget	Delivery	% spent
Extrabudgetary funds		75.0	40.6	54%
Regular Budget		37.0	18.3	50%
<b>Total</b>		<b>112.0</b>	<b>59.0</b>	<b>53%</b>

**Figure 2: ITC delivery pattern from 2009 to June 2019, by source of funds, \$ million**



### 2.1.1 Regular budget

ITC's regular budget (RB), with a total delivery of \$18.3 million by mid-year, has supported ITC's work in the six focus areas and ensured alignment with country needs. The 'Alignment with country needs' area consists of RB spent on staff working in the Regional Offices of the Division of Country Programmes and a proportionate part of the management and support cost.

**Table 3: RB delivery by focus area, for the period Jan – Jun 2019, \$ million**

Focus area	OP budget	Delivery
1 Providing Trade and Market Intelligence	5.9	2.9
2 Building a Conducive Business Environment	5.2	2.6
3 Strengthening Trade and Investment Support Institutions	3.5	1.7
4 Connecting to International Value Chains	7.2	3.6
5 Promoting and Mainstreaming Inclusive and Green Trade	6.8	3.4
6 Supporting Regional Economic Integration and South-South Links	2.3	1.1
Alignment with country needs	6.1	3.0
<b>Total</b>	<b>37.0</b>	<b>18.3</b>

**Table 4: RB delivery by cost category for the period Jan – Jun 2019, \$ million**

Categories	Delivery
Staff and Other Personnel Costs	14.4
Operating and Other Direct Costs	2.8
Contractual Services	0.5
Equipment Vehicles and Furniture	0.4
Travel	0.2
Supplies Commodities and Materials*	0.0
<b>Total</b>	<b>18.3</b>

\*Supplies, commodities and materials amount to \$46 thousands

**Table 5: Biennial RB delivery overview 2010-2019, \$ million**

Item	2010-11	2012-13	2014-15	2016-17	2018-H1 2019
Appropriations for a biennium*	73.0	79.9	78.2	73.6	75.1
Delivery	72.1	76.3	77.5	74.6	54.7
<b>% spent</b>	<b>99%</b>	<b>95%</b>	<b>99%</b>	<b>101%</b>	<b>73%</b>

\*The fluctuations between the initial GA budget approval and the final appropriation amount for the biennium are attributable to three parameters: recosting, resource changes imposed by the UN or WTO budget review bodies and the exchange rate used to convert the CHF figure to USD.

### 2.1.2 Programme Support Costs

Programme Support Cost (PSC) is a charge on voluntary contributions that is collected as a percentage of direct costs (project expenditures). PSC is charged to recover incremental indirect costs. These consist of additional costs incurred when supporting the delivery of XB-funded activities, e.g. the central administration of human, financial, physical and ICT resources, staffing, facilities, equipment, legal liabilities and implementation of UN-wide/corporate initiatives such as Umoja, IPSAS, Global Service Delivery Model (GSDM). The recovery and use of PSC resources are of central importance to the financing and organization of efficient and effective programme support services.

At mid-year 2019, 41% of the PSC budget had been used.

**Table 6: PSC budget and delivery by focus area, for the period Jan - Jun 2019, \$ million**

Focus area	OP budget	Delivery
1 Providing Trade and Market Intelligence	0.5	0.2
2 Building a Conducive Business Environment	0.7	0.3
3 Strengthening Trade and Investment Support Institutions	0.4	0.2
4 Connecting to International Value Chains	1.2	0.5
5 Promoting and Mainstreaming Inclusive and Green Trade	1.4	0.6
6 Supporting Regional Economic Integration and South-South Links	0.5	0.2
Alignment with country needs	0.3	0.1
<b>Total</b>	<b>5.1</b>	<b>2.1</b>

**Table 7: PSC delivery by cost category, for the period Jan - Jun 2019, \$ million**

Categories	Spent	%
Staff and Other Personnel Costs	2.0	94%
Operating and Other Direct Costs	0.1	5%
Contractual Services*	0.0	0%
<b>Total</b>	<b>2.1</b>	<b>100%</b>

\*Contractual services expenditure amounts to \$9 thousands.

### 2.1.3 Extrabudgetary funds

Extrabudgetary funds (XB) are mobilized through the ITC Trust Fund (ITF). ITC works with XB in accordance with United Nations Rules and Regulations. The volume of XB depends on agreements reached with funders on an ongoing basis, with project budgets usually covering several years.

**Table 8: XB budget and delivery, for the period Jan - Jun 2019, \$ million**

Window	OP budget	Delivery	% spent
Window I	14.2	6.2	43%
Window II	60.8	34.4	57%
<b>Total XB</b>	<b>75.0</b>	<b>40.6</b>	<b>54%</b>

**Table 9: XB delivery by cost category for the period Jan - Jun 2019, \$ million**

Categories	XB	%
Technical Experts and Other Personnel	25.1	62%
Travel	4.2	10%
Operating and Other Direct Costs	5.7	14%
Contractual Services	1.7	4%
Transfers and Grants Issued to Implementing Partners	3.3	8%
Equipment Vehicles and Furniture	0.5	1%
Supplies Commodities and Materials*	0.0	0%
<b>Total</b>	<b>40.6</b>	<b>100%</b>

\* Supplies, Commodities and materials amount to \$37 thousand.

## 2.1.4 ITC cash position

Table 10 shows the ITC's cash position at the end of the first half of 2019. The contributions received in 2019 include funding for multi-year projects.

**Table 10: ITC cash position for the period Jan - Jun 2019, in \$ thousand**

	W1	W2	Total XB
Balance as at 1 January 2019 <sup>(1)</sup>	8,306	49,323	57,628
Add: Contributions received	5,099	29,894	34,993
Funds from international organizations <sup>(2)</sup>	-	2,075	2,075
Contributions from services rendered <sup>(3)</sup>	-	226	226
Sub-total contributions <sup>(4)</sup>	5,099	32,195	37,294
Less: Expenditures	5,446	31,526	36,972
Programme Support Costs	708	2,919	3,627
Sub-total expenditure	6,154	34,445	40,599
Refund to donors	-	(17)	(17)
Transfers to/(from) other funds	-	-	-
Balance available	7,251	47,056	54,307
Add: Operating reserves			8,051
<b>Total available balance as of 30 June 2019</b>			<b>62,358</b>

1) The opening balance stated here is lower than the closing balance shown in the CCITF report 2018 (57,628 vs 57,917 at Dec 2018 CCITF report). This is due to refunds to funders.

2) EIF, One UN and other international organizations

3) Contributions from sales of publications and statistical tools and licenses

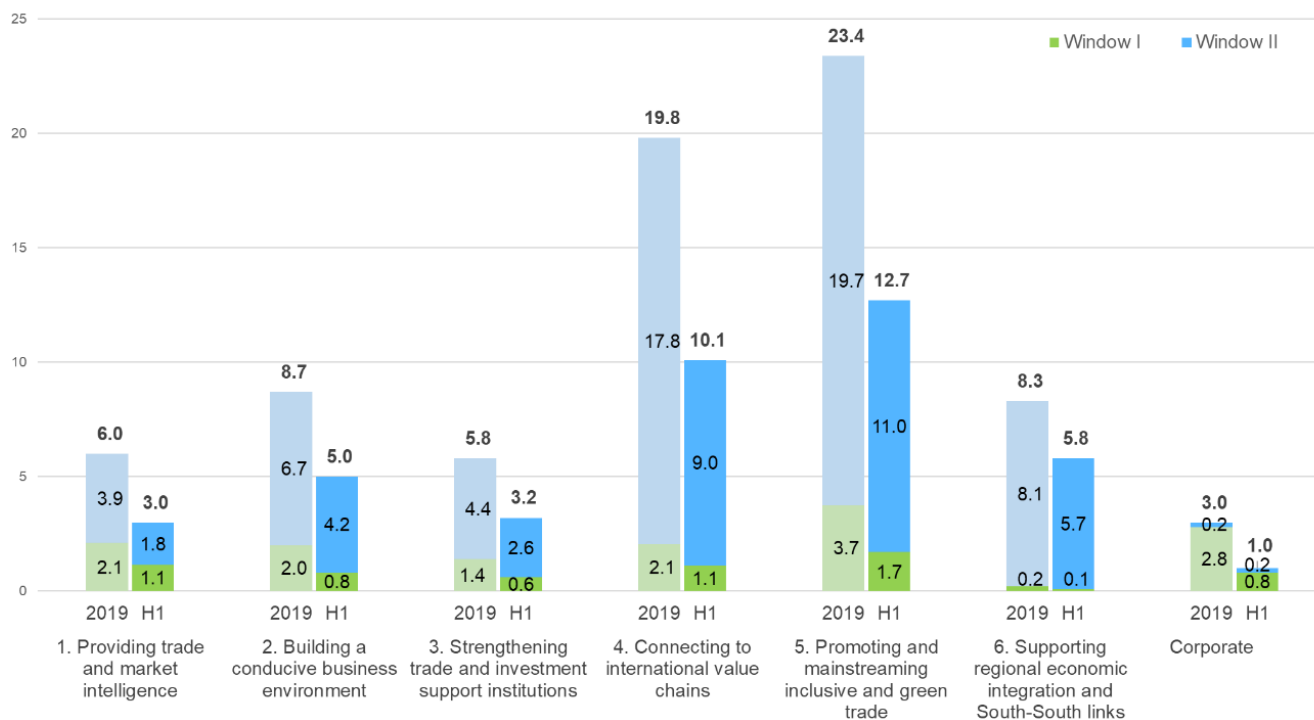
4) Excludes interest and transfers to operating reserves.

## 2.2 Extrabudgetary delivery by focus area and programme

In the Operational Plan 2019, the XB budget was set at \$75 million, which represents an increase of more than 17 per cent compared to the 2018 XB delivery. Mid-year 2019, XB delivery stood at \$40.6 million - 54% of the planned.

The 2019 mid-year XB delivery was above 50% for all six ITC's focus areas.

Figure 3: XB plan vs. delivery by focus area and Window, for the period Jan - Jun 2019, \$ million, incl. PSC



The 'Corporate' category of W1 funds initially includes the Business development fund (BDF), allocations for IT efficiency projects, results-based management, visibility and partnerships. Once BDF funds are assigned to specific projects, their delivery is reported under the respective project focus area. The individual projects funded by the BDF are listed in Annex I. The W2 Corporate OP target and delivery include associate experts from Mo Ibrahim foundation and China Scholarship Council.

Window I delivery in the first half of the year of 2019 stood at \$6.2 million, or 43% against plan, with small variations across focus areas, not posing any significant risk for this year's performance.

Window II delivery in the first half of the year of 2019 stood at \$34.4 million, or a satisfactory 57%. ITC's Focus area 1 is showing a slightly lower delivery of 47%, mainly due to the late receipt of funding and consequent delay of planned activities. The highest W2 delivery, 70% against the planned budget, is in Focus area 6. This is mainly due to high delivery under the large projects Supporting Indian Trade and Investment for Africa (SITA) and Partnership for Investment and Growth in Africa (PIGA).

**Table 11: XB-funded technical assistance delivery in Jan-Jun 2019 by programme, \$ million**

Focus area and programme	OP budget 2019	Jan-Jun 2019	% delivered
<b>1. Providing trade and market intelligence</b>	<b>6.0</b>	<b>3.0</b>	<b>50%</b>
1.1 Transparency in Trade	3.7	1.9	51%
1.2 Non-Tariff Measures in Goods and Services	1.5	0.8	53%
1.3 Competitive Intelligence	0.7	0.2	29%
<b>2. Building a conducive business environment</b>	<b>8.7</b>	<b>5.0</b>	<b>58%</b>
2.1 Trade Development Strategies	3.2	1.5	47%
2.2 Trade Facilitation	3.6	2.1	58%
2.3 Supporting Trade Negotiations and Policy Reform	1.9	1.5	79%
<b>3. Strengthening trade and investment support institutions</b>	<b>5.8</b>	<b>3.2</b>	<b>53%</b>
3.1 Strengthening Trade and Investment Support Institutions	5.8	3.2	55%
<b>4. Connecting to international value chains</b>	<b>19.8</b>	<b>10.1</b>	<b>51%</b>
4.1 Value Added to Trade	18.1	9.2	51%
4.2 E-Solutions: Linking Businesses to Markets	1.7	0.9	53%
<b>5. Promoting and mainstreaming inclusive and green trade</b>	<b>23.4</b>	<b>12.7</b>	<b>54%</b>
5.1 Empowering Women to Trade	6.8	5.0	74%
5.2 Empowering Poor Communities to Trade	7.7	3.4	44%
5.3 Youth and Trade	5.7	2.5	44%
5.4 Trade for Sustainable Development	3.2	1.7	53%
<b>6. Supporting regional economic integration and South-South links</b>	<b>8.3</b>	<b>5.8</b>	<b>70%</b>
6.1 Boosting Regional Trade	2.1	0.9	43%
6.2 South-South Trade and Investment	6.2	4.9	79%
<b>Corporate</b>	<b>3.0</b>	<b>0.9</b>	<b>31%</b>
7.1 Corporate	3.0	0.9	30%
<b>Total</b>	<b>75.0</b>	<b>40.6</b>	<b>54%</b>

## 2.3 Extrabudgetary delivery by region, country outreach and project design

ITC implements projects in five geographic regions as well as ‘Global projects’, which deliver globally accessible public goods and corporate projects that boost innovation, efficiency and effectiveness across ITC’s portfolio. The following table shows the mid-year delivery status against the planned 2019 budget, by region.

**Table 12: Operational plan and delivery by XB funding source and region, for Jan - Jun 2019, \$ million**

Region	OP W1	Delivery W1	% W1	OP W2	Delivery W2	% W2	Total OP budget	Total Delivery	% Total
Sub-Saharan Africa	1.9	1.2	60%	29.3	16.9	58%	31.3	18.1	58%
Asia-Pacific	1.1	0.5	51%	12.8	7.3	57%	13.9	7.9	57%
Arab States*	-	0.0	-	4.8	2.4	50%	4.8	2.4	50%
Eastern Europe Central Asia**	0.0	0.0	126%	5.1	2.8	56%	5.1	2.9	56%
Latin America and the Caribbean	0.4	0.3	78%	3.1	1.1	37%	3.4	1.4	41%
Global	10.8	4.1	38%	5.8	3.8	66%	16.6	7.9	48%
<b>Total</b>	<b>14.2</b>	<b>6.2</b>	<b>43%</b>	<b>60.8</b>	<b>34.4</b>	<b>48%</b>	<b>75.0</b>	<b>40.5</b>	<b>54%</b>

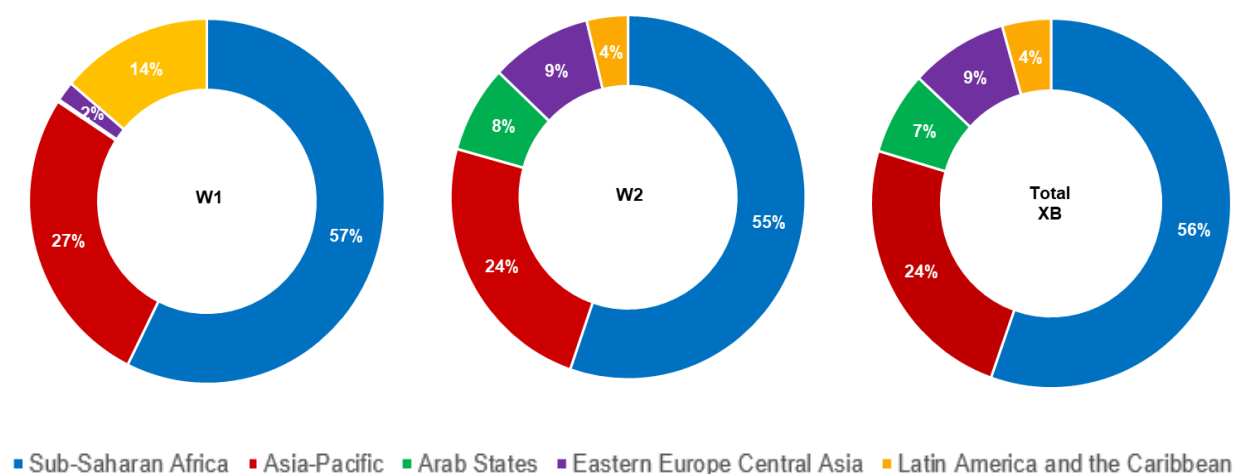
\* The Window I initial allocation was zero and delivery for business development is \$4k.

\*\*The Window I initial allocation was \$29k and delivery is \$36k.

The ratio of global versus regional and country-specific XB 2019 mid-year delivery was 20% to 80%. Two regions – Sub-Saharan Africa and Asia-Pacific- accounted for 64% of region-specific delivery. In Africa, large projects were implemented in Guinea, The Gambia, Ghana, Kenya, Uganda, Rwanda and United Republic of Tanzania. In Asia-Pacific, large initiatives took place in Sri Lanka, Afghanistan, Myanmar, Bangladesh and Bhutan.

Figure 5 provides an overview of the region specific XB delivery in Jan-Jun 2019 by funding source and for the total XB delivery.

**Figure 4: XB, W1 and W2 region-specific delivery (excluding global projects), for Jan - Jun 2019**



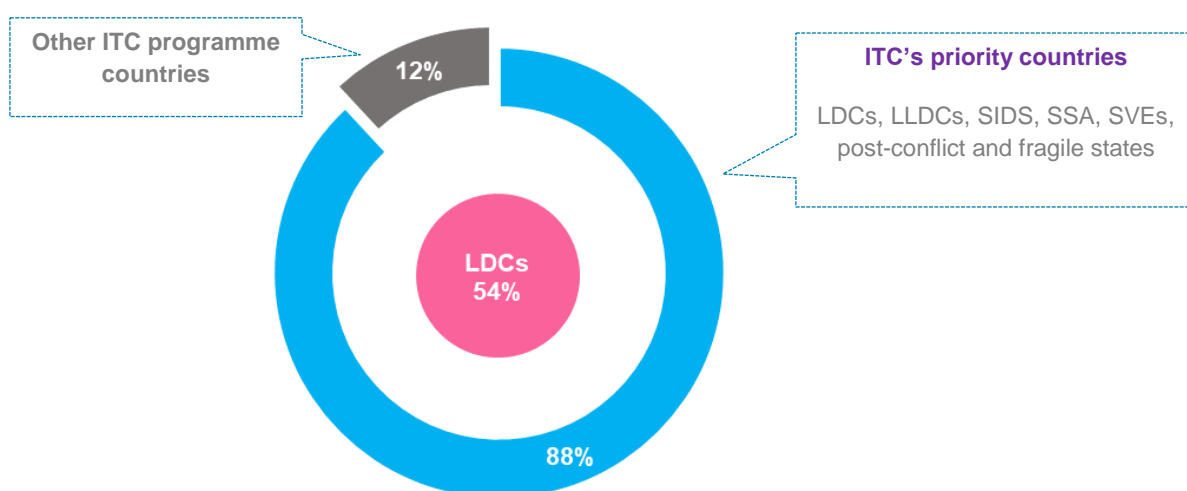


ITC's priority countries are: least developed countries (LDCs), landlocked developing countries (LLDCs), small island developing states (SIDS), sub-Saharan African countries (SSA), small, vulnerable economies (SVEs) and post-conflict and fragile states<sup>1</sup>.

In the first half of 2019, 88% of country-specific technical assistance was provided to ITC's priority countries, and 54% was delivered to LDCs.

Within the 2019 planning cycle, ITC has fully revised and aligned its programme country list with the new harmonized UNSDG programme country lists<sup>2</sup> and updated the lists of priority countries based on developments in the category 'post conflict and fragile states'.

**Figure 5: XB delivery by priority countries for the period Jan - Jun 2019**



<sup>1</sup> Within the 2019 planning cycle, ITC has fully revised and aligned its programme country list with the new harmonized UNSDG programme country lists and UN Data Cube. ITC also updated the lists of priority country groups as per: UN Statistics Division for SSA; UN OHRLLS for LDCs, LLDCs, SIDS. For SVEs and post-conflict countries there is no definite list. ITC defines 19 SIDS countries as SVEs, as per the WTO 'negotiating group'; and defines post-conflict countries as per locations for UN Peacekeeping operations (excl. Egypt, India, Morocco); UN Political Missions (excl. Georgia) and countries eligible for the UN Peacebuilding Fund (excl. the Philippines). The exclusions are based on the rationale that in those mentioned countries, the conflicts are very localised and ITC does not work in those affected locations.

<sup>2</sup> In line with the UN definition, Oman, Qatar, Republic of Korea, the Russian Federation are no longer counted as programme countries.

### 3. ITC's Corporate Scorecard half-year 2019 performance

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 domestic MSMEs.

In its [Strategic Plan 2018-2021](#), ITC has set targets in the form of 'key deliverables', reflecting how the organization intends to meet its goals. In each annual [Operational Plan](#), these targets are broken down further, both in form of targets for the ITC's Corporate Scorecard, and in form of annual operational qualitative milestones for the key deliverables.

The Corporate Scorecard translates ITC's strategic objectives into a coherent set of performance measures, considering development impact (Tier 1), ITC's corporate outcomes and outputs (Tier 2), and key performance indicators for ITC's operations (Tier 3). The following sections present the results achieved for Tier 2 indicators and some Tier 3 indicators in the first half of 2019.

For Tier 1, which represents the development context, ITC's results framework aims to track the organization's contribution to the 2030 Agenda for Sustainable Development with its Sustainable Development Goals (SDGs). The 2030 Agenda explicitly identifies international trade as 'an engine for inclusive economic growth, job creation and poverty reduction', and as 'contributing to the promotion of sustainable development'. The private sector is recognized as a major driver of productivity, inclusive economic growth and job creation.

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

ITC contributes to the 2030 Agenda for Sustainable Development with a focus on 10 global goals, with 36 connected SDG targets. Each ITC project identifies linkages to specific SDG targets at the project impact level in the project logframe. The corporate reporting requirement asks project managers to report *annually*, in a narrative with supporting data, on the project's contribution to the selected SDG targets.

ITC also contributes to the global effort to track the progress on achieving the SDGs. Together with WTO and UNCTAD, ITC is the custodian agency for the targets 10.a, 17.10, 17.11 and 17.12<sup>3</sup>.

**ITC will report to the CCITF through impact narratives on the contributions made to the SDGs in the full-year 2019 CCITF report.**

In the figures below, ITC reports on its linkages from projects to SDG targets and the corresponding financial delivery towards SDG goals.

Figure 6: ITC delivery distribution by SDG for January – June 2019, in percentages



<sup>3</sup> See [Annex III](#) for details on ITC's direct contribution to SDG monitoring.

Figure 7: Frequency of ITC project linkages to SDG goals and targets in January – June 2019



## 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. In the UN Strategic Framework for the biennium 2018-2019, Programme 10, Subprogramme 6, refers to the outcomes as 'expected accomplishments'. The 2018-2019 development results targets were established during the 2017 UN planning process and are split evenly across the two years of the biennium. They were based on certain budgetary assumptions and on projections of the future composition of the project portfolio, with the understanding that these factors may change over the course of the biennium. For the OP 2019, all targets were re-calibrated upwards in view of an increase in ITC's XB budget. Annex II provides detailed information about ITC's results framework.

Table 13 shows the 2019 targets and mid-year actuals for each of the indicators.

*Corporate outcome indicators*

**Table 13: Corporate outcome indicators and progress for the period Jan - Jun 2019**

Corporate outcomes	Outcome indicators	Annual targets 2019	Actuals, as of 30 June 2019	% achieved
<b>(A) Strengthened integration of the business sector into the global economy</b>	(A1) Number of male and female beneficiaries reporting greater awareness of international trade as a result of ITC support	300,000	20,865	7%
	(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	80	23	29%
<b>(B) Improved performance of trade and investment support institutions for the benefit of enterprises</b>	(B1) Number of institutions reporting improved operational and managerial performance as a result of ITC support	400	101	25%
<b>(C) Improved international competitiveness of enterprises</b>	(C1) Number of enterprises having made changes to their business operations for increased international competitiveness as a result of ITC support	15,000	5,137	34%
	(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%	35% (equiv. 1,782)	Not met
	(C3) Number of enterprises having transacted international business as a result of ITC support	5,000	876	18%
	(C4) Percentile share of enterprises that are owned, operated and controlled by women having transacted international business as a result of ITC support	50%	72% (equiv. 628)	Met

Source: ITC's New Project Portal, as of Aug 19, 2019

The reported actuals reflect the usual pattern at mid-year point. Many of the indicators are underreported, as the majority of ongoing projects collect data through annual outcome assessments (e.g. the annual ITC tools user survey).

ITC's output categories and indicators follow the standardized UN output categories. An overview of 2019 output targets and results is provided in Table 14 below.

**Table 14: Corporate output indicators and progress for the period Jan - Jun 2019**

Output categories	Corporate outputs and indicators	Annual targets 2019	Actuals as of 30 June 2019	% achieved
<b>Servicing of intergovernmental and expert bodies</b>	Substantive servicing of meetings: <sup>4</sup>			
	• Joint Advisory Group (annual)	2	0	0%
	• Consultative Committee of the ITC Trust Fund (every six months)	2	1	50%
	Parliamentary documentation:			
	• Annual report on the activities of ITC and annexes	1	1	100%
	• Reports of the Joint Advisory Group	1	0	0%
	• Reports of the Consultative Committee of the ITC Trust Fund	2	1	50%
<b>Other substantive activities</b>	Publications produced or substantially updated			
	• Magazine issues	4	1	25%
	• Books	7	2	29%
	• Technical Papers	26	6	23%
	Newsletters produced	10	9	90%
	Technical materials, including web-based tools, produced or substantially updated	10	7	70%
	Special events held	3	0	0%
	• World Export Development Forum			
	• SheTrades Global			
	• Forum on Trade for Sustainable Development			
<b>Technical cooperation</b>	Advisory services provided	1,500	585	39%
	Training courses conducted	800	480	60%
	Participants trained	25,000	14,417	58%
	<i>of which, female training participants</i>	45%	60%	Met

Output delivery is well on track for the categories: 'Servicing of intergovernmental and expert bodies' and 'Technical cooperation outputs'. The Joint Advisory Group meeting was held on 2 July 2019.

In the category 'other substantive activities', which includes publications and events, the most significant publication launch in first half of the year was the flagship [2019 SME Competitiveness Outlook](#). Other publications, and all special events are planned for the second half of the year.

[SheTrades Global](#) will be held in conjunction with the [World Export Development Forum](#) in Addis Ababa, Ethiopia, from 18-22 November 2019. The [Forum on Trade for Sustainable Development](#) will be held from 7-9 October in Geneva.

<sup>4</sup> This indicator counts sessions of three hours as one meeting as per UN planning requirements.

### 3.3 Window I contribution to ITC's corporate results

Window I funding is considered 'core' funding. Funders define its use at the level of ITC's mandate ('unearmarked') or soft-earmark their contributions to focus areas or programmatic areas of work. This enables ITC to respond in the most flexible manner to client needs and development environments.

Immediate results (outputs) generated by Window I funding maintain ITC's capacity to develop and provide solutions for common obstacles to international trade, across all six focus areas, contributing to outcome and impact level results.

Examples of results achieved with Window I funding in the first half of 2019 are:

Over 30 institutional beneficiaries of ITC's I 4 IMPACT (AIM) initiative have confirmed improvements in their management or operations. The targeted approach through institutional assessment, coaching, PIRMs (Process Improvement Roadmaps) and benchmarking was delivered to trade support institutions in the Caribbean, Zimbabwe, Senegal, Botswana and Nigeria, among others.

The T4SD Hubs represent an integrated offering of ITC expertise related to sustainable trade, which was developed over the last decade. The Hubs are created to address the knowledge and skills gaps of enterprises on sustainability issues, such as the application of voluntary sustainability standards (VSS), or climate resilient and resource efficient practices. The Hubs also aim to improve MSME's access to green finance and to strengthen or create business linkages towards international markets. In 2019, the project formally established T4SD Hubs in Ghana, Kenya, Peru and Viet Nam, with Hubs in Nepal and Lao PDR currently being set up. The Hubs are hosted within ITC partner institutions (TISIs) and ITC supports the development of their service capacities. Piloting of coaching programmes for MSMEs starts in Q3 2019, with initial results expected in 2020. As of now, ITC has already shortlisted around 70 MSMEs as candidates for coaching programmes in the four countries of implementation.

Through the investment of W1 Business Development Funds as of June 2019, ITC has secured over \$11 million of funding for multi-year projects in Sub-Saharan Africa and Asia and Pacific.

ITC remains committed to further increase the visibility of results achieved by Window I funding, and its funders.

### 3.4 Tier 3: Efficiency and effectiveness

Tier 3 of the corporate scorecard measures organizational performance in areas that are critical for effectiveness and efficiency.

**Table 15: Efficiency and effectiveness key performance indicators and progress for the period Jan-Jun 2019**

Tier 3: Efficiency and effectiveness			
General management		2019 Target	Jan – Jun 2019 Actuals
<b>Budget</b>	Regular budget (RB)	\$37 mn	\$18 mn
	Extrabudgetary budget (XB)	\$75 mn	\$41 mn
<b>Oversight and compliance</b>	Unqualified financial statements	Target: achieved	achieved
	Percentage of open audit recommendations closed by the Board of Auditors in 2019 ( <i>target: 7 out of 17</i> )	40%	47%
<b>Carbon footprint</b>	Achieve a climate-neutral ITC	Target: achieved	End-year monitoring
<b>Operational management</b>	Advanced travel arrangements (16-day rule) compliance rate, in %	50%	40%
Results-based management and risk management			
<b>Client satisfaction</b>	Percentage of clients that rate ITC services positively	≥ 85%	End-year monitoring
<b>Focus on priority countries</b>	Percentage of country-specific extrabudgetary expenditures dedicated to LDCs, LLDCs, SIDS, sub-Saharan Africa, SVEs, and post conflict states	≥ 80%	88%
<b>Gender mainstreaming</b>	Percentage of UN-SWAP 2.0 indicators met or exceeded <sup>5</sup>	≥ 71%	End-year monitoring
<b>Risk management</b>	ITC annual report on risk management completed	1	End-year monitoring
Human resources management			
<b>Staff engagement</b>	Average overall rating provided in the annual staff satisfaction survey (out of 5)	≥ 3.3	End-year monitoring
<b>Diversity</b>	Percentage of women in professional and senior level positions	48%	45%
<b>Talent management</b>	More than 50% of the staff members to have used their established minimum 5 days per year for professional development	50%	End-year monitoring
	Average time to recruit fixed-term staff (in days)	110	85
	Average vacancy rate as percentage of all posts	5%	6%
Resource mobilization			
<b>Fundraising</b>	XB funds secured for the following year and beyond	\$150 mn	\$279 mn
	Total value of projects under development and in discussion with funders	\$150 mn	\$82 mn
Innovation			
<b>Innovation</b>	Number of innovation actions	15	End-year monitoring
Communications			
<b>Outreach</b>	Growth in ITC audience through participation in corporate events, info products, web sites, social media outreach (compared to baseline year = 2017)	28%	End-year monitoring
	# of registered accounts to ITC Market Analysis Tools	925,000	890,000

Source: ITC sections – KPI owners

<sup>5</sup> The UN-SWAP Reporting Framework was revised (now UN-SWAP 2.0). The number of indicators was increased from 15 to 17, and the requirements that need to be fulfilled, so that an indicator is rated as 'met', also were increased.

## 4. Strategic milestones for 2019: technical assistance

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

In its 2019 Operational Plan, ITC highlighted milestones to be reached during this year, on the way to achieving the key deliverables of the Strategic Plan. The narratives that follow outline milestone achievements for the first six months.

### Providing trade and market intelligence

#### Market Analysis Tools

##### *Release of the Global Trade Helpdesk Portal*

- A beta version of the portal was released in June 2019. The launch of the final version is planned at the next WTO Ministerial Conference in June 2020.

##### *Launch of the African Trade Observatory (ATO)*

- The ATO initiative was launched at the Africa Union Heads of States meeting in Niamey, Niger, on 7 July. A mock-up of the ATO Dashboard was developed for this occasion.

#### Non-tariff measures

##### *Three countries receive country-level recommendations to reduce NTM-related trade-cost*

- Business survey recommendations to reduce NTM-related trade costs were formulated for Pakistan and are being developed for Viet Nam and Niger.

##### *Pilot new NTM capacity building offer in five countries*

- A new offer on NTM capacity building has been developed and new training workshops on NTMs have been conducted in Viet Nam, Rwanda and Niger.

#### SME Competitiveness

##### *Launch SME Competitiveness Outlook 2019, focused on supporting SDGs through leveraging finance and MSME development*

- ITC successfully launched its flagship report, the “SME Competitiveness Outlook: Big Money for Small Business, Financing the Sustainable Development Goals”, on MSME Day, 27 June 2019, in multiple locations (Geneva, New York, Lyon, Mumbai, and Nairobi). 200 downloads were counted during just 3 days after the launch. "Big Money for Small Business", the topic of the flagship publication, was also established as the theme of the MSME Day 2019 at UN level.

Legend: **Green** = Completed; **Yellow** = In progress; **Red** = Not started



*Launch of sectoral Supplier Capacity Profiles to help connecting investors with MSMEs*

- The new profiles for specific countries are based on company-level information collected by ITC. The profiles contain performance-related data on themes like international certification, innovation capacity, ICT use and access to electricity and logistics services. They offer investors practical information on how investment in certain sectors can contribute to meeting the SDGs. ITC launched the "Invest in Ghana" profile on June 28, and used it in bilateral meetings organized by ITC between the Ghana Investment Promotion Centre and an impact investor in Geneva. In Q3 and Q4 2019, ITC plans launches of three additional profiles for Ukraine, Kenya and Zambia.

## **SME Trade Academy**

*Creation of 3 new Virtual Learning Spaces (VLSs) in SME Trade Academy portal*

- Three Virtual Learning Spaces (VLS) were created: one for "Youth & Trade-Accelerate" 2030, one for "SheTrades-Access!" and one for "T4SD-SLCP (Social and Labor Convergence Program)".

*Delivery of over 200 public online course sessions and growth of the SME Trade Academy user base by 20%*

- 126 sessions were delivered by end June 2019; the user base statistics will be assessed at year-end.

## **Conducive business environment**

### **Trade facilitation reforms**

*Support National trade facilitation committees in six countries to coordinate reforms and build collaboration platforms*

- ITC has built the capacity of National Trade Facilitation Committees in Niger, Mali, Burkina Faso, Tajikistan, Afghanistan, Jordan and Uzbekistan and has assisted them in:
  - Revising their legal framework (e.g. Mali)
  - Organizing regular public-private consultations (e.g. Tajikistan)
  - Developing TFA implementation roadmaps (e.g. Jordan, Burkina Faso)
  - Preparing countries' official notifications to WTO (e.g. Afghanistan)
  - Adopting recommendations towards the implementation of reforms (Niger)
  - Monitoring the implementation of selected articles of the TFA for multiple countries.

*Implement specific trade facilitation (TF) reforms in at least eight countries, in compliance with WTO Trade facilitation agreement and private sector needs*

- - Operationalization and launch of TF portal in Mali and Tajikistan
  - Establishment of TF portal in Afghanistan, and upcoming in Burkina Faso
  - Establishment of transparency mechanism compliant with Article 1.1 in Niger
  - Establishment of TF portal in Viet Nam and Sri Lanka.

## Investment facilitation

*Identification and root-cause analysis for key FDI investment barriers in four African countries and development of action plans for investment climate improvement with inputs from private sector*

- In Kenya, Mozambique and Zambia: currently in identification stage, which will be followed by development of proposals to address the identified problems in investment climate.
- In Bhutan, ITC drafted a regulatory framework roadmap for FDI, to address the issues in attracting FDI. Beneficiaries have validated the draft. The recommendations provided in the roadmap are under discussion in order to identify the next steps.

*Development of investment facilitation guides and profiles in at least three countries*

- Development of investment profiles initiated in Zambia for 5 sectors, in Bhutan for 2 sectors, and planned for a single sector in Sri Lanka. Development of tax compliance guides in inception phase for 4 African countries.

## Trade and investment development strategies

*Development of 24 national or sector trade investment strategies or roadmaps*

- At the end of June, 18 strategies were developed, as follows: Ukraine (5 sector and 4 trade support function strategies finalised and submitted to Government); Senegal (1 sector strategy launched); Tunisia (1 youth sector strategy finalised); Mongolia (1 national strategic roadmap finalised and submitted to Government); Algeria (1 national export strategy and 4 sector strategies finalised and submitted to Government) and Guinea (1 sector strategic roadmap finalised and submitted to Government). Strategies in Iran, Pakistan, Curaçao, Guinea, Mozambique, Lesotho and Myanmar are in process.

*Development of a creative industry sector strategy, leveraging the linkages between creative industries and other sectors in developing countries (tourism, ICTs)*

- Methodology is under design, to be piloted in second half of 2019 in Bhutan.

## Strengthening trade and investment support institutions

*Support to development and testing of a suite 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*

- ITC identified and shared the proposed menu of plug and play with TISI Advisory Board. Several solutions are under testing in Bahrain. Others likely to be developed and tested in Q3 and Q4 in Guinea, Zambia, Uganda and Sri Lanka. The plug and play solutions developed this year set out the types of guidance and materials that support the rapid establishment of governance and organizational 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*

- Developed for The Gambia and will be validated in Banjul in Q3 2019. Initiated for Bhutan.

*Launch updated guide for Foreign Trade Representatives and of an online training tool*

- Updated guide fully published in print and downloadable in three languages ([English](#), [French](#) and [Spanish](#)).
- Initiated online training for Foreign Trade Representatives.

## **Connecting to international value chains**

### **Value added to trade**

*Development of a pilot packaging services centre in partnership with the private sector*

- The negotiations are underway with a partner institution in The Gambia, to explore opportunities and identify a business organization to manage the centre for the next 10 years.

*Launch of the Quality for Trade online platform, offering guidance on specific quality requirements related to 5 products – market combinations*

- Design phase: initial technical and conceptual discussions have taken place.

### **Alliances for Action**

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

- Private sector investments in the Caribbean and Ghana.

### **E-commerce**

*Improving the capacities of MSMEs to prepare for and access international e-commerce opportunities by conducting a B2B e-commerce marketplaces survey and developing two new online solutions to help MSMEs list and price products online*

- Myanmar and Sri Lanka received ITC's support to improve their E-commerce legislation in targeted areas such as data protection, data privacy and consumer protection.
- Preliminary study on access conditions of major international B2B e-commerce market places undertaken. This study will be augmented with case studies on usage of B2B platforms by enterprises from other countries.
- The technical specifications for the online pricing solutions have been developed.

## Promoting and mainstreaming inclusive and green trade

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

- Guidelines under development with cross-sectional taskforce, to be completed by Q4.

### SheTrades

*Operationalization of new SheTrades chapters in at least five countries*

- SheTrades chapters operationalized in The Gambia and Zambia; new chapters in Senegal, Uganda, and Rwanda to be operationalized by end 2019.

*Development of an innovative tool, SheTrades Outlook, to help stakeholders assess, monitor and improve institutional ecosystem's support to women's participation in international trade*

- SheTrades Outlook conceptual framework and indicators finalized, pilot phase completed in five countries; roll-out started in 20 additional countries.

*Registration of an additional 50,000 women owned businesses (WBEs) on the SheTrades platform*

- SheTrades platform had 17,000 additional WBEs registered by mid-2019.

### Youth and Trade

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

- Strengthened incubators in The Gambia, Guinea, Afghanistan through staff training, enhancing their services portfolio or through advisory services.

### 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*

- Programme activities were expanded to Uganda, Côte d'Ivoire, Kenya, Eritrea, Tajikistan, Uzbekistan and Iran.

*Carrying out living wage assessments in 8 project countries to help production partners provide appropriate salaries to workers*

- The living wage assessments are planned to be carried out in Q4 2019.

## 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.*

- "Transparency and Traceability Tool" developed by T4SD (leveraging Sustainability Map functionalities), with continuous improvements ongoing. Official launch of the Tool with users on 15 May 2019. T4SD supported kick-off events in India (Bangalore, Tiruppur, and Mumbai) to disseminate the Tool with project partner SLCP (Social and Labor Convergence Program). Beneficiaries are now invited to use the Tool through online dissemination (through brand partners).

*Full operationalization of T4SD Hubs in 6 countries*

- Four T4SD Hubs launched as of late June 2019 within host institutions structures: Peru, Ghana, Kenya and Viet Nam; first Training of Trainers (ToTs) delivered in Kenya (Climate Change Adaptation for SMEs), Ghana (Resource Efficiency) and Viet Nam (VSS); Lao PDR and Nepal scheduled for launches in July-August 2019. All 2019 workplans on track.

*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*

- Training of Trainers (ToT) on climate change adaptation for SMEs delivered in Kenya and ToT on resource efficiency in Ghana as part of the T4SD Hub operationalization. Resource efficiency methodologies/components for SMEs in the textiles sector rolling out in Ethiopia, Kenya, Uganda and Tunisia.

## 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*

- Under PIGA, one deal was implemented and operationalized: a textile curtain factory in Kenya, following an investment worth \$550,000. Two deals, worth in total \$150 million and at promising levels of maturity, are under negotiation in Ethiopia, in the pharmaceutical and textile sectors.
- Since January 2019, as a result of SITA's support, trade values of \$ 5.7 million have been catalysed. Twelve enterprises from East African countries, of which one is a women owned company from Uganda, reported success conclusion of business deals with companies from India, Asia and Africa.

*Reduction of obstacles to foster regional trade in:*

- EAC (focus on Non-Tariff measures)
- Eastern Partnership countries (Azerbaijan, Armenia, Belarus, Georgia, Moldavia, 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).

- The NTM Survey in EAC-Tanzania is in progress, to be completed by September.
- The Eastern Partnerships project works with 20+ MSMEs in partner countries and has carried out needs and constraints assessment; developed individual improvement plans and providing individual assistance for beneficiary MSMEs on productivity, production process and product improvement, costing, labelling, and market access.
- The TOAM was set up in Benin, Burkina Faso, Côte d'Ivoire, Guinea Bissau, Mali, Niger, Senegal and Togo, and initiated in Cabo Verde, The Gambia, Ghana, Guinea, Liberia, Sierra Leone and Nigeria. In the first half of 2019, three obstacles were removed and six new obstacles reported within ECOWAS through the TOAM platform.
- The project focusing on COMESA cross-border trade is at its early stages of implementation. Results are targeted in the areas of a reduction in the extent of corruption, bribery and harassment experienced by small-scale traders, as well as improved business and trade support services offered by Cross Border Traders' Associations and similar institutions.

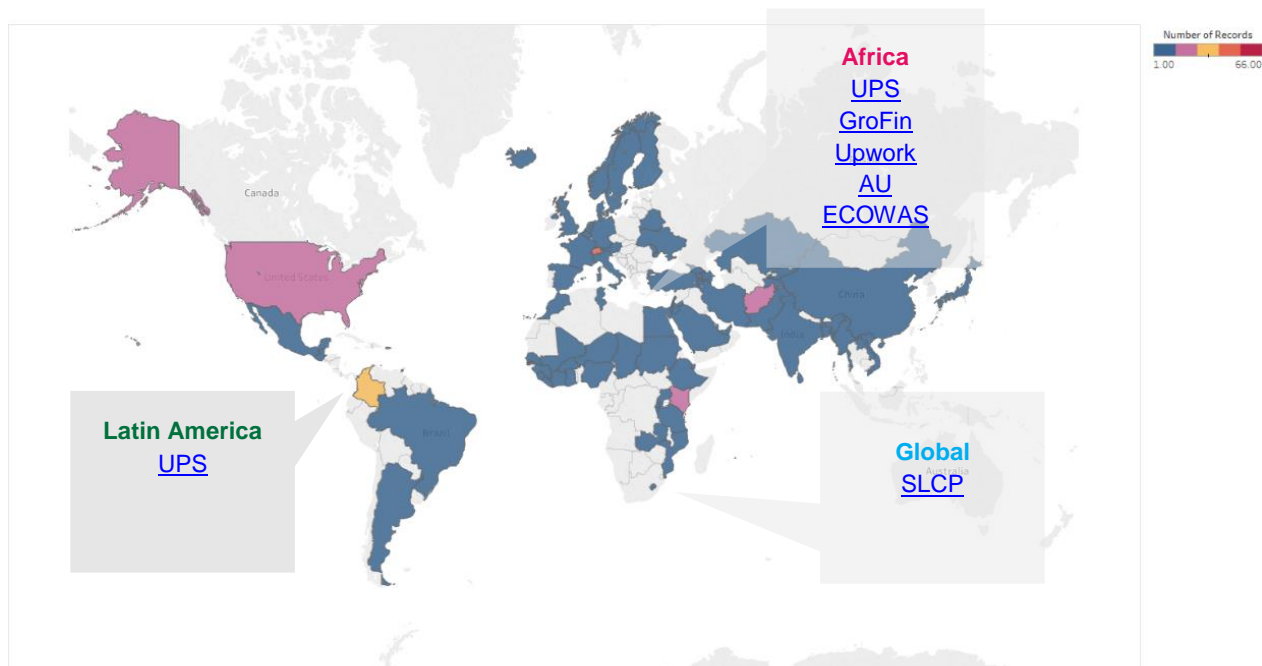
## 5. Partnering for sustainable development

In the first half of 2019, ITC has intensified partnerships with international organizations, private sector actors and regional institutions. Some highlights include:

- ITC and GroFin have issued call for women entrepreneurs to apply for the SheTrades Invest financing scheme.
- UPS and ITC have organized export trainings for women entrepreneurs in Mexico, Nigeria and Viet Nam.
- ITC has continued its collaboration with Upwork, through a three-month pilot programme in Kakuma, tailored to build refugees' skills and offer job placements.
- European Commission, African Union and ITC have launched an online Trade Observatory to provide entrepreneurs, policymakers and other key stakeholders with up-to-date, reliable trade data and statistics across the continent.

Highlighted information about partnerships is available on the links in the figure below.

**Figure 8: An overview of partnerships by countries, in ITC's active projects, as of July 2019**



Source: ITC's Projects portal

## 6. Managing for results

### 6.1 Strengthening corporate results management

- ITC developed a new model for SDG monitoring and linked ITC's project and programme indicators to individual SDG targets.
- ITC is preparing the publication of the 2<sup>nd</sup> tranche of projects within the International Aid Transparency Initiative (IATI), to include all annual budgets above \$500 thousands. The first publication (end 2018 data) was finalized in first half of 2019.
- ITC's participation in the Umoja Extension 2 process is under control of United Nations Headquarters, and enhanced functionalities of the Strategic planning module are expected to become available in late 2019-beginning of 2020.
- ITC initiated a set of actions to streamline internal administrative procedures, with focus on simplifying HR procedures and reduce backlogs.
- One crucial factor for efficiency in workflows is ITC and field staff knowledge on specific steps and requirements. Trainings for field staff took place in Geneva in the week of 1 July, and a "bundle training" containing over 30 modules is scheduled for Q3 2019. The trainings will cover a range of processes, from project design, planning, monitoring and reporting; risk management to procurement, financial management and human resources procedures. ITC plans to have a dedicated week for delivering the 'bundle training' menu to staff twice a year.

### 6.2 Deepening evaluation processes

Evaluations allow insights into what works and what does not. In this way, evaluations enable organizational learning, support evidence-based decision-making and provide accountability to stakeholders on the organization's performance in achieving development results.

ITC's Independent Evaluation Unit (IEU) conducts and supports evaluations in ITC and ensures that they meet recognized professional standards. During the first six months of the year, the unit completed the following evaluations:

Evaluation	Evaluation type
<b>ITC's participation and performance in the UN Delivery as One System</b>	Corporate-level
<b>Trade Facilitation Programme</b>	Programme

Ongoing evaluations and reviews, which are expected to be completed before the end of the year, include:

Evaluation	Evaluation type
Review of the Performance Monitoring Systems in New Large Projects	Review
Strengthening Trade and Investment Support Institutions (TISI)	Programme
Midterm Evaluation of Youth Empowerment Project (YEP) in The Gambia	Project

Besides carrying out these evaluations, the IEU provided ad-hoc review and advisory services to project managers, primarily on self-evaluations and project completion reports. The unit also developed training modules to be delivered to ITC staff as part of the organization wide bundle training week planned for August



2019, and continued to support the work of the United Nations Evaluation Group (UNEG) as well as reviews of the Joint Inspection Unit (JIU).

To accelerate learning through evaluation within ITC and among key stakeholders, the IEU continues to distribute recommendations and lessons learned through different channels. One of the formats for dissemination is the Annual Evaluation Synthesis Report (AESR)<sup>6</sup>. IEU prepared the 2019 AESR in the first half of the year and presented it at the Joint Advisory Group meeting on 2 July 2019. The 2019 AESR was based on ten recently completed project or programme evaluations and 9 project completion reports.

The main theme of the 2019 report was 'complexity'. It pointed out that there is a clear shift to more complex interventions, with project managers being increasingly aware of the many variables that lead to intervention success. Since the complexity of ITC interventions is increasing, awareness and management of complexity becomes a priority. The higher the complexity the greater the risk, and with it the degree of flexibility or innovative adaptability that may be needed. Therefore, the key question is to identify the enabling conditions, which ensure that complexity is managed in such a way that impact or longer-term results - as rooted in the SDGs - can occur. The report provided recommendations.

### 6.3 Bolstering human resources management

- ITC launched new mandatory trainings on harassment, sexual harassment and abuse of authority for all categories of personnel: Prevention of Sexual Exploitation and Abuse by UN Personnel (non-supervisors); Prevention of Sexual Exploitation and Abuse by UN Personnel - for Managers and Commanders (for supervisors) and Prevention of Sexual Harassment and abuse by United Nations Personnel - Working Harmoniously.
- At mid-year, gender parity stood at 45.20%, versus the target of 48.5% for year 2019.
- The development of an ITC People Strategy is in progress.
- Under ITC's Talent Development Framework, staff had the opportunity to take part in a training on 7 habits of highly effective people and to attend one or more of 32 sessions on Career Counselling Conversations (22 were attended by staff).
- ITC completed setting-up the technical infrastructure of an ITC skills database that aims to support the mapping of ITC expertise, workforce planning and identification of skill gaps.

### 6.4 Sparking innovation

- Development of a set of methodologies on design thinking and facilitation techniques has not started.
- The concept for the series "inspirational talks" has been further developed into a podcast format. Preparations, including content development are ongoing. The first episode will be launched in September 2019. The first 6 months after the launch will be a pilot phase of the new series.
- Development and collection of innovation-related knowledge and sharing of intelligence through the "Innovation 101" segment of the newsletter will be introduced in the Q3 innovation Newsflash (quarterly newsletter).

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<sup>6</sup><http://www.intracen.org/itc/about/how-itc-works/evaluation-publications-and-synthesis/>

## 6.5 Operationalizing risk management

- Two risk workshops were conducted in April 2019 for project managers; a risk session is planned for field officers for July 2019 and three risk sessions are planned for Geneva-based staff for August-September 2019.
- Two annual risk assessment sessions with senior and top management are scheduled for October 2019.
- Preparation and publishing of Risk policy on security, safety and fraud risks, including tools and techniques to manage those risks is in progress.
- Risk briefings on implementing partners, fraud and safety for ITC staff were provided to the members of ITC's Trade and Investment Support Institution Support Board members in June; briefing on IP, fraud and safety risks will be done within the workshops provided for ITC staff in August 2019.
- 2019 Risk report will be prepared following two Corporate risk assessment sessions that will take place in October 2019.

## 6.6 Engaging in global conversation

- ITC launched its flagship **publication**, the [SME Competitiveness outlook](#) in June 2019.
- The [Guide for Commercial diplomacy](#) was launched in July 2019, with a blended learning package, available through ITC's SME Trade Academy.
- The joint publication with WTO and UNCTAD, [World Tariff Profiles 2019](#), was launched in July 2019.
- The State of Sustainable Markets report will be launched on 7 October 2019, during the [T4SD forum](#) event.
- Several key publications will be launched during the World Export Development Forum and [SheTrades Global](#) events from 18-22 November 2019 in Addis Ababa, Ethiopia.
- ITC contributed to the International Women's day in March 2019 through a joint interactive event 'Best Pitch for Gender Equality', organized in partnership with the City of Geneva, Campus Biotech, EIF and Gender Champions Geneva.
- ITC contributed to the MSME Day on 27 June, through a series of events organized with partners across multiple [countries](#).
- ITC contributed to the [Second High-level United Nations Conference on South-South Cooperation \(BAPA +40\)](#) through a joint event on the Power of International Value Chains in the Global South, co-organized with Research and Information System for Developing Countries (RIS), and held on 21 March 2019 in Buenos Aires, Argentina.
- ITC counts a combined number of followers of 105,942 across its platforms (Twitter, Facebook, LinkedIn).
- Work on ITC's new corporate website is in progress.

## Annex I: List of projects per focus area<sup>7</sup> 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)	Delivery Jan-Jun 2019 (\$'000)	% Delivered as of June
Afghanistan	■	■	Afghanistan: Trade-related assistance (A764)		■						European Commission Ministry of Commerce (China)	3,046	1,692	56%
			Afghanistan: Ethical Lifestyle Initiative for the Economic Reintegration of Returnees and Internally displaced people (B439)					■						
			Trade Promotion between China and other Developing Countries along the Belt and Road Initiative (B568)	■					■					
Albania			Support to Facilitation of Trade between CEFTA Parties (B444)		■				■	European Commission	51	21	41%	
Antigua and Barbuda		■	Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)				■			ITF Window 1 (BDF)	-	10		
Argentina			Trade for Sustainable Development (T4SD) - Hubs (B694)						■		ITF Window 1	103	40	39%
Armenia		■	Eastern Partnership: Ready to Trade - an EU4Business initiative (B252)				■				European Commission	340	216	64%
Azerbaijan		■	Eastern Partnership: Ready to Trade - an EU4Business initiative (B252)				■				European Commission	340	216	64%
Bahrain		■	Building "Export Bahrain" (B815)			■					Labor Fund Bahrain (Tamkeen)	-	58	
Bangladesh	■	■	Trade Promotion between China and other Developing Countries along the Belt and Road Initiative (B568)	■						■	Ministry of Commerce (China) Department for International Development, the United Kingdom ITF Window 1 ITF Window 1 (BDF) European Commission	1,088	932	86%
			SheTrades Commonwealth Programme (B578)					■						
			Non-tariff measures programme (W1) (B626)	■										
			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■						
Barbados		■	Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)				■			ITF Window 1 (BDF)	-	10		
Belarus			Eastern Partnership: Ready to Trade - an EU4Business initiative (B252)				■			European Commission	340	216	64%	
Belize		■	Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)				■			ITF Window 1 (BDF)	-	10		
Benin	■	■	ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■		European Commission Agence Française de Développement (HQ)	95	60	63%
			Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés (B587)				■							
Bhutan	■	■	Bhutan Trade Support (B382)		■		■				European Commission Ministry of Commerce (China)	1,105	809	73%
			Trade Promotion between China and other Developing Countries along the Belt and Road Initiative (B568)	■					■					
Bosnia and Herzegovina		■	Support to Facilitation of Trade between CEFTA Parties (B444)		■				■	European Commission	51	21	41%	
Burkina Faso	■	■	Poor Communities and Trade Programme (A874)							■	Ministry of Foreign Affairs of Japan European Commission Agence Française de Développement (HQ) ITF Window 1	1,854	869	47%
			Burkina Faso et Mali : Création d'emplois équitables et développement durable de microentreprises dans les chaînes de valeur liées au secteur du « lifestyle » (B276)					■						
			ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■					
			Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés (B587)				■							
			Non-tariff measures programme (W1) (B626)	■										
			Trade Facilitation (B628)		■									
Burundi	■	■	EU-EAC Market Access Upgrade Programme - MARKUP (B383)		■		■		■	European Commission	1,343	534	40%	
			Burundi: Market Access Upgrade Programme - MARKUP (B718)			■	■	■						
Cabo Verde		■	ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■	European Commission	61	30	50%	
Cambodia	■	■	Poor Communities and Trade Programme (A874)						■		Ministry of Foreign Affairs of Japan Ministry of Commerce (China) ITF Window 1 European Commission	142	74	52%
			Trade Promotion between China and other Developing Countries along the Belt and Road Initiative (B568)	■					■					
			Trade for Sustainable Development (T4SD) - Hubs (B694)					■						
			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■						

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

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)	Delivery Jan-Jun 2019 (\$'000)	% Delivered as of June
Cameroon		■	Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés (B587)			■					Agence Française de Développement (HQ)	34	30	88%
Central African Republic	■	■	Projet de relèvement socio-économique en République Centrafricaine (B867)			■	■	■	■		ITF Window 1 (BDF)	-	18	
Chad	■	■	Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés (B587)			■					Agence Française de Développement (HQ)	34	30	88%
China			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■			European Commission	-	1	
Colombia		■	Colombia PUEDE: Peace and unity through productive development and commercialization (B599)	■			■	■			European Commission	1,091	336	31%
			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	82	72%
Côte d'Ivoire		■	ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■	■			European Commission	528	210	40%
			Culture project: Identity Building and Sharing Business Initiative (B542)					■			Agence Française de Développement (HQ)			
			Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés (B587)			■					ITF Window 1			
			SheTrades West Africa (B610)					■			ITF Window 1 (BDF)			
			Non-tariff measures programme (W1) (B626)	■							ITF Window 1 (BDF)			
			Poor Communities and Trade Programme (B649)					■			Department for International Development, the United Kingdom			
			Côte D'Ivoire: UK Trade Partnerships Programme (B902)	■			■							
Democratic Republic of the Congo (the)	■	■	COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)	■	■	■					European Commission	61	25	42%
Djibouti	■	■	Djibouti: Projet de développement et de promotion du tourisme (A993)			■	■				EIF Executive Secretariat	36	37	103%
Dominica		■	Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)					■			ITF Window 1 (BDF)	-	10	
Dominican Republic		■	Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)					■			ITF Window 1 (BDF)	-	12	
Egypt			Global: Networking and knowledge management for the textile and clothing sector (GTEX) (B451)					■				928	238	26%
			Egypt: Establishing a specialized export promotion department within Export Development Bank of Egypt (AFTIAS) (B606)			■					State Secretariat for Economic Affairs, Switzerland			
			Egypt: Improving the international competitiveness of the textile and clothing sector (GTEX/MENATEX) (B673)					■			Swedish International Development Cooperation Agency			
			MENATEX Regional: Regional component of the Textiles and Clothing Programme for the MENA region (B696)					■			International Islamic Trade Finance Corporation			
			Egypt: SheTrades (AFTIAS) (B821)			■	■	■						
El Salvador		■	Central America: Linking women business enterprises (WBEs) with the global gifts and home decoration market (A314)			■	■	■			European Commission	114	82	72%
Ethiopia	■	■	Supporting Indian trade and investment for Africa (SITA) (A854)							■		1,375	988	72%
			Poor Communities and Trade Programme (A874)							■				
			Partnership for Investment and Growth in Africa (Main Phase) (B340)							■	Department for International Development, the United Kingdom			
			SheTrades Coffee (B637)							■	Ministry of Foreign Affairs of Japan			
			Poor Communities and Trade Programme (B649)							■	ITF Window 1			
			COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)	■	■	■					ITF Window 1 (BDF)			
			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)							■	European Commission			
			Ethiopia: Consultation and Needs Assessment (B909)	■	■	■	■	■						
Gabon		■	Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés (B587)			■					Agence Française de Développement (HQ)	34	30	88%
Gambia	■	■	The Gambia: Youth empowerment project (YEP) (B179)			■	■	■	■			4,155	1,581	38%
			ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■	■	■		European Commission			
			Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés (B587)							■	Agence Française de Développement (HQ)			
			The Gambia: Jobs, Skills and Finance (JSF) for Women and Youth (B664)			■	■	■			EIF Executive Secretariat			
			SheTrades Gambia (B751)							■	UN Peace building Fund			
			The Gambia: PBF, Strengthening Sustainable and Holistic Reintegration of Returnees (B786)					■	■					
Georgia			Eastern Partnership: Ready to Trade - an EU4Business initiative (B252)					■			European Commission	340	216	64%

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)	Delivery Jan-Jun 2019 (\$'000)	% Delivered as of June
Ghana	■		ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■		European Commission Department for International Development, the United Kingdom Agence Française de Développement (HQ) Chocolats Halba/ Coop Max Havelaar-Foundation (Switzerland) ITF Window 1	1,794	1,561	87%
			SheTrades Commonwealth Programme (B578)					■						
			Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés (B587)			■								
			Non-tarif measures programme (W1) (B626)	■										
			Trade for Sustainable Development (T4SD) - Hubs (B694)						■					
			Ghana: Developing cocoa and associated crops through the Sankofa Project empowered by Alliances for Action (B766)					■	■	■				
Grenada	■		Innovative MSME and Value Chain development through the Alliances for Sankofa in cocoa and associated crops sectors (B794)			■	■	■			Caribbean Development Bank ITF Window 1 (BDF)	83	19	23%
			Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)					■						
Guatemala	■		Grenada: supporting the fresh fruit and vegetables food safety management systems (B710)		■	■	■				European Commission United States Agency for International Development	736	518	70%
			Central America: Linking women business enterprises (WBEs) with the global gifts and home decoration market (A314)				■	■	■					
Guinea	■		Guatemala: Strengthening the business skills and employability of informal entrepreneurs at the Ciudad Pedro de Alvarado Border (B615)						■		European Commission Ministry of Foreign Affairs of the Netherlands Agence Française de Développement (HQ) ITF Window 1 (BDF)	3,912	1,425	36%
			Guinée: Programme d'appui à l'intégration socio-economique des jeunes (INTEGRA) (B463)				■	■	■					
			ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■					
			NTF IV Programme Management (B584)					■	■					
			Mano River: Value Chain Development for Cocoa (NTF IV) (B586)					■	■	■				
			Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés (B587)					■						
Guinea-Bissau	■		SheTrades West Africa (B610)						■		European Commission	61	30	50%
			ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■					
Guyana			Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)						■		ITF Window 1 (BDF)	-	12	
Haiti			Poor Communities and Trade Programme (A874)						■		Ministry of Foreign Affairs of Japan	6	-	0%
Honduras			Central America: Linking women business enterprises (WBEs) with the global gifts and home decoration market (A314)				■	■	■		European Commission	114	82	72%
India			Supporting Indian trade and investment for Africa (SITA) (A854)							■	Department for International Development, the United Kingdom	296	224	76%
			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)							■		European Commission		
Indonesia			Trade for Sustainable Development (T4SD) - Hubs (B694)							■	European Commission	103	42	41%
			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)							■		ITF Window 1		
Iran (Islamic Republic of)			Culture project: Identity Building and Sharing Business Initiative (B542)							■	European Commission ITF Window 1	1,822	478	26%
			Poor Communities and Trade Programme (B649)						■					
			Iran: Trade-Related Technical Assistance (B782)		■	■		■						
Jamaica			Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)						■	ITF Window 1 (BDF)	-	13		
Jordan	■		Jordan:Trade for Employment Project:"Improving Business Environment for SMEs Through Trade Facilitation" (B639)	■	■	■					Deutsche Gesellschaft für Internationale Zusammenarbeit (HQ), Germany Swedish International Development Cooperation Agency	817	147	18%
			MENATEX Regional: Regional component of the Textiles and Clothing Programme for the MENA region (B696)						■					
			Jordan: Improving the international competitiveness of the textile and clothing sector (MENATEX) (B811)						■					
Kenya	■		Supporting Indian trade and investment for Africa (SITA) (A854)							■	Department for International Development, the United Kingdom Ministry of Foreign Affairs of Japan European Commission Norwegian Refugee Council Agence Française de Développement (HQ) ITF Window 1	3,718	2,726	73%
			Poor Communities and Trade Programme (A874)						■					
			Partnership for Investment and Growth in Africa (Main Phase) (B340)					■	■					
			EU-EAC Market Access Upgrade Programme - MARKUP (B383)					■	■	■				
			Culture project: Identity Building and Sharing Business Initiative (B542)						■	■				
			Refugee Employment and Skills Initiative (RESI): Linking Refugees in Kenya to Market Opportunities (Components 1 & 2) (B571)							■				
			SheTrades Commonwealth Programme (B578)							■				
			Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés (B587)						■					
			Poor Communities and Trade Programme (B649)							■				
			Trade for Sustainable Development (T4SD) - Hubs (B694)							■				
			COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)	■	■	■								
			RESI High Skills (B839)							■				
			Refugee Employment and Skills Initiative: Building Solutions for Somali Refugees in a Fragile Protracted Displacement Scenario (RESI Dadaab II) (B864)							■				

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)	Delivery Jan-Jun 2019 (\$'000)	% Delivered as of June
Kyrgyzstan		■	Global: Networking and knowledge management for the textile and clothing sector (GTEX) (B451)				■				Ministry of Commerce (China) State Secretariat for Economic Affairs, Switzerland	416	349	84%
			Trade Promotion between China and other Developing Countries along the Belt and Road Initiative (B568)	■				■						
			Kyrgyzstan: Improving the international competitiveness of the textile and clothing sector (GTEX) (B676)			■	■							
Lao People's Democratic Republic	■	■	Lao PDR: ASEAN Regional Integration Support (Laos-ARISE Plus) (B505)		■		■				European Commission Ministry of Commerce (China)	335	77	23%
			Trade Promotion between China and other Developing Countries along the Belt and Road Initiative (B568)	■				■						
			Systematic Mechanism for Safer Trade (SYMST) (B695)	■		■		■	■					
Lebanon		■	Lebanon: Export Competitiveness of SMEs in the IT and Nuts sectors (AFTIAS) (B607)				■	■			International Islamic Trade Finance Corporation ITF Window 1 (BDF)	-	28	
			Trade Training Hub (TTH) (B736)				■							
Lesotho	■	■	Lesotho: National Trade Policy Implementation Programme and formulation of National Export Strategy Roadmap (B808)		■	■	■				EIF Executive Secretariat	-	10	
Liberia	■	■	ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■			■	European Commission EIF Executive Secretariat Ministry of Foreign Affairs of the Netherlands ITF Window 1 (BDF)	315	165	52%
			Liberia: Developing the tourism sector with a focus on surfing and destinations (B555)						■					
			NTF IV Programme Management (B584)						■					
			Mano River: Value Chain Development for Cocoa (NTF IV) (B586)					■	■					
			SheTrades West Africa (B610)						■					
Libya		■	Libya: Trade Academy (B409)				■	■		Ministère des Affaires étrangères et du Développement international (France)	516	413	80%	
Madagascar	■	■	Madagascar: UK Trade Partnerships Programme (B904)	■			■			Department for International Development, the United Kingdom	-	12		
Malawi	■	■	Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés (B587)				■				Agence Française de Développement (HQ) European Commission	95	55	58%
			COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)	■	■	■								
Mali	■	■	Poor Communities and Trade Programme (A874)							■	Ministry of Foreign Affairs of Japan European Commission ITF Window 1 EIF Executive Secretariat	1,718	791	46%
			Burkina Faso et Mali : Création d'emplois équitables et développement durable de microentreprises dans les chaînes de valeur liées au secteur du « lifestyle » (B276)						■					
			ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■					
			Culture project: Identity Building and Sharing Business Initiative (B542)						■					
			Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés (B587)						■					
			Non-tarif measures programme (W1) (B626)	■										
			Trade Facilitation (B628)			■								
			Poor Communities and Trade Programme (B649)						■					
Promotion of Malian arabic gum in the US and European markets (B771)					■	■								
Mexico			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■		European Commission	-	1		
Montenegro			Support to Facilitation of Trade between CEFTA Parties (B444)		■				■	European Commission	51	21	41%	
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 European Commission	691	267	39%
			Morocco: Improving the international competitiveness of the textile and clothing sector (GTEX/MENATEX) (B674)						■					
			MENATEX Regional: Regional component of the Textiles and Clothing Programme for the MENA region (B696)						■					
			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)						■					
Mozambique	■	■	Partnership for Investment and Growth in Africa (Main Phase) (B340)			■			■	Department for International Development, the United Kingdom	700	534	76%	
Myanmar	■	■	Myanmar: Improving food safety and compliance with SPS measures to increase export revenues in the oilseeds value chain (A648)							■	World Trade Organisation Ministry of Foreign Affairs of the Netherlands DFID Burma State Secretariat for Economic Affairs, Switzerland ITF Window 1 Ministry of Commerce (China)	2,694	1,235	46%
			Myanmar: Inclusive tourism development with focus on Kayah state (consolidation) & Tanintharyi (extension) (NTF IV) (B386)						■					
			Myanmar Trade and Investment Project (TIP) (B494)	■	■	■	■							
			Myanmar: Upgrading horticulture supply and sustainable tourism to develop business linkages (B566)						■					
			Myanmar Trade-Related Technical Assistance (ARISE+ Myanmar) (B567)						■					
			Trade Promotion between China and other Developing Countries along the Belt and Road Initiative (B568)	■						■				
			NTF IV Programme Management (B584)				■	■						

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)	Delivery Jan-Jun 2019 (\$'000)	% Delivered as of June		
Nepal			Poor Communities and Trade Programme (A874)									51	40	78%		
			Trade Promotion between China and other Developing Countries along the Belt and Road Initiative (B568)	■						■		Ministry of Foreign Affairs of Japan Ministry of Commerce (China) ITF Window 1				
			Non-tariff measures programme (W1) (B626)	■												
			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	82	72%		
Niger			ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■			■		525	282	54%		
			Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés (B587)				■					European Commission Agence Française de Développement (HQ) ITF Window 1				
			Non-tariff measures programme (W1) (B626)	■												
			Trade Facilitation (B628)			■										
Nigeria			ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■			■		1,160	959	83%		
			SheTrades Commonwealth Programme (B578)								■		European Commission Department for International Development, the United Kingdom Agence Française de Développement (HQ)			
			Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés (B587)				■									
Pakistan			Pakistan: Growth for rural advancement and sustainable progress (GRASP) (B466)			■	■	■				169	190	112%		
			NTM Survey Pakistan (B742)	■								ITF Window 1 (BDF) European Commission World Bank				
			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)								■					
Panama			Central America: Linking women business enterprises (WBEs) with the global gifts and home decoration market (A314)			■	■	■		European Commission	142	103	72%			
Peru			Trade for Sustainable Development (T4SD) - Hubs (B694)						■	ITF Window 1	103	40	39%			
Qatar			Qatar: Foundations for B2B E-Commerce (B687)			■	■					252	191	76%		
			Qatar: Bar code initiative for SME trade development (B743)							■		Qatar Development Bank				
Republic of Moldova (the)			Eastern Partnership: Ready to Trade - an EU4Business initiative (B252)					■				391	237	61%		
			Support to Facilitation of Trade between CEFTA Parties (B444)			■					■	European Commission				
Rwanda			Supporting Indian trade and investment for Africa (SITA) (A854)							■		1,570	1,230	78%		
			Rwanda: Enabling the future of e-commerce (B330)					■				Department for International Development, the United Kingdom Federal Ministry for Economic Cooperation and Development, Germany European Commission				
			EU-EAC Market Access Upgrade Programme - MARKUP (B383)			■	■	■				ITF Window 1				
Saint Lucia			St. Lucia: Strengthening the institutional infrastructure for export promotion (A332)	■	■	■	■					-	15			
			Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)						■			Saint Lucia Trade Export Promotion Agency ITF Window 1 (BDF)				
Saint Vincent and the Grenadines			Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)				■				ITF Window 1 (BDF)	-	10			
Saudi Arabia			Saudi Arabia: Development of dates sector in Medina region (AFTIAS) (B605)					■			International Islamic Trade Finance Corporation	172	64	37%		
Senegal			Senegal: Export development of IT and IT-enabled services (NTF IV) (B390)					■	■			559	330	59%		
			Sénégal: Programme de Compétitivité de l'Afrique de l'Ouest (PCAO) (B461)					■	■			Ministry of Foreign Affairs of the Netherlands ITF Window 1 (BDF)				
			ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■	■		■		European Commission Agence Française de Développement (HQ)				
			NTF IV Programme Management (B584)					■	■							
Serbia			Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés (B587)			■										
			Support to Facilitation of Trade between CEFTA Parties (B444)			■					■	European Commission	51	21	41%	
Sierra Leone			ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■	■		■		458	248	54%		
			NTF IV Programme Management (B584)					■	■			European Commission Ministry of Foreign Affairs of the Netherlands Agence Française de Développement (HQ) ITF Window 1 (BDF)				
			Mano River: Value Chain Development for Cocoa (NTF IV) (B586)				■	■	■							
			Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés (B587)				■									
Somalia			SheTrades West Africa (B610)							■						
			Refugee Employment and Skills Initiative: Building Solutions for Somali Refugees in a Fragile Protracted Displacement Scenario (RESI Dadaab II) (B864)							■		Ministry of Foreign Affairs of Japan	-	41		
South Africa			Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés (B587)			■				Agence Française de Développement (HQ)	27	24	88%			

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)	Delivery Jan-Jun 2019 (\$'000)	% Delivered as of June
Sri Lanka		■	Sri Lanka: Trade related assistance (A306)		■		■				European Commission World Trade Organisation Ministry of Commerce (China)	1,149	1,682	146%
			Feasibility study for value addition in the fruit and vegetable sector of Sri Lanka (B531)			■	■							
			Trade Promotion between China and other Developing Countries along the Belt and Road Initiative (B568)	■					■					
			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)						■					
State of Palestine		■	State of Palestine: Reform and Development of Markets, Value Chains and Producers' Organizations (B580)	■			■	■			Food and Agriculture Organisation Palestine Ministry of Foreign Affairs of Japan	155	108	70%
			Palestine: Linking refugees and young population in Gaza to market opportunities (B682)			■		■						
Sudan	■	■	Sudan: WTO Accession (B683)		■						Ministry of Foreign Affairs of Japan	209	322	154%
			Supporting Sudan's WTO Membership Negotiations and Related Trade Policy Reforms (B895)		■									
Suriname		■	Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)				■				ITF Window 1 (BDF)	-	10	
Syrian Arab Republic		■	Promoting Labour Market Integration of Syrians under Temporary Protection and Host Communities in Turkey (B655)				■	■			IOM Mission to Turkey Ministry of Foreign Affairs of Japan	232	175	75%
			Syria: Enabling through digital channels (B681)				■	■						
Tajikistan		■	Tajikistan: Enabling market access for agricultural products through improved food safety system (STDF) (B312)		■	■	■				World Trade Organisation State Secretariat for Economic Affairs, Switzerland European Commission Ministry of Commerce (China) ITF Window 1	1,163	513	44%
			Global: Networking and knowledge management for the textile and clothing sector (GTEX) (B451)				■							
			Culture project: Identity Building and Sharing Business Initiative (B542)						■					
			Trade Promotion between China and other Developing Countries along the Belt and Road Initiative (B568)	■					■					
			Poor Communities and Trade Programme (B649)						■					
Thailand			Tajikistan: Improving the international competitiveness of the textile and clothing sector (GTEX) (B675)		■	■	■	■			European Commission	335	5	1%
The former Yugoslav Republic of Macedonia	■	Support to Facilitation of Trade between CEFTA Parties (B444)		■				■						
Togo	■	■	ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■	■	■		European Commission	64	26	41%
Trinidad and Tobago		■	Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)				■				ITF Window 1 (BDF)	163	81	50%
Tunisia			Global: Networking and knowledge management for the textile and clothing sector (GTEX) (B451)				■				State Secretariat for Economic Affairs, Switzerland Swedish International Development Cooperation Agency European Commission	760	351	46%
			Tunisia: Improving the international competitiveness of the textile and clothing sector (GTEX/MENATEX) (B672)				■							
			MENATEX Regional: Regional component of the Textiles and Clothing Programme for the MENA region (B696)						■					
			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)						■					
Turkey			Promoting Labour Market Integration of Syrians under Temporary Protection and Host Communities in Turkey (B655)				■	■			IOM Mission to Turkey European Commission	43	30	71%
			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)						■					
Uganda	■	■	Supporting Indian trade and investment for Africa (SITA) (A854)							■	Department for International Development, the United Kingdom European Commission Ministry of Foreign Affairs of the Netherlands Agence Française de Développement (HQ) ITF Window 1 ITF Window 1 (BDF)	2,147	1,288	60%
			EU-EAC Market Access Upgrade Programme - MARKUP (B383)		■		■	■						
			Uganda: Export development of IT and IT-enabled services (NTF IV) (B387)				■	■						
			Culture project: Identity Building and Sharing Business Initiative (B542)						■					
			NTF IV Programme Management (B584)					■	■					
			Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés (B587)				■							
			Poor Communities and Trade Programme (B649)						■					
Ukraine			Uganda: Enhancing value chains of agricultural products (B822)				■	■			ITF Window 1 Swedish International Development Cooperation Agency European Commission Deutsche Gesellschaft für Internationale Zusammenarbeit (HQ), Germany	1,144	623	54%
Ukraine: Linking SMEs in the fruit and vegetables industry to global and domestic value chains (A303)		■		■										
Eastern Partnership: Ready to Trade - an EU4Business initiative (B252)						■								
			Ukraine National Export Strategy (B614)		■									



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)	Delivery Jan-Jun 2019 (\$'000)	% Delivered as of June		
United Republic of Tanzania (the)	■	■	Supporting Indian trade and investment for Africa (SITA) (A854)							■	Department for International Development, the United Kingdom European Commission Agence Française de Développement (HQ) One UN Fund	1,233	1,077	87%		
			EU-EAC Market Access Upgrade Programme - MARKUP (B383)		■		■		■							
			Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés (B587)					■								
			Tanzania: Kigoma Joint Programme under UNDP II (B727)					■	■							
			COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)	■	■	■										
Uzbekistan		■	Culture project: Identity Building and Sharing Business Initiative (B542)						■	European Commission	377	119	32%			
			Poor Communities and Trade Programme (B649)						■	ITF Window 1						
Vanuatu	■	■	Poor Communities and Trade Programme (B649)						■	ITF Window 1	38	17	45%			
Viet Nam			Non-tariff measures programme (W1) (B626)	■							European Commission ITF Window 1 ITF Window 1 (BDF)	532	288	54%		
			Trade Facilitation (B628)		■											
			Trade for Sustainable Development (T4SD) - Hubs (B694)						■							
			Vietnam: Trade Policy and Promotion Project (B888)	■	■	■	■									
			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)						■							
Zambia	■	■	Partnership for Investment and Growth in Africa (Main Phase) (B340)				■			■	Department for International Development, the United Kingdom Agence Française de Développement (HQ) ITF Window 1 ITF Window 1 (BDF) EIF Executive Secretariat European Commission	804	694	86%		
			Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés (B587)						■							
			Non-tariff measures programme (W1) (B626)	■												
			Zambia: Empowering the Zambia Credit Guarantee Scheme to Improve SME Access to Finance (B763)						■							
			SheTrades Zambia (B785)						■							
Zimbabwe		■	COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)	■	■	■				European Commission Agence Française de Développement (HQ)	88	49	56%			
Multi-regional			Implementation of the African Trade Observatory within the AUC (B353)	■							European Commission	2,149	114	5%		
			ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)					■	■		ITF Window 1					
Global			Export Potential Map (A341)	■							ILO HQ					
			Trade in services (B026)		■					■		Ministry of Commerce (China)				
			Trade for Sustainable Development (T4SD) (B036)							■		Europe-Africa-Caribbean-Pacific Liaison Committee (COLEACP) 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				
			TIS Revolving Fund / E-learning (B155)	■								Revolving Fund TS				
			MLS-SCM Revolving Fund (B189)						■			Revolving Fund MLS-SCM				
			SEC Revolving Fund (B190)						■			Revolving Fund EC				
			Fellowship: Mo Ibrahim Foundation (B203)									■	Mo Ibrahim Fondation			
			TS Revolving Fund (B205)						■				Revolving Fund TS			
			Improving transparency in trade through market analysis tools as a global public good (B336)	■									European Commission ITF Window 1 Revolving Fund MAR			
			Improving transparency in trade through embedded market analysis tools (B352)	■									Islamic Center for Development of Trade Public Procurement Service of the Republic of Korea			
			Quality and SPS standards (B427)								■		ITF Window 1			
			SheTrades: International workshop agreement on the definition of Women Owned Businesses (B562)									■	Swedish International Development Cooperation Agency			
			Global Trade Helpdesk (B572)	■									Qatar Development Bank State Secretariat for Economic Affairs, Switzerland			
			SheTrades: using data to address constraints to extra-EU trade (B582)	■							■		European Commission			
			Secondee from Republic of Korea (B600)	■									Public Procurement Service of the Republic of Korea			
			DMD Partnership & Coordination (B620)									■	ITF Window 1			
			RBM (B622)									■	ITF Window 1			
			OED Cabinet (B623)									■	ITF Window 1			
			NY Office (B624)									■	ITF Window 1			
			Information Technology Services & Support (B625)									■	ITF Window 1			

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)	Delivery Jan-Jun 2019 (\$'000)	% Delivered as of June	
Global (continued)			Market Price Information (B627)	■							ITF Window 1	15,780	6,770	43%	
			Support Trade Negotiations (B629)		■						ITF Window 1				
			Export strategy design and management (B630)		■						ITF Window 1				
			SME Competitiveness Survey and Outlook (B631)	■		■					■				ITF Window 1
			Trade in services (B632)		■										ITF Window 1
			I4 IMPACT (AIM) : Improving institutional performance for SME internationalization (B633)			■	■	■							ITF Window 1
			Value Added to Trade (B635)				■								ITF Window 1
			E-solutions (B636)				■								ITF Window 1
			SheTrades (B641)						■						ITF Window 1
			SheTrades Coordination (B642)						■						ITF Window 1
			Trade for Sustainable Development (T4SD) - Database (B645)						■						ITF Window 1
			DEI Coordination and Innovation Fund (B647)								■				ITF Window 1
			E-Learning (B648)	■											ITF Window 1
			DCP Partnership and Coordination (B650)								■				ITF Window 1
			Global: Support for Innovative Methods and Tools (understanding NTMs and accessing e-Commerce) (B678)	■			■								United States Agency for International Development
			Economic Partnership Agreements (EPAs) worldwide and rules of origin (B725)	■											National Graduate Institute for Policy Studies
			SheTrades and UPS partnership (B750)							■					UPS
			Innovation Lab (B788)								■				ITF Window 1
			New ITC website (B824)								■				ITF Window 1
			Dummy project: Business Development Fund (BDF 2019) (B835)								■				ITF Window 1 (BDF)
			South-South - ITC participation at BAPA+40, methodology and resource mobilization (B836)								■				ITF Window 1
			DPS Improving operational efficiency (B838)								■				ITF Window 1
			Youth & Trade: Entrepreneurship and Employability (B840)						■						ITF Window 1
			Vulnerable Migration & Forced Displacement Framework (B842)						■						ITF Window 1
			DMD/TMI Core Staff (B849)	■											ITF Window 1
			CRM (B852)								■				ITF Window 1
			E-learning - Global Public Good (B892)								■				ITF Window 1
			Associate expert - Office for Asia and the Pacific (B880)								■				China Scholarship Council
			Associate expert - Office for Asia and the Pacific (B773)								■				China Scholarship Council
			Associate Expert: Trade facilitation and policy for business (B393)			■									Department for External Economic Relations (Finland)
			Associate expert: Enterprise and institutions (B412)				■	■	■						Federal Ministry for Economic Cooperation and Development, Germany
			Associate Expert: Trade facilitation and policy for business (B699)			■									Federal Ministry for Economic Cooperation and Development, Germany
			Associate Expert - Evaluation Unit (B772)								■				China Scholarship Council
		Associate expert - E-learning (B774)					■	■			China Scholarship Council				
		Associate expert - E-solutions (B800)					■				Federal Ministry for Economic Cooperation and Development, Germany				
		Associate expert - SheTrades (B825)						■			Federal Ministry for Economic Cooperation and Development, Germany				
		Associate expert - Strengthening TISIs (B886)			■						China Scholarship Council				
		Associate expert - Research and strategies for export (B887)								■	China Scholarship Council				
											944	738	78%		

ITC is grateful for contributions to the ITC Trust Fund Window 1 (ITF Window 1) in 2019 and in past years from Belgium, Canada, China, Denmark, Finland, Germany, Iceland, India, Ireland, Norway and Sweden

## Annex II: Understanding ITC's results framework

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

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

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

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

## Annex III: ITC's direct contribution to SDG monitoring

**10** REDUCED INEQUALITIES



### Goal 10: Reduce inequality within and among countries

Target 10.a: Implement the principle of special and differential treatment for developing countries, in particular least developed countries, in accordance with World Trade Organization agreements

- [Indicator 10.a.1: Proportion of tariff lines applied to imports from least developed countries and developing countries with zero-tariff](#)

**17** PARTNERSHIPS FOR THE GOALS



### Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development

Target 17.10: Promote a universal, rules-based, open, non-discriminatory and equitable multilateral trading system under the World Trade Organization, including through the conclusion of negotiations under its Doha Development Agenda

- [Indicator 17.10.1: Worldwide weighted tariff-average](#)

Target 17.11: Significantly increase the exports of developing countries, in particular with a view to doubling the least developed countries' share of global exports by 2020

- [Indicator 17.11.1: Developing countries' and least developed countries' share of global exports](#)

Target 17.12: Realize timely implementation of duty-free and quota-free market access on a lasting basis for all least developed countries, consistent with World Trade Organization decisions, including by ensuring that preferential rules of origin applicable to imports from least developed countries are transparent and simple, and contribute to facilitating market access

- [Indicator 17.12.1: Average tariffs faced by developing countries, least developed countries and small island developing States](#)

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