
REPORT TO THE CONSULTATIVE COMMITTEE OF THE ITC TRUST FUND

(1 JANUARY – 31 DECEMBER 2018)

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.

April 2019

Original: English

© International Trade Centre 2019

TABLE OF CONTENTS

1. Introduction	3
2. Source of ITC funds	3
2.1 Voluntary contributions to the ITC Trust Fund	4
2.2 Breakdown of contributions received in the period Jan – Dec 2018	5
2.3 W1 contributions received for 2016 - 2020, by year of allocation	6
3. Use and status of ITC funds: delivery against the 2018 total budget	6
4. Regular budget	7
5. Extrabudgetary funds	8
5.1 Extrabudgetary funds overview	8
5.2 Extrabudgetary delivery by Focus area and funding source	9
5.3 Extrabudgetary delivery by priority countries	10
5.4 Extrabudgetary delivery by funding source and regions	11
5.5 Extrabudgetary delivery by cost categories	12
5.6 ITC cash position	12
6. Programme Support Costs	13
7. ITC's performance against the Operational Plan commitments	14
7.1 Tier 1: ITC's contribution to the Sustainable Development Goals	14
7.2 ITC's performance against the corporate development outcome and output indicators (Tier 2 of the Corporate Scorecard)	20
7.3 2018 Window I contribution to ITC's corporate results	25
7.4 ITC's performance against key operations related performance indicators (Tier 3 of the Corporate Scorecard)	28
7.5 Risks and implementation challenges in 2018	29
7.6 Status of key Operational Plan deliverables	30
7.7 ITC's Independent Evaluation Unit	39
Annex I – List of SDG targets ITC contributes to through TRTA projects	41
Annex II – List of projects per Focus area and region	43

List of Figures

Figure 1:	Funder contributions to Window I and Window II of the ITC Trust Fund received from Jan-Dec 2018.....	5
Figure 2:	ITC delivery pattern from 2009 to 2018, by source of funds, \$ million	6
Figure 3:	RB delivery by Focus area, for the period Jan - Dec 2018, \$ million.....	7
Figure 4:	XB delivery by Focus area and Window, for the period Jan - Dec 2018, \$ million	10
Figure 5:	XB delivery delivery by priority countries for the period Jan - Dec 2018	10
Figure 6:	XB, W1 and W2 region-specific delivery (excluding global projects), for Jan - Dec 2018	12
Figure 7:	Frequency of ITC project linkages to SDG goals and targets in 2018.....	14
Figure 8:	ITC delivery distribution by SDG for Jan – Dec 2018, in percentages	15
Figure 9:	ITC’s main corporate risks and implementation challenges by category	29
Figure 10:	ITC’s key lessons learned on sustaining impact	39

List of Tables

Table 1:	XB funding received from 1 Jan to 31 Dec 2017 and from 1 Jan to 31 Dec 2018, in \$ thousand	4
Table 2:	Window I funding received for 2016 - 2020, by year of allocation, status as at 31 December 2018, in \$	6
Table 3:	ITC OP budget, RB and XB delivery for the period Jan - Dec 2018, \$ million.....	6
Table 4:	RB delivery by Focus area, for the period Jan – Dec 2018, \$ million.....	7
Table 5:	RB delivery by cost category for the period Jan – Dec 2018, \$ million	7
Table 6:	Biennial RB delivery overview, \$ million	7
Table 7:	XB budget and delivery for the period Jan - Dec 2018, \$ million.....	9
Table 8:	XB budget and delivery by Focus area and funding source for the period Jan - Dec 2018, \$ million	9
Table 9:	Operational plan and delivery by funding source and region, for Jan - Dec 2018, \$ million	11
Table 10:	XB delivery by cost category for the period Jan - Dec 2018, \$ million	12
Table 11:	ITC cash position for the period Jan - Dec 2018, in \$ thousand	12
Table 12:	PSC budget and delivery by Focus area, for the period Jan - Dec 2018, \$ million	13
Table 13:	PSC delivery by cost category, for the period Jan - Dec 2018, \$ million.....	13
Table 14:	Corporate outcome indicators and progress for the period Jan - Dec 2018.....	22
Table 15:	Corporate output indicators and progress for the period Jan - Dec 2018.....	24
Table 16:	Efficiency and effectiveness key performance indicators and progress for the period Jan - Dec 2018	28
Table 17:	Status of strategic milestones for the period Jan - Dec 2018: technical assistance.....	30
Table 18:	Strategic milestones for the period Jan - Dec 2018: impact, effectiveness and efficiency	37

1. Introduction

ITC is pleased to submit to the Consultative Committee of the ITC Trust Fund (CCITF) the 2018 report on its budgets, delivery and performance, covering the period from 1 January to 31 December 2018.

This report provides information principally in the form of self-explanatory tables that give an overview of the organization's activities. It 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 programme support and regular budget resources and gives an account of ITC's 2018 performance against the targets set in the Operational Plan 2018.

ITC received an 'unqualified audit opinion' on the financial statements for 2017, confirming that ITC fully complies with IPSAS accounting and reporting requirements.¹

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

2. Source of ITC funds

Two sources of funding enable ITC's work: the regular budget (RB) and extrabudgetary funding (XB), which includes programme support costs (PSC). The RB is approved on a biennial basis by the United Nations General Assembly and the World Trade Organization (WTO) General Council. 2018 is the first year of the current biennium 2018-2019.

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

¹ The ITC 'Financial report and audited financial statements for the year ended 31 December 2017' and 'Report of the Board of Auditors' is available on line: <http://www.intracen.org/itc/about/working-with-itc/corporate-documents/financial-reports/>

2.1 Voluntary contributions to the ITC Trust Fund

The figures in Table 1 reflect the funds transferred to the ITC Trust Fund in 2018, in comparison with funding received in 2017. The amounts shown may include funding designated for years beyond 2018, as per individual grant agreement.

Table 1: XB funding received from 1 Jan to 31 Dec 2017 and from 1 Jan to 31 Dec 2018, in \$ thousand

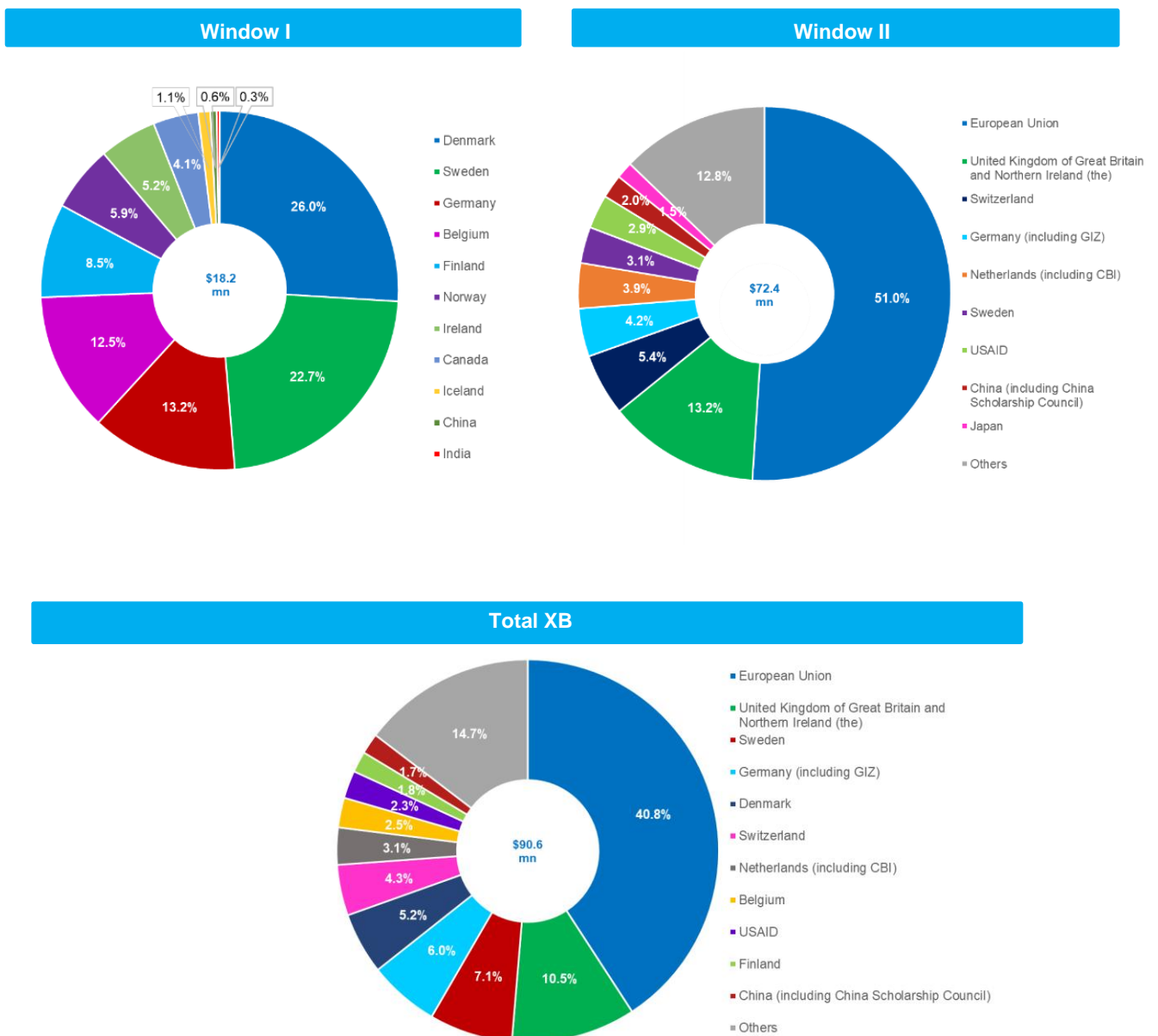
Fundlers	2017 (\$ '000)			2018 (\$ '000)		
	Window I	Window II	Total	Window I	Window II	Total
Governments and national development agencies	8,930	18,644	27,574	18,151	29,887	48,039
Agence Francaise de Development	-	-	-	-	972	972
Argentina	-	20	20	-	-	-
Australia	-	307	307	-	-	-
Belgium	-	-	-	2,275	-	2,275
Canada	723	-	723	741	-	741
China (including China Scholarship Council)	100	400	500	100	1,478	1,578
Denmark	-	43	43	4,713	-	4,713
Expertise France	-	463	463	-	932	932
Finland	-	136	136	1,535	69	1,604
Germany (including GIZ)	2,049	2,212	4,261	2,396	3,012	5,408
Hungary	-	180	180	-	-	-
Iceland	-	-	-	200	-	200
India	50	-	50	50	-	50
Indonesia	-	30	30	-	-	-
Ireland	910	-	910	943	-	943
ITHRAA - Sultanate of Oman	-	31	31	-	37	37
Japan	-	927	927	-	1,050	1,050
Kuwait	145	-	145	-	-	-
Netherlands (including CBI)	-	4,101	4,101	-	2,832	2,832
Norway	1,093	-	1,093	1,079	-	1,079
Qatar Development Bank	-	81	81	-	1,000	1,000
Republic of Korea (the)	-	658	658	-	-	-
Saint Vincent and the Grenadines	-	-	-	-	68	68
South Africa	-	60	60	-	-	-
Sweden	3,859	838	4,698	4,118	2,271	6,389
Switzerland	-	2,543	2,543	-	3,884	3,884
Switzerland/EIF	-	200	200	-	636	636
United Kingdom of Great Britain and Northern Ireland (the)	-	4,653	4,653	-	9,526	9,526
USAID	-	760	760	-	2,119	2,119
Business support organizations	-	331	331	-	302	302
Barbados Investment and Development Corporation	-	82	82	-	-	-
Caribbean Export Development Agency	-	-	-	-	14	14
Costa Rica CINDE	-	8	8	-	-	-
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 (FIAPP)	-	-	-	-	18	18
Procomer	-	-	-	-	25	25
ProCórdoba Argentina	-	20	20	-	-	-
PromPeru	-	20	20	-	-	-
Saint Lucia Trade Export Promotion Agency (TEPA)	-	82	82	-	166	166
Sustainable Agriculture Initiative (SAI Platform)	-	114	114	-	24	24
TradeMalta	-	-	-	-	12	12
International organizations including financial institutions, partnerships and funds, regional organisations, UN system and related	60	25,039	25,099	-	40,953	40,953
African Guarantee Fund (AGF)	-	445	445	-	150	150
Caribbean Development Bank	-	129	129	-	-	-
COMESA	-	122	122	-	766	766
Enhanced Integrated Framework (EIF)	-	1,059	1,059	-	140	140
European Union	-	19,484	19,484	-	36,965	36,965
Food and Agriculture Organization of the United Nations (FAO)	-	228	228	-	216	216
Foundation for the Global Compact	60	-	60	-	-	-
ILO	-	131	131	-	13	13
International Islamic Trade Finance Corporation (ITFC)	-	15	15	-	-	-
IOM	-	-	-	-	266	266
Islamic Centre for Development of Trade	-	40	40	-	-	-
Islamic Development Bank	-	1,040	1,040	-	-	-
One UN Fund	-	-	-	-	625	625
Organisation Internationale de la Francophonie	-	34	34	-	-	-
Trademark East Africa	-	150	150	-	-	-
UEMOA	-	276	276	-	640	640
UMOCIR Mali	-	62	62	-	80	80
UNCTAD	-	-	-	-	188	188
UNDP	-	27	27	-	27	27
Western NIS Enterprise Fund (WNISEF)	-	5	5	-	-	-
World Bank	-	848	848	-	-	-
WTO-STDF	-	462	462	-	445	445
Revolving funds	-	484	484	-	432	432

Table 1 (continued)

Funders	2017 (\$ '000)			2018 (\$ '000)		
	Window I	Window II	Total	Window I	Window II	Total
Academia, training and research institutions, nonprofit organizations and businesses	-	605	605	-	1,275	1,275
Citibank	-	-	-	-	47	47
Coop Genossenschaft / Chocolats Halba / Sunray	-	-	-	-	83	83
DHL	-	70	70	-	73	73
DMI Associates	-	-	-	-	31	31
Huawei Technologies	-	-	-	-	90	90
Max Havelaar Foundation	-	-	-	-	52	52
McDonalds Corp.	-	25	25	-	-	-
National Graduate Institute for Policy Studies (GRIPS)	-	113	113	-	165	165
Norwegian Refugee Council	-	-	-	-	307	307
PepsiCo	-	100	100	-	-	-
Physikalisch-Technische Bundesanstalt (PTB)	-	13	13	-	-	-
Swisscontact	-	170	170	-	22	22
The Mo Ibrahim Foundation	-	114	114	-	114	114
The UPS Foundation	-	-	-	-	276	276
World Wildlife Fund (WWF)	-	-	-	-	15	15
Total XB funding received	8,990	44,619	53,609	18,151	72,417	90,568

2.2 Breakdown of contributions received in the period Jan – Dec 2018

Figure 1: Funder contributions to Window I and Window II of the ITC Trust Fund received from Jan-Dec 2018



2.3 W1 contributions received for 2016 - 2020, by year of allocation

Table 2: Window I funding received for 2016 - 2020, by year of allocation, status as at 31 December 2018, in \$

W1 Funders	2016	2017	2018	2019	2020
Belgium	-	-	-	1,137,656	1,137,656
Canada	730,208	722,943	741,450	-	-
China	100,000	100,000	100,000	-	-
Denmark	-	-	4,713,276	-	-
Finland	1,685,240	1,685,240	1,137,656	397,042	-
Germany	2,169,197	2,049,093	2,396,480	-	-
Iceland	-	-	100,000	100,000	-
India	50,000	50,000	50,000	-	-
Ireland	877,193	910,125	943,396	-	-
Norway	-	1,093,427	1,078,878	-	-
Sweden	3,478,664	3,859,127	4,117,760	-	-
Total	9,090,502	10,469,955	15,378,896	1,634,698	1,137,656

3. Use and status of ITC funds: delivery against the 2018 total budget

ITC's overall budget for 2018 as per ITC's Operational Plan 2018 (OP budget) amounts to \$92.9 million. The planned delivery of RB was \$37.2 million, consisting of contributions in equal parts from the United Nations and the World Trade Organization. For gross XB delivery, which includes PSC charges, the planned delivery was \$55.7 million.

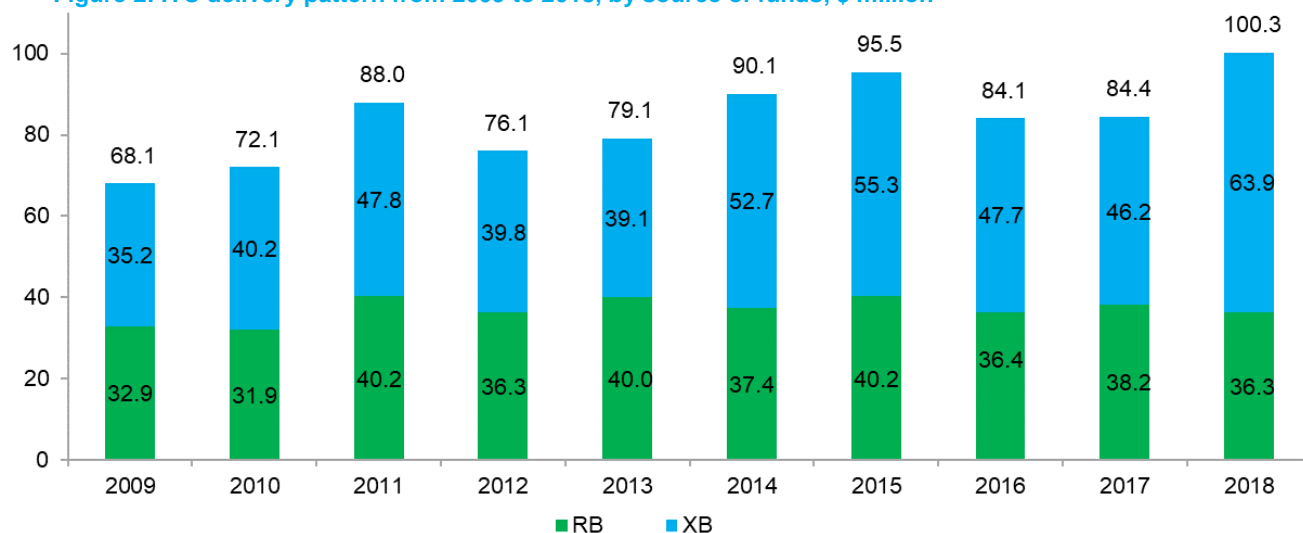
At the end of December 2018, actual delivery of XB stood at 115% and RB delivery stood at 98% of the planned 2018 budget.

Table 3: ITC OP budget, RB and XB delivery for the period Jan - Dec 2018, \$ million

Budget	OP Budget	Delivery	% spent
Extrabudgetary funds	55.7	63.9	115%
Regular Budget	37.2	36.3	98%
Total	92.9	100.3	108%

*RB spending in a year represents approximately half of the amount planned and approved for the biennium 2018-2019.

Figure 2: ITC delivery pattern from 2009 to 2018, by source of funds, \$ million



4. Regular budget

ITC's regular budget (RB) supports ITC's work in the six focus areas and ensures 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 ITC's overhead cost. At year-end of 2018, RB delivery was 98% of the target for 2018.

Figure 3: RB delivery by Focus area, for the period Jan - Dec 2018, \$ million

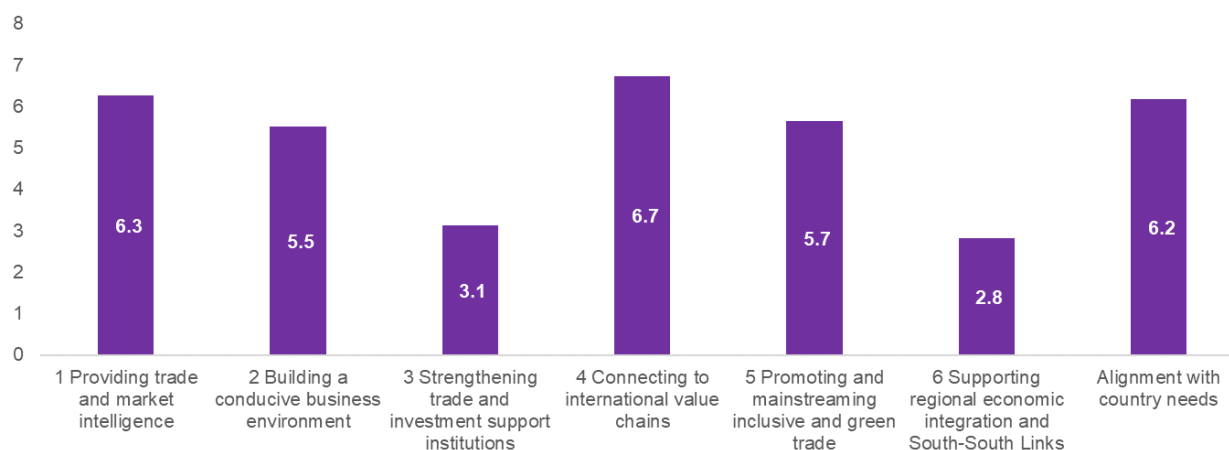


Table 4: RB delivery by Focus area, for the period Jan – Dec 2018, \$ million

Focus area	OP budget	Delivery
1 Providing Trade and Market Intelligence	6.4	6.3
2 Building a Conducive Business Environment	5.7	5.5
3 Strengthening Trade and Investment Support Institutions	3.2	3.1
4 Connecting to International Value Chains	6.9	6.7
5 Promoting and Mainstreaming Inclusive and Green Trade	5.8	5.7
6 Supporting Regional Economic Integration and South-South Links	2.9	2.8
Alignment with country needs	6.3	6.2
Total	37.2	36.3

Table 5: RB delivery by cost category for the period Jan – Dec 2018, \$ million

Categories	Spent
Staff and Other Personnel Costs	30.1
Operating and Other Direct Costs	4.2
Contractual Services	0.9
Equipment Vehicles and Furniture	0.6
Travel	0.5
Supplies Commodities and Materials	0.1
Total	36.3

Table 6: Biennial RB delivery overview, \$ million

Item	2010-11	2012-13	2014-15	2016-17	2018-19, Year 1
Appropriations for a biennium*	73.0	79.9	78.2	73.6	75.1
Delivery	72.1	76.3	77.5	74.6	36.3
% spent	99%	95%	99%	101%	48%

*ITC's budget is approved in Swiss francs. The amounts have been converted to US dollars to make the data easier to compare and to provide a comprehensive view of ITC's financial situation for accounting and reporting purposes.

5. Extrabudgetary funds

5.1 Extrabudgetary funds overview

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

Window I allocations are made by ITC's Senior Management Committee (SMC) during the preparation of the annual Operational Plan and throughout the year. When deciding on W1 allocations, SMC takes into account the overall purpose of W1 funds: to support expenditures 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'. SMC also considers the following criteria:

1. Client needs / priorities;
2. Prioritization of initiatives according to the ITC Strategic Plan;
3. Synergies and balance with Window II components of the work programme;
4. Performance in the execution of the work programme;
5. Funder preferences;
6. Actual and expected funder contributions.

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

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

All W2 funding sources have in common that ITC's use of the funding received is more narrowly specified than in the case of W1 funds.

The analyses presented in the following sections compare total 2018 delivery, as well as W1 and W2 delivery with the budget allocations reflected in the ITC Operational Plan 2018.

5.2 Extrabudgetary delivery by Focus area and funding source

In the Operational Plan 2018, the planned XB budget was set at \$55.7 million. The year-end XB delivery reached 115% against plan, with Window I delivery at 111% and Window II delivery at 116% of the target. In both cases, additional resources were received during the year, which allowed an expansion of ITC's activities.

Table 7: XB budget and delivery for the period Jan - Dec 2018, \$ million

Window	OP budget	Delivery	% spent
Window I	11.5	12.7	111%
Window II	44.2	51.2	116%
Total XB	55.7	63.9	115%

The year-end XB delivery was also above target for all focus areas, except 'Corporate'. This is due to accounting: in the Operational Plan, the Business Development Fund (BDF) is initially listed as a 'Corporate' allocation. Once BDF funds are assigned to specific projects, their delivery is reported under the projects' respective focus area. The individual projects funded by the BDF are listed in [Annex II](#).

Within Window I, Focus areas 1, 2 and 5 received additional funding during the year, and the growth was partially driven by the receipt of soft-earmarked funds. Marginally lower spending in Focus area 3 was due to a large increase of the Window II component of TISI interventions, which supported, among other, the WTPO conference.

Within Window II, Focus area 1 showed a lower delivery than planned (93%), mainly due to the delay in the receipt of funding for one large project. The highest W2 delivery against planned budget was in Focus area 3. It was mainly driven by a fast start of 'The Global Textiles and Clothing (GTEX)' programme and the receipt of funds for a new project, 'Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés'. In Focus area 5, growth was driven by the new SheTrades Commonwealth project.

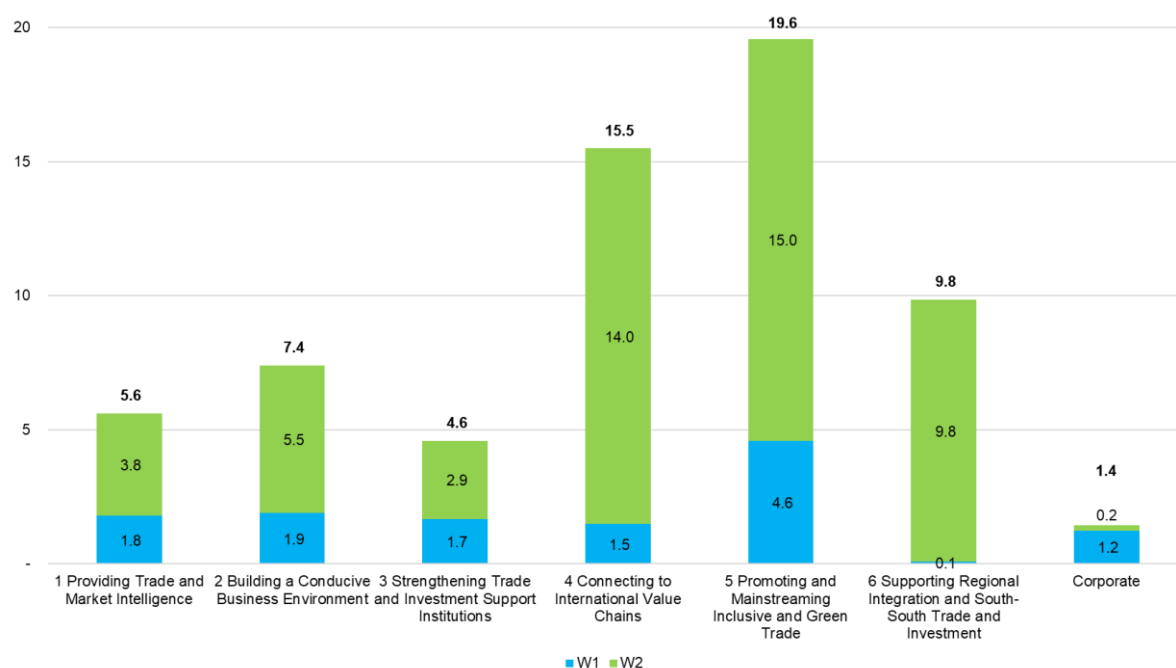
Table 8: XB budget and delivery by Focus area and funding source for the period Jan - Dec 2018, \$ million

Focus area	OP W1	Delivery W1	% spent	OP W2	Delivery W2	% spent	Total OP budget	Total Delivery	% spent
1 Providing Trade and Market Intelligence	1.4	1.8	133%	4.1	3.8	93%	5.5	5.6	103%
2 Building a Conducive Business Environment	1.6	1.9	119%	4.7	5.5	116%	6.3	7.4	116%
3 Strengthening Trade and Investment Support Institutions	1.7	1.7	96%	1.7	2.9	168%	3.5	4.6	132%
4 Connecting to International Value Chains	1.5	1.5	102%	13.3	14.0	105%	14.8	15.5	105%
5 Promoting and Mainstreaming Inclusive and Green Trade	3.7	4.6	124%	11.2	15.0	134%	14.9	19.6	131%
6 Supporting Regional Economic Integration and South-South Links*	0.0	0.1	1003%	9.1	9.8	108%	9.1	9.8	109%
Corporate**	1.7	1.2	75%	0.0	0.2	588%	1.7	1.4	85%
Total	11.5	12.7	111%	44.2	51.2	116%	55.7	63.9	115%

* The high percentage of W1 delivery for Focus area 6 'Supporting Regional Economic Integration and South-South Links' is mainly due to projects that received BDF allocations during the year. The initial allocation was \$7 thousands and delivery was \$69 thousands.

** The 'Corporate' category of W1 funds initially includes the Business development fund (BDF), allocations for IT efficiency projects, results-based management, visibility and partnerships. The W2 Corporate OP target is below \$50 thousands and therefore appears as zero.

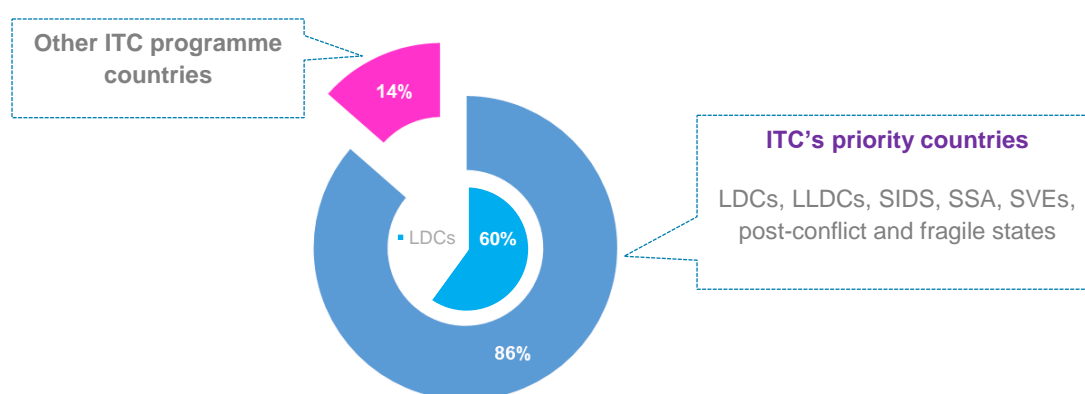
Figure 4: XB delivery by Focus area and Window, for the period Jan - Dec 2018, \$ million



5.3 Extrabudgetary delivery by priority countries

Regarding ITC's delivery by region, for 2018, ITC had targeted at least 80% of country-specific assistance to be delivered in priority countries, and 55% in the sub-group of least developed countries (LDCs). In 2018, 86% of country-specific technical assistance was provided to ITC's priority countries, which are: least developed countries (LDCs), landlocked developing countries (LLDCs), small island developing states (SIDS), sub-Saharan African countries (SSA), small, vulnerable economies (SVEs) and post-conflict and fragile states. The share of LDCs in region-specific delivery was over 60%.

Figure 5: XB delivery delivery by priority countries for the period Jan - Dec 2018



5.4 Extrabudgetary delivery by funding source and regions

Aside from projects in five geographic regions, ITC also implements 'Global projects', which include initiatives to deliver Global public goods and corporate projects. Projects with a Global public goods nature, such as 'Trade for Sustainable Development', 'Improving transparency in trade through market analysis tools', 'AIM for Results: Improving TISI performance and measurement', 'SheTrades' or 'Value added to trade' – among others – serve clients in multiple regions and often conduct outreach to all ITC programme countries.

The ratio of global versus regional and country-specific XB 2018 delivery was 24% to 76%. ITC retained its strong focus on sub-Saharan Africa and the Asia-Pacific region. The two regions accounted for approximately 75% of region-specific delivery, driven by large W2 projects. Corporate projects, such as: efficiency and effectiveness initiatives, results-based management, visibility and partnerships or fellowships, are considered global in nature, as they support and enhance the delivery of all trade-related technical assistance projects. The corporate projects accounted for approximately 2% of the total 2018 XB delivery.

The following table shows the delivery status by region, against the planned 2018 budget.

Table 9: Operational plan and delivery by funding source and region, for Jan - Dec 2018, \$ million

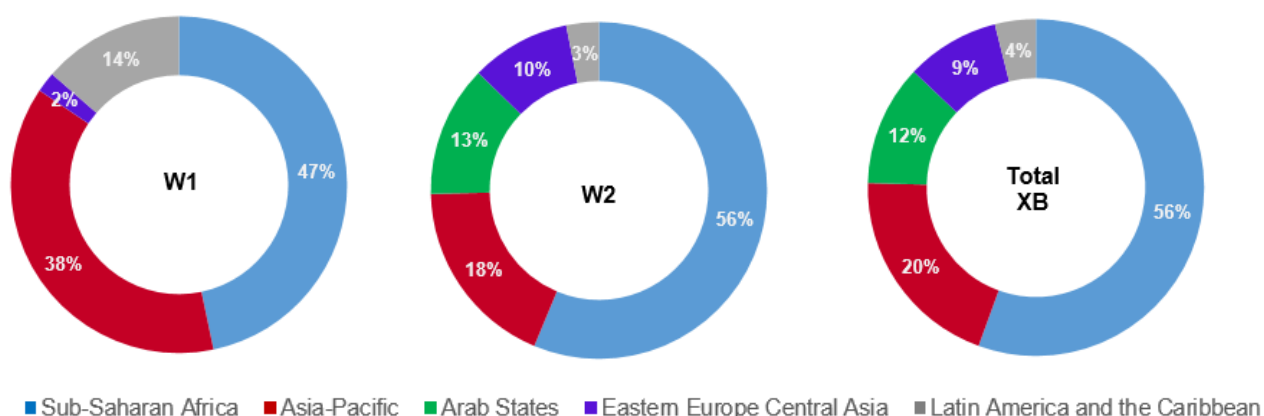
Region	OP W1	Delivery W1	OP W2	Delivery W2	Total OP budget	Total Delivery	% Total
Sub-Saharan Africa	0.3	1.8	18.7	25.1	19.0	26.9	142%
Asia-Pacific	0.5	1.4	8.7	8.2	9.1	9.6	106%
Arab States	-	0.0	5.1	5.6	5.1	5.6	111%
Eastern Europe Central Asia	0.0	0.1	4.3	4.3	4.4	4.4	100%
Latin America and the Caribbean	0.2	0.5	1.0	1.4	1.2	1.9	163%
Global	10.6	9.0	6.5	6.5	17.1	15.5	91%
Total	11.5	12.7	44.2	51.2	55.7	63.9	115%

Differentiating by fund, in line with the purposes for which W1 funding is used, the W1 share of Global projects is much higher than for W2 projects. It accounted for 71% of Window I delivery, with region-specific projects in all five ITC regions accounting for the remaining 29%. Of the region-specific W1 activities, 47% were delivered in sub-Saharan Africa, mainly due to newly-planned country-specific components of Non-Tariff Measures programme, Trade for Sustainable Development programme, Trade Facilitation programme and Poor Communities and Trade programme. These four W1-funded initiatives also had major activities in Asia-Pacific and Latin America and the Caribbean regions. The large increases of 'planned' vs. 'delivered' W1 delivery in the regions, and the lower than 'planned' global W1 delivery is influenced both by responsive W1 programming for specific country interventions under otherwise global projects, and by the Business Development Fund (BDF). The BDF budget is initially listed under corporate (global) projects. Once allocated, the amounts are shown under the respective geographic regions where the BDF has been used.

Inversely, for Window II, Global projects accounted for less than 13% of delivery, and region-specific projects for 87%. The distribution of the region-specific W2 delivery shows 56% of delivery focused on sub-Saharan Africa, followed by the Asia-Pacific (18%), Arab States (13%), Eastern Europe and Central Asia (10%) and Latin America and the Caribbean (3%) regions.

Figure 6 provides an overview of the region specific XB delivery in Jan - Dec 2018 by funding source and for the total XB delivery. Details on ITC's project portfolio by region are available in [Annex II](#).

Figure 6: XB, W1 and W2 region-specific delivery (excluding global projects), for Jan - Dec 2018



5.5 Extrabudgetary delivery by cost categories

Table 10 shows the 2018 XB budget by cost category.

Table 10: XB delivery by cost category for the period Jan - Dec 2018, \$ million

Categories	XB	% spent
Technical Experts and Other Personnel	44.0	69%
Operating and Other Direct Costs	7.6	12%
Travel	6.9	11%
Contractual Services	2.3	4%
Transfers and Grants Issued to Implementing Partners	2.1	3%
Equipment Vehicles and Furniture	0.8	1%
Supplies Commodities and Materials	0.1	0%
Total	63.9	100%

5.6 ITC cash position

Table 11 shows the resulting ITC's cash position at the end of 2018. The contributions received in 2018 also include funding for multi-year projects.

Table 11: ITC cash position for the period Jan - Dec 2018, in \$ thousand

	W1	W2	Total XB
Balance as at 1 January 2018	2,886	28,692	31,578
Add: Contributions received	18,151	70,510	88,661
Funds from international organizations ⁽¹⁾	-	1,476	1,476
Contributions from services rendered ⁽²⁾	-	432	432
Sub-total Contributions ⁽³⁾	18,151	72,417	90,568
Less: Expenditures	11,267	46,463	57,730
Programme Support Costs	1,465	4,748	6,212
Sub-total Expenditure	12,732	51,210	63,942
Refund to donors	-	(286)	(286)
Transfers to/(from) other funds	-	-	-
Balance available	8,306	49,613	57,918
Add: Operating reserves			8,051
Total available balance as of 31 December 2018			65,969

1) EIF, One UN and other international organizations;

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

3) Excludes interest and transfers to operating reserves

6. Programme Support Costs

The charge collected on trust funds or extrabudgetary expenditures is called Programme Support Cost (PSC) and is expressed as a percentage of direct costs (expenditure). PSC are charged to recover incremental indirect costs. These consist of costs incurred when supporting activities financed from extrabudgetary contributions, e.g. the central administration of human, financial, physical and ICT resources, staffing, facilities, equipment, activities and legal liabilities related 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 the end of 2018, 77% of the PSC budget had been used. The lower expenditure than budgeted is due to postponement of allocation of costs for corporate initiatives related to cost-sharing activity by the UN Secretariat for the financing of UMOJA project.

Table 12: PSC budget and delivery by Focus area, for the period Jan - Dec 2018, \$ million

Focus area	OP budget	Delivery
1 Providing Trade and Market Intelligence	0.6	0.4
2 Building a Conducive Business Environment	0.8	0.6
3 Strengthening Trade and Investment Support Institutions	0.4	0.3
4 Connecting to International Value Chains	1.1	0.8
5 Promoting and Mainstreaming Inclusive and Green Trade	1.0	0.8
6 Supporting Regional Economic Integration and South-South Links	0.6	0.5
Alignment with country needs	0.4	0.3
Total	4.8	3.7

Table 13: PSC delivery by cost category, for the period Jan - Dec 2018, \$ million

Categories	Spent	%
Staff and Other Personnel Costs	3.2	86%
Operating and Other Direct Costs	0.5	13%
Contractual Services*	0.0	1%
Supplies Commodities and Materials**	0.0	0%
Total	3.7	100%

* Contractual Services expenditure amounts to \$41 thousands.

** Supplies, commodities and materials expenditure amounts to \$6.8 thousands.

7. ITC's performance against the Operational Plan commitments

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 goal. In each annual Operational Plan, these targets are broken down further, both in form of targets for the ITC Corporate Scorecard, and in form of specifying annual operational qualitative milestones for the key deliverables.

The Corporate Scorecard translates ITC's strategic objectives into a coherent set of performance measures, considering development impact (Tier 1), ITC's corporate outcomes and outputs (Tier 2), and key performance indicators for ITC's operations (Tier 3). The following sections present the results achieved in 2018.

7.1 Tier 1: ITC's contribution to the Sustainable Development Goals

Tier 1: ITC's contribution to the Sustainable Development Goals

Tier 1: Development context - ITC's results framework aims to track the organization's contribution to the Sustainable Development Goals (SDGs). The 2030 Agenda explicitly identifies international trade as 'an engine for inclusive economic growth, job creation and poverty reduction'. Through its TRTA projects, ITC contributes directly to 10 Global Goals. Each project links to specific SDG targets depending on the nature of intervention. ITC recently revalidated its contribution to the SDG targets and advanced its reporting approach on it.

First, the list of SDG targets to which ITC's 15 programmes contribute has been reviewed. As a result of this exercise, ITC's contribution increased from 24 to 34 SDG targets (a list of all targets ITC links to can be found in Annex I).

Second, a set of indicators has been developed that establish a direct link of ITC's efforts to the SDG targets. By reporting on these indicators ITC's projects link directly to relevant SDGs targets. Following this new approach, Figure 7 shows the proportion of targets and goals that projects contributed towards.

Figure 7: Frequency of ITC project linkages to SDG goals and targets in 2018



Regarding the financial delivery linked to the SDGs in 2018, ITC has estimated that approximately 45% of its delivery focused on Goals 8, 17 and 5. Goals 10, 1, 9, and 2 accumulated to 39% as a result of ITC's TRTA delivery targeting work with individuals at the base of the pyramid, in the agricultural sector and work on value chain access and development. The remaining 16% were distributed among Goals 4, 16 and 12. Figure 8 below shows ITC's delivery by SDG for 2018.

The incongruity in frequency and delivery of some goals is based on the different budget volumes of the projects. For instance, while many projects contribute to targets under Goal 2, the proportion of

delivery for this goal is small. These discrepancies, besides overall project budget sizes, also arise because projects are in the end of their implementation phase or in the beginning of the project and do not deliver on activities yet.

Figure 8: ITC delivery distribution by SDG for Jan – Dec 2018, in percentages



In its TRTA delivery, ITC mainstreams SDG target 5.5 by covering women’s full and effective participation in economic life, 8.6 by addressing youth employment and 12.2 by targeting sustainable management. The nature of ITC’s approach is to build capacity of and provide knowledge for all its beneficiaries for better economic opportunities, which directly links SDG 4.4, and to increase exports of developing countries, linking to SDG 17.11.

Highlights on ITC’s contribution towards SDGs in 2018 by Focus area

ITC’s interventions cover multiple SDGs simultaneously and illustrate how trade contributes to most SDGs. **‘Development’, as expressed in the SDGs, is a manifestation of an interdependent network of results.** ITC’s core work is attributed to SDG 8, SDG 1 and SDG 17, whose goals are present in most ITC’s projects. Impact is **about long-term and scalable effects**, so the examples below are usually the result of multi-year ITC’s initiatives. Direct contributions of the sample results to specific SDG targets are shown in brackets.

Globally accessible trade and market intelligence



ITC’s Global Public Goods (GPGs) offer unique, free trade-related intelligence, analytics, innovative tools and training at a global scale. ITC’s impact translates to sustainable awareness-raising and providing knowledge in the domains of SME competitiveness, trade, entrepreneurship, market access, sustainability and inclusiveness. The GPGs are geared to influence decision-making of MSMEs, large companies, institutions and policymakers towards ‘good trade’, and are easily understandable and customizable to different user needs.

Over 13,500 participants, of which over 5,600 certified participants in SME Trade Academy and Supply Chain Management courses in 2018 have increased their knowledge on business and trade, thus improving their employment opportunities and capacities to do business (4.4).

A newly developed Malawi Export Potential Assessment tool is now housed at the Malawi Investment and Trade Centre. With the tool, policymakers, MSMEs and entrepreneurs enjoy improved transparency and access to business and trade intelligence (8.3, 9.3, 17.11).

Over \$300 million in trade transactions were facilitated through the use of ITC’s Market Analysis Tools. Data from ITC’s Market Analysis Tools informed the business decisions of its users, which in return led to the conclusion of new international trade deals (2.3, 8.2, 9.3, 17.11).

ITC brings identified non-tariff measures to the attention of the policymakers and thereby helps to realize timely implementation of duty-free and quota-free market access on a lasting basis for all LDCs, including by ensuring that preferential rules of origin applicable to imports from least developed countries are transparent and simple, and contribute to facilitating market access (17.12).

To implement the principle of special and differential treatment for developing countries, ITC provides data and information on trade and tariffs, which makes trade information transparent and provides the conditions for addressing tariff lines (10.a).



A conducive business environment

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

Afghanistan National Export Strategy, developed with ITC’s assistance and currently in implementation, contributed to a double-digit export growth of Afghan priority agro-sectors from 2016 to 2018. Modernization of Afghanistan’s trade-related policy and regulatory framework in line with WTO Trade Facilitation Agreement contributed to elimination of several trade barriers. As an example, Uzbekistan granted a preferential tariff regime for most of Afghan exports, thus eliminating trade restrictions that Afghan agro-products used to face (1.b, 2.3, 8.3, 16.7, 17.10, 17.11, 17.12).

ITC supported the Central African Republic, Niger and Burkina Faso in finalizing their **Trade Facilitation Agreement** implementation roadmap, supported regional discussions in the context of the **First African National Trade Facilitation Committee Forum**, and facilitated **regional dialogues on the WTO accession process** in the Horn of Africa. Through its multi-faceted interventions, ITC has contributed to the development of three policy recommendations for improving cross-border environment and addressed transparency-related obstacles to trade in Niger, Mali by supporting the implementation of articles 1.1 and 1.2 of the WTO Trade Facilitation (17.10, 17.11, and 17.12).



Stronger trade and investment institutions

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

In 2018, **71 institutions** received ITC support to improve their maturity level through an iterative process of awareness, learning, commitment and action aiming at providing targeted solutions to their MSME clients. Additionally, ITC worked with different types of institutions targeting entrepreneurship, such as incubators, accelerators, sector associations and chambers of commerce. As a result of these interventions, institutions reported new collaborations with ecosystem actors, improved capacity to deliver services, and improved revenue streams (8.2, 8.5).

Connection to international value chains



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

11 Caribbean countries' coconut sectors were strengthened through ITC's Alliances for Action approach. From 2015-2018, beneficiary countries achieved major improvements in sector governance, support to coconut farmers, linkages to value chains and institutional capacity building. Over 2,000 farmers (25% women) obtained knowledge on climate-smart and sustainable farming systems and became more efficient and more resilient to climate change effects (2.3, 2.4, 8.2). Over 5,000 farmers within the region have access to 37 seedling nurseries (2.3). The Dominican Republic adopted a new policy, which established coconut as a priority crop, enabling farmers to get loans with preferential conditions (8.10, 9.3).

Jordan, Morocco and Tunisia have developed and adopted policies and frameworks that are compatible with international e-commerce norms. Through the trade support institutions, MSMEs now have access to a network of certified export advisors to assist them in using innovative selling channels. This enabled some 500 MSMEs to increase their online presence and gain access to non-traditional markets, such as Australia, USA and UK, registering over 400 export transactions (8.2).

Inclusive and green trade



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

The **SheTrades initiative** and its partners have committed to connect 1.1 million women to market, progressing towards the target of 3 million in 2021. Partnerships are at the very core of SheTrades initiative. SheTrades galvanizes support from governments, TISIs and private sector organizations, such as UPS, MAERSK and GroFin. Through an ever-increasing support network, the initiative strives to provide lasting solutions to close the gender gap and remove obstacles for women to trade (5.1, 5.5, 5.a).

The **Ethical Fashion Initiative (EFI)** monitors and reports on social impact for every order from its artisans. The “RISE” reports give insight into income increases. As an example, in Mali, 330 artisans engaged in work with EFI achieved 25% higher income compared to minimum national salaries (1.2).

Regional economic integration and South-South links





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

Through the **Supporting Indian Trade and Investment for Africa (SITA) initiative**, Indian companies invested over \$90 million in MSMEs in five African countries. The initiative enabled new trade flows worth \$35 million of trade (8.2, 17.3, 17.6, 17.11, and 17.3.).

In the CEFTA region, ITC has contributed to the policy formulation process aimed at addressing NTMs. ITC brought the views of the private sector stakeholders operating along the regional value chains to the conversation to make the process inclusive (16.7). Ultimately, the recommendations primarily relating to trade facilitation and quality/SPS, once implemented, will enable the CEFTA parties to reduce trade restrictions affecting regional trade including for agro products (2.b) in line with the CEFTA/WTO agreements (17.10).

ITC as a custodian agency for the SDGs

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

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

7.2 ITC's performance against the corporate development outcome and output indicators (Tier 2 of the Corporate Scorecard)

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, the outcomes are referred to as 'expected accomplishments'.

ITC's 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.

Corporate Outcomes

In line with the 2030 Agenda and as established through long-term research, ITC's results framework (corporate theory of change) builds on international trade as a lever for inclusive and sustainable development. Firms connected to international markets 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.

Highlights of 2018 outcome and output results

Awareness

>299,000

Active users of trade intelligence, of which over 40% of registered female users of Global Public Goods

Knowledge, skills and capacity building

774

Trainings

>25,000

Trainees

1,115

Advisory services provided

12,400

SME Trade academy participants, of which over 30% certified and 49% women

Consensus, policy and strategy actions

89

Cases of trade-related policies, strategies or regulations introduced or changed in favour of MSME competitiveness, influenced with business sector input

MSME and TISI actions

>14,990

MSMEs improved competitiveness

>3,500

MSMEs transacted international business

350

Improvements in institutional performance

86%

Country-specific interventions in priority countries

50%

Share of women owned or operated MSMEs that improved competitiveness

60%

Interventions in LDCs

57%

Share of women owned or operated MSMEs that transacted business

Table 14 shows annual targets and end-year actuals for each of the outcome indicators and Table 15 below shows ITC's performance against the output targets. In both categories, performance actual delivery exceeded the plan for most indicators, which was facilitated by the availability of higher than planned XB resources in 2018, and increased monitoring efforts.

Table 14: Corporate outcome indicators and progress for the period Jan - Dec 2018

Tier 2: Development results		2018 target	2018 actuals	% achieved	
OUTCOMES		(a)	(b)	(c)	
Strengthened integration of the business sector into the global economy	(A1) Number of male and female beneficiaries reporting greater awareness of international trade as a result of ITC support	200,000	299,406	150%	↑
	(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	50	89	178%	↑
Improved performance of institutions for the benefit of enterprises	(B1) Number of institutions reporting improved operational and managerial performance as a result of ITC support	200	353	177%	↑
Improved international competitiveness of enterprises*	(C1) Number of enterprises having made changes to their business operations for increased international competitiveness as a result of ITC support	7,500	14,995	200%	↑
	(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%	50%	Met	↔
	(C3) Number of enterprises having transacted international business as a result of ITC support	2,000	3,514	176%	↑
	(C4) Percentile share of enterprises that are owned, operated, and controlled by women having transacted international business as a result of ITC support	45%	57%	Exceeded	↑

Source: ITC's New Project Portal, as of Mar 13, 2019

* The C2 and C4 indicators understate the degree of ITC's work to empower women. ITC works with women in sectors and countries where very few women own, operate or control an enterprise (e.g. the coffee sector in Eastern Africa). In such contexts, ITC uses a 'family approach' focussed on empowering women as a means towards greater ownership.

Within the indicator A1, the largest part of the result comes from the repeat users of ITC's Global Public Goods. Almost 42% of registered users of the GPGs in 2018 were women. Large contribution came from the Non-Tariff Measures programme and Trade for Sustainable Development project, followed by the SME Competitiveness survey and outlook.

Among the policy, strategy and regulatory changes reported under the A2 indicator in 2018, large contributions were recorded in Asia-Pacific, the Caribbean, sub-Saharan Africa and in the CEFTA region. As an example, in Sri Lanka, ITC supported the Government to launch a five-year National Export Strategy that identifies six sectors and three trade functions for increased exports. The Sri Lankan Government has allocated \$113 million to implement strategic initiatives in areas such as infrastructure, legal reforms or branding.

Within the TISI strengthening results under the indicator B1, ITC's interventions enabled institutions to better manage operations and become more sustainable. Results were reported in particular for sub-Saharan Africa (specifically in the UEMOA region, and in LDCs), followed by Asia-Pacific and the Arab States. As an example, multiple institutions from Tunisia and Kenya have improved their service portfolio design and monetization. TISIs from Malawi, Eswatini, Nigeria, Rwanda, Kenya and Ghana,

were benchmarked or have designed and implemented Performance Improvement Roadmaps (PIRMs), and have consequently implemented recommendations for improvement of their performance. In selected African LDCs, ITC designed and implemented the Leadership action plan and Export promotion action plan, to help strengthen TISIs in areas such as export promotion services, strategic management or results management.

At the level of MSMEs, ITC's largest results were recorded in sub-Saharan Africa, followed by the Asia-Pacific and the Caribbean. In one example, in Burkina Faso, ITC's Ethical Fashion Initiative (EFI) organized small-scale artisans, including women and migrant population, into production hubs managed through social enterprise partners. The beneficiaries from partner artisan groups have improved their skills and knowledge on weaving techniques through practical training and advisory. Many of the artisans have formalized their status and significantly increased their income. The production orders were monitored through the EFI compliance scheme, which tracks compliance with labour and environmental regulations and enables traceability and measurement of impact of the work on artisans in the value chain.

ITC's output categories and indicators follow the standardized UN output categories. An overview of 2018 output targets and results is provided in Table 15.

Table 15: Corporate output indicators and progress for the period Jan - Dec 2018

Tier 2: Development results OUTPUTS	Corporate outputs and indicators	2018 target	2018 actuals*	% achieved	
Servicing of intergovernmental and expert bodies	Substantive servicing of meetings: ²				
	• Joint Advisory Group (annual)	2	2	100%	↔
	• Consultative Committee of the ITC Trust Fund (every six months)	2	2	100%	↔
	Parliamentary documentation:				
	• Annual report on the activities of ITC and annexes	1	1	100%	↔
	• Reports of the Joint Advisory Group	1	1	100%	
	• Reports of the Consultative Committee of the ITC Trust Fund	2	2	100%	
Other substantive activities	Publications produced or substantially updated:				
	• Magazine issues	4	4	100%	
	• Books	5	5	100%	↔
	• Technical Papers	20	20	100%	
	Newsletters produced	5	9	180%	↑
	Technical materials, including web-based tools, produced or substantially updated	13	15	120%	↑
Technical cooperation	Special events held :	4	4	100%	↔
	• World Export Development Forum				
	• SheTrades Global				
	• Forum on Trade for Sustainable Development				
	• World Trade Promotion Organization Conference and Awards				
Advisory services provided	1,250	1,115	89%	↓	
Training courses conducted	500	774	155%	↑	
Participants trained	17,500	25,348	145%	↑	
<i>of which, female training participants</i>	<i>40%</i>	<i>47%</i>	<i>Met</i>	↑	

* Figures as at Mar 13, 2019.

ITC fully met the targets for the output groups: Substantive servicing of meetings, Parliamentary documentations, Publications and Special events held.

ITC overachieved in the areas of technical materials (databases, web-based tools); Training courses and participants trained, and in the Newsletters category.

ITC fell short of the target for 'Advisory services provided' due to an increase in deeper engagements with clients. 'Advisory services' are defined as tailor-made advice, per topic and per client or client group. ITC counts an engagement related to a specific subject matter as one advisory service, even though the engagement may require repeated interactions, research or consultations. Examples are engagements to advise on a country's export strategy, or on improvements of a business services organization. Hence, the number of advisory services does not reflect the depth of each service, and ITC has moved to longer-term deeper engagements with clients, facilitated by larger, longer-term projects.

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

7.3 2018 Window I contribution to ITC's corporate results

Window I funding is “core” funding, as it supports the mandate of ITC as an organization. It is by nature fully aligned with ITC's programme of work and ITC's strategic framework. The funders either define their contribution at the level of ITC's mandate or soft-earmark to programmatic areas of work. This enables ITC to respond in the most flexible manner to changing beneficiary needs.

One of the advantages of Window I funding is its ability to produce multiplier effects, as its immediate outputs find their application across multiple ITC interventions. Furthermore, the Window I business development fund mobilizes and leverages additional XB funding (Window II). From 2013 to date, one dollar invested in W1 Business development fund leveraged on average over \$32 of additional W2 ITC project funding. New large projects leveraged and materialized in 2018 include the Culture project: Identity Building and Sharing Business Initiative; Iran: Trade-Related Assistance, Guinee: Programme of support to socio-economic integration of youth (INTEGRA), among others.

Window I funding enables ITC to provide solutions for universal obstacles to international trade, across all six focus areas. The products and services that are developed, maintained or upgraded, contribute to outcome level results, be it through their application and customization in country and regional projects or as 'global public goods'. Some of the most prominent results funded through Window I in 2018 are highlighted below in line with ITC's theory of change.

Awareness

ITC achieves much of its intermediary outcome-level result for beneficiaries that increased awareness on international trade in 2018 (A1 indicator) through W1 core funding, complemented with earmarked resources: ITC's suite of Global Public Goods, the Non-Tariff Measures programme, the SME Competitiveness Survey and Outlook, Trade for Sustainable Development project and Supporting Trade Negotiations project.

ITC's user base of Global Public Goods (GPGs) is continuously growing, boasting almost 250,000 frequent users. Over 40% of registered users of GPGs are women.

ITC launched its fourth flagship SME Competitiveness Outlook (SMECO), 'Business Ecosystems for the Digital Age', in September 2018. The report, which was one of ITC's most downloaded publications in 2018, explains how to make digitalization work for small firms, how to focus today on building skills for tomorrow and how to foster public trust in new technologies.

ITC uses the unearmarked funding to maintain, upgrade or customize many of its tools and databases. In 2018, ITC has launched several new databases and improved existing ones.

Some of the examples are outlined in the box below.

New Market Price Information (MPI) tool has been developed in response to a growing need among MSMEs, including small-scale farmer, for access to up-to-date price information. In developing countries in particular, access to such information is often scarce, unaffordable, inaccessible or out of date. By providing timely information on prices free of charge the MPI enables MSMEs and farmers to stay updated, make sound business decisions, and boost their competitiveness. MPI offers real-time data on prices and market updates for more than 300 agricultural products. For each product, prices are broken down by variety, quality and other characteristics. Data is currently available for seven agri-business sectors. See *more at*: <https://mpi.intracen.org/home>

Knowledge and skills

ITC's beneficiaries have opportunities to access new knowledge and obtain new skills through a large suite of trainings. ITC's SME Trade academy has grown exponentially, with 50% more enrolments and over 12,300 participants, of which 50% women, in 2018 alone.

Consensus, policy and strategy actions

ITC's projects on Supporting Trade Negotiations and on Trade Facilitation significantly contributed to adoption and enrichment of policies, strategies and regulations with business sector input. ITC supported six countries (Horn of Africa and Iraq) in their negotiations towards WTO accession.

ITC also helped operationalize a Pan-African Private Sector Trade and Investment Committee (PAFTRAC), a business advocacy platform of the African Continental Free Trade Area (AfCFTA), which will enhance African private sector participation in trade and investment policy formulation, including non-tariff measures and trade negotiations.

ITC supported the Central African Republic, Niger and Burkina Faso in various aspects of their trade facilitation work, such as finalizing their TFA implementation roadmaps or strengthening their trade facilitation committees. In Niger, Mali and Viet Nam, ITC supported the implementation of WTO Trade Facilitation articles (1.1 and 1.2), to address transparency-related obstacles to trade.

TISI and MSME actions

Within the Institutional Strengthening programme, multiple interventions directed at institutions have delivered performance improvements (B1 indicator). The improvements that TISIs reported in this area result from the underlying methodological approach and support tools that were developed with W1 funding.

Benchmarking assessments are at the top of the list of interventions. These assessments contributed to performance improvement by identifying inefficiencies and performance gaps, and providing recommendations for improvement.

As a second step, the Performance Improvement Road Map (PIRM) design and implementation involved capacity building and advisory support in different managerial aspects such as strategy, results measurement, service portfolio design or clients management. 89% of the institutional strengthening interventions through "AIM" were done in priority countries (LDCs, LLDCs, and sub-Saharan Africa).

2018 World Trade Promotion Organization Conference has called for more investment in business ecosystems to support trade. Three key priorities were singled out for trade and investment promotion organizations:

1. Move from a focus on export growth to strengthening businesses and entrepreneurs to support sustainable economic growth, in line with the United Nations Sustainable Development Goals.
2. Work with a wide range of partners – from incubators to training institutes, academia and business associations – to create interdependent business ecosystems and achieve shared goals.
3. Build trust with businesses by bringing a credible voice to emerging online platforms – such as social media or user-rating systems – where businesses and the general public interact.

At the level of MSMEs, ITC counts those beneficiaries that either have made changes to their business operations for the benefit of their international competitiveness (C1 and C2 indicators), or have transacted international business (C3 and C4 indicators). Large contributions came from project initiatives in agricultural value chains; and through the SheTrades programme.

In Rwanda, ITC's value-chain work enabled coffee farmers to improve their operations by organizing their work through 250 producer organizations and trading through five coffee-washing stations.

In Ethiopia, coffee exporters reported improvements in their quality, processing and cupping. Ghanaian farmers improved their cropping systems and operations. The SheTrades initiative expanded its partners' network and boosted its multi-year "Call for action", having leveraged commitments by companies and institutions in more than 40 countries to connect a total of 1.1 million women to markets, aiming to connect 3 million women to markets by 2021.

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

7.4 ITC's performance against key operations related performance indicators (Tier 3 of the Corporate Scorecard)

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

Table 16: Efficiency and effectiveness key performance indicators and progress for the period Jan - Dec 2018

Tier 3: Efficiency and effectiveness		Target 2018	2018 Actuals
General management			
Budget	Regular Budget (RB)	\$37 mn	\$36 mn
	Extrabudgetary Budget (XB)	\$55 mn	\$64 mn
Financial planning	Percentage of variation between the forecast and actual outturn for each quarter	10%	14%
Oversight and compliance	Unqualified financial statements	target: achieved	target: achieved
	Percentage of open audit recommendations closed by the Board of Auditors in 2018	60%	70%
Carbon footprint *	Share of online learning in ITC's training activities (including blended learning; measured by number of participants)	38%	35%
Operational management	Advanced travel arrangements (16-day rule) compliance rate, in %	50%	34%
Result-based management and risk management			
Client satisfaction	Percentage of clients that rate ITC services positively	≥85%	95%
Focus on priority countries	Percentage of country-specific extrabudgetary expenditure dedicated to LDCs, LLDCs, SIDS, sub-Saharan Africa, SVEs and post conflict states	≥ 80%	86%
Gender mainstreaming	Percentage of UN-SWAP 2.0 indicators met or exceeded **	75%	75%
Risk management	First ITC annual report on Risk Management completed	1	1
Human resources management			
Staff engagement	Average overall rating provided in the annual staff satisfaction survey (out of 5)	≥ 3.3	3.3
Diversity	Percentage of women in professional and senior level positions ***	46%	44%
Talent management	Average days per full-time equivalent employee are invested in learning and developing technical and managerial skills	5	5
	Average time to recruit fixed-term staff (in days)	120	117
	Average vacancy rate as percentage of all posts	5%	7%
Resource mobilization			
Fundraising	XB funds secured for 2019 and beyond	\$125 mn	\$232 mn
	Total value of projects under development and in discussion with funders	\$180 mn	\$135 mn
Innovation			
Innovation	Number of innovation actions	8	24
Communications			
Outreach	Annual growth in ITC audience through corporate events, info products, web sites, social media	6%	7%
	# of registered accounts to ITC Market Analysis Tools	800,000	825,000

Source: ITC sections – KPI owners

* From 2019 onwards, ITC will be carbon neutral.

** ITC met or exceeded 12 out of 16 indicators that were applicable to ITC in 2018. UN-Women informed ITC that performance indicator 3 was not applicable to ITC in this reporting period. The 2018 target was therefore restated from 12/17 (71%) to 12/16 (75%) and the target was met.

*** ITC has achieved parity at the senior management level and at P2-P3 professional levels.

7.5 Risks and implementation challenges in 2018

ITC sees effective risk management as a competitive advantage in times of increased uncertainty and volatility. ITC developed its Risk management policy in 2016. In 2017, ITC's management developed ITC's Risk appetite statement and identified key corporate risks. The risks were classified in three categories: strategic, internal and external. During 2018, ITC performed detailed risk assessments of several key risks and added more elements to the framework, such as specific policies or trainings.

In Q4, senior management held meetings with chiefs and senior managers of all large projects to systematically understand emerging project risks and implementation challenges on the ground, to verify if there is any need for risk escalation, and to mitigate potential risks in 2019. Projects have reported a convergent set of challenges of internal or operational nature, which are presented in the figure 9 below. Finally, a Senior Management Retreat in early 2019 took up the points on risks and challenges and developed a list of management priorities with responsibilities for implementation.

Figure 9: ITC's main corporate risks and implementation challenges by category



Strategic risks, controls and mitigation: This risk category includes risks relevant to ITC's strategic objectives. ITC manages these risks through strategic discussions, sharing lessons learned and an ongoing dialogue with stakeholders to ensure the common understanding of ITC's strategic risk profile. Risks in this category include funding volatility risk or impact and sustainability risks. With the increase of funding and expansion of ITC's portfolio, project managers have highlighted challenges as finding specialized experts within the required timeframes, and coordination of demands from multiple ongoing projects. As ITC's strategic choice is to work in some of the world's most challenging economies, logistical conditions related to outreach in remote and isolated regions, where no local partners or UN agency partner is available, require continuous attention, in terms of capacity building and consequent reliance on implementing partners.

Internal (preventable) risks, controls and mitigation: The risks in this category are normally operational and controllable. Exposure to these risks should be minimal. ITC responds to these risks through enforcing existing or establishing new controls within its "three lines of defence" and applying adequate mitigation measures. In 2018, ITC addressed several key corporate risks with emphasis on zero or low tolerance risks through awareness raising and trainings: fraud, harassment and staff safety risks. Strict application of rules and procedures provides assurance to stakeholders that ITC is maintaining full compliance and high standards of delivery. On the other hand, the very same procedures sometimes allow for limited flexibility for project managers facing changing conditions in the field.

External risks and building resilience: This category includes risks over which ITC has no or little control. ITC maintains awareness of these risks and builds resilience to withstand their impact, if they were to occur. The risks managed within this category relate to country-specific geo-political situations, environmental risks, UN reform, UN SG Funding Compact, and digital risks such as cybersecurity. A more specific risk encountered in project settings is absence of uniformity among funders' reporting requirements, both in scope and in structure, with ad-hoc reporting requests often going beyond the initial agreements.

7.6 Status of key Operational Plan deliverables

Table 17: Status of strategic milestones for the period Jan - Dec 2018: technical assistance

Focus area	Milestones	Status 31 Dec 2018	Comments on Status as at 31 December 2018
Providing trade and market intelligence	Global Trade Helpdesk		
	The helpdesk architecture will be further developed, with two additional international partnership agreements, additional funding, and three new databases to which users can link, on rules of origin, market price information, and quality-related trade information.	In progress	Global Trade Helpdesk (GTH) members validated the new structure and design of the web portal and the development of the portal is proceeding. An agreement with UNCTAD and WTO on GTH implementation was signed and collaboration is progressing well. An agreement with Paraguay, on pilot activities, was finalized. Qatar provided additional funding. Two new databases on rules of origin and market prices were integrated into the portal and work on linking other databases is advancing well.
	Non-tariff measures		
	A first NTM survey on barriers to services trade will be launched and the NTM publication series will cover eight new countries.	Implemented	An NTM Survey on three services sectors was launched in Viet Nam. In Sudan, some components of the NTM services sector survey were integrated to complement the NTM in goods trade survey. Eight 2018 NTM publications covered the countries Ecuador, Mali, Uganda, the Comoros, Kyrgyzstan, Ethiopia, Bangladesh and the Dominican Republic.
	SME competitiveness		
	The 2018 SME Competitiveness Outlook, focusing on the MSME Business Ecosystem 4.0, will be produced and disseminated.	Implemented	SMECO 2018 was launched in September 2018, and the report as well as related working papers were presented at various conferences and events. SMECO downloads reached 3,718 over the whole year.
	SME competitiveness surveys (SMECS) will be conducted in four countries, including Kenya and Zambia.	Implemented	SMECS data collection was completed in Kenya, Zambia, Ukraine and Saint Lucia. The team also collaborated with the Conférence Permanente des Chambres Consulaires Africaines et Francophones (CPCCAF) to collect data in 16 African countries and with 7 ITC projects. SMECS data was used to produce 7 SME Competitiveness Publications, including: 2 country profiles, 1 regional study, 2 investment related reports and 2 W&T Reports, for a total of 1,959 downloads. The SMECS team also produced 3 videos.
	SME Trade Academy		
	The number of online course registrations will reach 20,000 (15 per cent annual growth) with registrations from over 150 countries.	Implemented	In 2018, the SME Trade Academy counted 19,494 online course enrollees (out of which 50% are women), originating from 175 countries.

Focus area	Milestones	Status 31 Dec 2018	Comments on Status as at 31 December 2018
Building a conducive business environment	Trade facilitation reforms		
	Support will be provided to the governments of Sri Lanka, to the Central Asian republics and to East and West African countries to help them implement the WTO Trade Facilitation Agreement (TFA) for enhancing the efficiency of cross-border trade.	Implemented	<ul style="list-style-type: none"> • Sri Lanka: support to the implementation of a national single window; enhanced capacity of the private sector to advocate for Trade Facilitation reforms (10 trainings focusing on enterprises), delivery of 3 e-learning curricula on export management, coaching of 6 SMEs on compliance with cross-border regulatory requirements, implementation of a Time Release Study (art. 7.6 of the TFA), implementation of a trade facilitation portal (Art. 1.2 of the TFA); • Tajikistan: establishment of a permanent technical secretariat to the National Trade Facilitation Committee (NTFC); operationalization of the Trade Facilitation Portal; • Afghanistan: TFA categorization; development of a TFA implementation roadmap, establishment of a TF Portal (Article 1.2 of the TFA); • West Africa: support to the TFA categorization and TFA sequencing in Central Africa, Burkina Faso and Niger; support to the development of regional trade surveillance reports in UEMOA; development of national and regional action plan for the digitalization of UEMOA certificates of origin; operationalization of a TF portal in Mali (Article 1.2 of the TFA); development of a trade repository in Niger (Article 1.1 of the TFA); • Viet Nam: capacity building on 2 measures of the WTO Trade Facilitation Agreement: Advance rulings (Art. 3) and authorized operators (Art. 7.7), establishment of a TF portal (Article 1.2).
	National quality strategy and regulatory frameworks		
	National standards bodies and conformity-assessment services will be strengthened in Afghanistan, The Gambia, Burundi and Bhutan to enable better compliance with sanitary and phytosanitary (SPS)/technical standards.	Implemented	<ul style="list-style-type: none"> • Afghanistan: Draft National Quality Policy developed and validated; Draft Law on Metrology developed; Metrology technicians and Managers trained in India and in Sri Lanka, respectively. Draft Strategic Plan of the Afghanistan National Standards Authority (ANSA) developed. Training of lead auditors on ISO 9001 conducted in India; • The Gambia: Support provided to set up the Gambia Quality Association and train its members and to set up management system certification services under the Gambia Standards Bureau. Training of trainers for implementation of ISO 9001 and GHP/HACCP conducted; • Burundi: Assessment of key institutions of the national quality infrastructure conducted; • CEFTA: Study on Technical Barriers to Trade (TBT) and Sanitary/Phytosanitary (SPS) issues affecting trade among CEFTA parties conducted. National Standards bodies, accreditation bodies, testing laboratories and regulatory bodies assessed. Recommendations were formulated and presented at a CEFTA regional meeting;
	Trade and investment development strategies		
Eighteen national trade roadmaps and sector export strategies will be launched in The Gambia, Saint Lucia, Sri Lanka, Afghanistan and other countries, covering sectors such as information and communications technology, machinery, and food and beverages.	Implemented	29 strategies / roadmaps were launched in The Gambia (4), Sri Lanka (11) and Afghanistan (12) and finalized for St Lucia (2). These are covering a wide selection of sectors and trade support functions.	
Innovative approaches to merged trade and investment strategies will be developed and piloted in at least one country.	Implemented	A merged trade and investment roadmap was piloted in Mongolia. Although trade and investment go hand-in-hand, investment has historically not been directly addressed under ITC's trade and export development strategies. The new Trade and Investment Roadmap methodology integrates investment in decision-making and proposes measures by policymakers, institutions and enterprises to better prepare for, and attract investment in priority sectors.	

Focus area	Milestones	Status 31 Dec 2018	Comments on Status as at 31 December 2018
Strengthening trade and investment support institutions	Institutional strengthening		
	At least 100 TISIs in Africa, Asia, Latin America and the Pacific will receive assessments and capacity-building engagements through expert advisory services, workshops, training, coaching, and major events.	Implemented	165 institutions have received support ranging from assessments (Benchmarking, CUBED), and capacity building initiatives to building managerial and operational performance of institutions (Advisory, workshops, trainings, etc.).
Strengthening trade and investment support institutions	Impact assessment		
	A new standardized approach for the management of impact reporting by trade support institutions will be tested, with pilots carried out in five countries, followed by an initial assessment of the approach.	Implemented	The pilot was tested in five countries and successfully implemented in four. Procomer in Costa Rica was the first one to achieve the standard at a 100%. SGE (Switzerland), Dubai Exports are at more than 95% and we consider they will reach 100% in the upcoming months. ASEPEX Senegal is at more than 85% completion of the standard. Institutions continue engaging with ITC team for coaching and advisory to reach 100%. EDB Sri Lanka did not continue its engagement on the standard.
Connecting to international value chains	Value added to trade		
	A new product supporting MSME access to finance and investment (AFI) will be launched.	Implemented	<ul style="list-style-type: none"> • AFI Mini grants and Mini loans products finalized and launched in The Gambia YEP project in May 2018; • A new Twin-track approach with impact investors piloted with the ITC SheTrades Invest beneficiaries. This provides for ITC technical assistance to expand the number of SMEs eligible for impact financing at below market rates. 80 enterprises are currently being evaluated by financing providers, multiplying the number of impact enterprise financing originations in one year by 10; • National financial management counsellors and business development services providers trained to guide enterprises through to access to financing providers, and follow-up post financing to improve performance; • New tools and approaches put into practice to help assess and develop investment readiness, prepare and pitch proposals to pre-matched investors.
	A global textiles and clothing project will be launched in five countries, featuring modernized approaches for sector product development, sourcing, and circular-economy development.	In progress	The GTEX project launched in four countries, with Egypt awaiting final government approval. ITC cross cutting programmes such as T4SD, TISI development and SMECs tailored solutions for the T&C sector to be applied at project level. In addition, linkages to a number of international players such as International Textile Machinery Exhibition (ITMA), International Labour Organization (ILO), the United States Fashion Industry Association (USFIA), etc. were made.
Connecting to international value chains	Market partnerships		
	Alliances for action will be accelerated or extended to several countries (Sierra Leone, Bhutan, Kenya, Rwanda, The Gambia, Pakistan, Ethiopia, and Caribbean) and consolidated in Ghana and, resulting in 5,000 new beneficiaries.	Implemented	<p>In 2018, Alliances for Action have reached:</p> <ul style="list-style-type: none"> • Directly worked with 6,079 farmers/MSMEs; • Indirectly worked with 9,200 farmers/MSMEs; • Influenced 408,868 community members, farmers, entrepreneurs in The Gambia; • Sales and trade: Project and Alliance partners have sold and or traded \$5,596,000; • Investments: Project and Alliance partners have invested approximately \$45,610,000.

Focus area	Milestones	Status 31 Dec 2018	Comments on Status as at 31 December 2018
Connecting to international value chains	e-trade solutions		
	E-commerce support efforts, including a logistics initiative, will be launched in two countries.	Implemented	E-commerce support efforts launched in Rwanda and Central America. The logistics support centre designed in Kigali, Rwanda is due to open in mid-2019. In Rwanda, to open e-commerce opportunities for SMEs, ITC trained about 150 enterprises on subjects ranging from introduction to e-commerce and e-commerce strategy, trust in e-commerce, conducting online market research, advertising, and understanding e-marketplaces. To assist SMEs in practical aspects of getting online, an e-commerce Service Centre was designed with the technical assistance of DHL, which will offer access to drop-in advisory, storage of small quantities of products, picking and packing and the delivery of goods to domestic and international customers. The project also includes local logistics firms among its training beneficiaries. In Central America, alongside work to improve product quality and design of 200 women business enterprises, ITC supports their access through e-commerce channels to new business in the global gifts and home decoration market. The project is designed to accompany WBEs through all the barriers associated with preparing for, listing and selling products online.
	Training courses on three advanced topics (content management, customer relationship management and digital promotion) will be published.	Implemented	Content developed on advanced topics including market research, product engineering and understanding marketplaces, and tested in Rwanda.
Promoting and mainstreaming inclusive and green trade	SheTrades		
	Commitments from partners will be ensured to connect 1.5 million women to markets by the end of 2018.	In progress	By the end of 2018, SheTrades secured commitments from its partners to connect 1,095,000 women to markets. The initiative worked with 344 partner institutions.
	SheTrades Invest will be launched, a SheTrades initiative to connect women to finance and investment.	Implemented	SheTrades Invest was launched in December 2018, in partnership with GroFin, a development finance company operating across Africa and the Middle East. Results in 2018 were: • \$10 million in credit line dedicated for the first pilot of SheTrades Invest to facilitate gender lens investment in 14 pilot countries; • The first round of applications for SheTrades Invest garnered 570 responses.
	Youth and trade		
Some 2,400 youth in The Gambia, Guinea, Senegal, Afghanistan and Jordan will be provided with market-relevant skills. Twelve technical and vocational education and training (TVET) institutions and incubators in these countries will be better equipped to support the inclusion of youth in economic development.	Implemented	a) 13,720 youth trained In The Gambia, as part of the YEP project, 400 youth were skilled in sectors such as ICT, agro and tourism through TVETs and 920 youth were trained in entrepreneurship. In Jordan, 100 youth acquired digital skills to become freelancers and in Senegal 250 youth benefited from the first ever Youth Entrepreneurship and Self-employment forum organized by ITC as part of the Global entrepreneurship week (GEW) in Dakar. In Guinea, in the context of INTEGRA, close to 50 youth benefited from training on entrepreneurship and market intelligence. In addition, via ITC's E-learning platform, close to 12,000 youth benefited from courses on entrepreneurship, internationalization, or access to finance. b) 15 TVET institutions and incubators were reinforced in their operations and/or curriculum offer in The Gambia (5), Jordan (1), Afghanistan (1) and Guinea (1). An entrepreneurship ecosystem mapping and action plan was undertaken in Sri Lanka among 7 institutions. This led to stronger collaboration among stakeholders.	

Focus area	Milestones	Status 31 Dec 2018	Comments on Status as at 31 December 2018
Promoting and mainstreaming inclusive and green trade	Poor communities in trade		
	Some 2,600 producers in the informal sectors of Haiti, Kenya, Nepal, Ethiopia, Afghanistan, Burkina Faso and Mali will be connected to international ethical fashion markets.	Implemented	Number of artisans at work in different countries: <ul style="list-style-type: none"> • 134 artisans in Haiti; • 1,203 artisans in Burkina Faso and Mali (1,625 artisans are being trained and ready to start working as soon as there is an order from the market); • 302 workers in Ethiopia; • 1,250 artisans and workers in Kenya; • 592 artisans and workers in Afghanistan; Total number of producers: 3,481
	ITC's framework for migration and displacement will be finalized.	Implemented	ITC's framework for migration and displacement was finalized and launched on 21 September 2018.
	Trade for sustainable development		
	More than 3,000 SME/cooperative profiles across several sectors (tea, coffee, rice, quinoa, cocoa, palm oil, etc.) will be referenced in the ITC Sustainability Network. These SMEs and cooperatives have incorporated sustainable business models into their operations, thus allowing them to better integrate into global value chains.	Implemented	Activities in Nepal, Cambodia, Colombia and Peru are on track, bringing about 5,840 SME profiles (private and public) referenced on the Sustainability Network in 2018, including full self-assessment exercises of the beneficiaries in terms of gap analyses and ensuing roadmaps to attain product-specific certifications: 1,455 producer profiles in Nepal (tea and coffee sectors); 2,373 producer profiles in Cambodia (rice, pepper, cashews) 1,588 profiles in Colombia (cocoa) and 424 profiles (quinoa) in Peru.
	ITC's green hub concept will be piloted in selected countries to support SMEs in incorporating green business practices.	In progress	Host institutions were selected in 5 'pilot' countries (Ghana, Kenya, Lao, Peru and Viet Nam) and local lead consultants were contracted in each country to lead the hub set-up process. They started a detailed Country scoping study and an SME baseline research, which will allow to agree on priorities in each Hub country in terms of sectors and training/coaching topics, while ensuring necessary synergies are built with other country-level initiatives. A workshop was organized in Dec 2018 in Geneva with all implementing countries to initiate drafting of country implementation plans. Actual capacity building activities will start during Q1 2019.
	The EU City Award for Fair and Ethical Trade will be presented in June 2018.	Implemented	The Award was presented in June 2018. Follow up events to present the outcomes were organized (UNGA side event in NYC, T4SD Forum 2018 project presentation), and the first (online) meeting of the future-members of the Network of EU Cities for Fair and Ethical Trade (6 out of the 7 shortlisted cities) was held in November 2018. Tailored evaluations surveys were shared with the respective stakeholders in the process, with feedback informing the 2019 re-calibration process.
The first Trade for Sustainable Development (T4SD)/ITC report on demand-side market data related to sustainable and responsible sourcing in EU markets will be released, capturing data from brands and retailers that will inform policymakers, industry, and consumers on demand trends in selected consumer product sectors such as fruit and vegetables, confectionary goods, chocolate, textiles/apparel, and electronics.	In progress	As of the end of December 2018, the data gathering was concluded. The full report is to be released in Q2 2019.	

Focus area	Milestones	Status 31 Dec 2018	Comments on Status as at 31 December 2018
<p>Supporting regional economic integration and South-South Trade and Investment</p>	<p>Catalyzing regional trade and investment</p> <p>An improved trade environment will be achieved in the CEFTA and UEMOA regions by identifying and addressing non-tariff barriers and trade facilitation and regulation-harmonization measures.</p>	<p>Implemented</p>	<p>In the CEFTA region, the analytical reports on trade facilitation and quality issues, identified in the first step of the projects, are currently being validated by stakeholders which will allow them to implement reforms to address non-tariff barriers.</p> <p>In the UEMOA region, ITC created a mechanism to highlight any obstacles to trade. Since the mechanism has been launched, more than 90 obstacles were identified and some were already fixed. In addition, ITC put in place a legal framework for the dematerialization of the certificate of origin in the UEMOA region. (The current UEMOA legal framework requires the certificate of origin to be delivered and processed in hard copy, which gives rise to disputes concerning the authenticity of the document, resulting in extra costs of cross-border transactions).</p> <p>In light of this observation, ITC also supported the launch of a regional committee of exchange facilitation. The committee offers UEMOA Member States a platform for discussion on removing trade barriers and adopting common trade policy and regulations.</p> <p>Lastly, ITC strengthened the UEMOA trade environment by reinforcing the settlement of commercial disputes in the region through the certification of new trained mediators and by creating a regional Trade promotion organization (TPO) network that facilitates sharing of experiences and cooperation between TPO to streamline regional trade.</p>
	<p>Projects on promoting regional trade and investment will begin implementation in the Economic Community of West African States (ECOWAS), EAC and Central America.</p>	<p>Implemented</p>	<p>The EAC Secretariat, the EU Delegation in Tanzania, ITC and GIZ officially launched the EAC project on 20 June 2018 in Arusha. The launch of the project was followed by an inception phase, refining the first year project workplan per country, setting up the project offices and teams in the EAC region and conducting CUBED assessments of proposed local implementing partner institutions to examine their potential to partner with the project and to identify specific areas for capacity building.</p> <p>In Central America, the inception phase carried out between November 2017 and May 2018 allowed ITC to analyse potential beneficiary women business enterprises (WBEs) and partner institutions. In all the six project countries existing capacities of the national institutions and their services for the needs of beneficiary WBEs were analysed in the three key areas: export business management, product design and development, and electronic commerce. Based on the assessments, ITC selected the implementing partners and delivered first trainings to the partner institutions.</p> <p>For ECOWAS, the project inception phase started in September 2018.</p>

Focus area	Milestones	Status 31 Dec 2018	Comments on Status as at 31 December 2018
<p style="text-align: center;">Supporting regional economic integration and South-South Trade and Investment</p>	<p>Fostering South-South trade and investment</p> <p>South-South trade and investment will be supported through such ITC projects as Promoting Investment for Growth in Africa (PIGA), Supporting Indian Trade and Investment for Africa (SITA), and a new undertaking titled Trade Promotion between China and Other Developing Countries along the Belt and Road Initiative.</p>	<p>Implemented</p>	<p>PIGA and SITA progressed, focusing on promoting trade and investment between China, India and selected countries in Africa. ITC, through SITA, continued to increase business linkages between India and East Africa, through support for institutional capacity development, investment promotion activities, and the organization of delegations of East African ministers and officials to India and of Indian businesses to East Africa. The result was trade deals totaling \$14.3 million, confirmed investment deals totaling \$32 million, and a further \$59 million of investment leads at various stages of negotiation, in sectors from spices, textiles and apparel and leather to edible oils, pulses and information technology-enabled services. Through PIGA, ITC worked to foster increased trade and investment between China and Ethiopia, Kenya, Mozambique and Zambia. Along with sector-focused road shows, investment missions to China and visits of Chinese investor delegations to the four African countries, ITC built a network of close to 1,600 Chinese and African companies, and supported African companies to participate at major business and investment events in China, notably the first China International Import Exhibition (CIIE) in November. ITC facilitated 20 prospective investment deals worth approximately \$160 million in sectors from cosmetics to food processing. In addition, companies supported by PIGA have reached 185 prospective export deals worth over \$110 million.</p> <p>Under the Belt and Road Initiative and other ITC projects, 30 companies from 13 developing and least developed countries were supported to participate in the 1st China International Import Exposition (CIIE), held in China in November 2018, leading to the generation of prospective export deals with Chinese buyers of \$ 2.8 million in goods and services.</p>
	<p>Trade and investment deals/leads of at least \$55 million will be concluded.</p>	<p>Implemented</p>	<p>In 2018, ITC, through several projects, supported 73 MSMEs from 20 developing and least developed countries (LDCs) to participate in the CIIE 2018, in Shanghai, China. Following their participation, supported companies reported prospective deals with Chinese buyers worth \$116 million.</p> <p>By end December 2018, SITA concluded a total of \$46.3 million trade and investment deals and supported the negotiation of \$59 million of investment in various stages of negotiation. In 2018, PIGA facilitated 20 prospective investment deals worth approximately \$160 million and 185 prospective export deals worth over \$110 million.</p>

Table 18: Strategic milestones for the period Jan - Dec 2018: impact, effectiveness and efficiency

Milestones	Status 31 Dec 2018	Comments on Status as at 31 December 2018
Improve processes		
<p>In 2018, ITC will invest in improving business processes to facilitate the implementation of the growing number of larger, more complex projects managed from project offices on the ground. A corporate working group will recommend changes in mission-critical areas including travel, procurement, and operational procedures for field offices.</p>	<p>Implemented (new activities towards the same objective will be implemented in 2019)</p>	<p>A number of initiatives aimed at improving operational workflows were put in place during the reporting period. ITC has taken a “byte-sized” approach identifying operational bottlenecks as they arise and responding to them by putting in place specific protocols and mechanisms to address them. Examples are the work on streamlining petty cash procedures, putting in place a walk-in clinic on memoranda of understanding, decentralizing authority to Directors for signing Letters of Intent, piloting the use of blanket/bundled financial authorizations for field with greater empowerment of field staff as well as improved measures to review security in the field.</p>
<p>ITC will invest in the development of in-house information technology (IT) services and will revamp its customer-relationship management system to make operations more efficient and to facilitate the work of project managers.</p>	<p>In progress</p>	<p>Three solutions were identified and approved by ITC Management to revamp the customer-relationship management system: a simplified and upgraded central contact database, a new email tagging system and a community management tool.</p>
<p>New processes will be introduced for the selection and oversight of implementing partners based on practical assessments of risks and responsibilities.</p>	<p>In progress</p>	<p>A draft policy on Implementing Partners was presented to Senior Management Committee (SMC). The policy has been reviewed and its principles approved by SMC who instructed the working group to modify the thresholds contained in the draft, and to finalize and agree on a checklist for Implementing Partners before resubmission for final approval.</p>
Strengthening corporate results management		
<p>ITC will strengthen its corporate results management by further deepening results-based management (RBM) and project-management standards as recommended by the Donor Committee for Enterprise Development (DCED).</p>	<p>Implemented (new activities towards the same objective will be implemented in 2019)</p>	<p>ITC developed a methodology to capture SDG contributions at the project level more systematically. ITC will continue to fine-tune the methodology, capturing both direct and indirect contributions to SDG targets at the project level.</p> <p>ITC finalized its new client segmentation, which will be integrated in all relevant tools/applications to align capturing of data on ITC’s beneficiaries. ITC also initiated a review of the performance monitoring systems in new large projects.</p>
<p>In 2018, ITC will work towards achieving compliance with the standards of the International Aid Transparency Initiative (IATI), aiming at publishing data for over 60 per cent of its XB delivery by the end of the year.</p>	<p>Implemented</p>	<p>ITC has achieved its commitment and started publishing data according to IATI standards for over 60 percent of its XB planned delivery.</p>
<p>Umoja 2 - expansion of the current Enterprise Resource Planning (ERP) system will require engagement in the development phase and staff training when the new modules on budget planning, reporting, implementing partner management, and resource mobilization are deployed. It will also influence ongoing work on more precise costing.</p>	<p>Implemented (new activities towards the same objective are anticipated for 2019, in response to UNHQ releases of new Umoja2 components)</p>	<p>The budget formulation module was released in Q4 2018 and used by ITC to prepare the budget format for 2020. The other new Umoja modules are still under development by UN-HQ.</p>
<p>ITC will roll-out training for all staff, consultants, and implementing partners on anti-fraud and anti-corruption efforts.</p>	<p>Implemented</p>	<p>The ITC Anti-Fraud & Anti-Corruption Framework Awareness, e-Learning course was launched in February 2018.</p>
Bolstering human resources management		
<p>A 360-degree feedback and psychometric testing procedure will be applied in recruitment for key positions on a pilot basis.</p>	<p>Implemented</p>	<p>4 competitions already used the new approach (1xD1, 3xP5s) with very positive feedback from panel members and candidates.</p>

Milestones	Status 31 Dec 2018	Comments on Status as at 31 December 2018
A workforce planning and training strategy will be employed to match the skills needed with recruitment methods and with the development of internal and external resources.	Implemented	The Skill Database / Map project was launched in June 2018.
Staff training will be carried out in areas related to agricultural development, technology, and trade.	Implemented	In January 2018, two major training initiatives were completed: the 'Inclusive and Sustainable Agribusiness and Trade (ITC)' training with 52 participants and the 'Digital Technology and Trade Disruption' training with 50 participants.
Targets on diversity for ITC's workforce will be pursued to meet commitments made as part of ITC's Gender Parity Strategy 2020.	Implemented (Efforts to increase workforce diversity will be continued in 2019)	ITC's corporate ratio stands at 44% at the end of 2018, up from 41% in 2017. Parity was reached at the P2 and P3 levels and at senior management levels.
Sparking innovation		
ITC's innovation lab will continue to focus on two workstreams: 'facilitating project innovation' and 'promoting an innovation culture'.	Implemented	The Innovation Lab increased awareness of 674 people about Innovation for a better TRTA. In addition, the Lab promoted the training of 121 ITC professionals in innovation methods and practices while supporting the development of 10 new projects or services, through its programmes and activities. It also continued to promote the recognition of innovation through five internal initiatives, and provided inputs to ITC's management regarding actions to foster innovation.
Improving risk management		
ITC will improve its risk management through: developing an approach for monitoring risks concerning all key result areas of the Strategic Plan; publish a risk-management manual detailing protocols, procedures, tools, and techniques to be used at ITC; designing and organizing training sessions for project-level risk management; and preparing the first ever annual report analysing risk management in 2018, including conclusions for improvements to ITC's risk management work in 2019.	In progress	Implemented: 1. Performed Safety risk assessment; 2. Designed the risk management manual and handbook for projects; 3. Developed risk management training for project-level risk management 4. Produced first Risk report for 2018 with remarks on operational / implementation challenges. In progress (carried forward to 2019): the risk management training and assessment course for projects to be launched in early Q2 2019; ITC's partner risk assessment tools are in use and will be further refined.
Engaging in the global conversation		
In 2018, ITC will implement a new communications strategy . Outreach and visibility will be increased through events, media interviews, expanded content and briefings; information products such as publications, technical papers, advocacy material, press releases, web news stories, updates, and videos (including collaboration with key partners within and beyond the UN development system); and through social media platforms to raise awareness of international competitiveness issues and their importance for development. As part of its focus on effective advocacy, ITC also will revamp its corporate website . The organization will track the effectiveness of its communications efforts by measuring and analysing web visits, media mentions and social media activity.	In progress	A new communications strategy (2018-2021) was presented to ITC in March 2018. The Discovery Phase for ITC's new website is expected to start in early Q2 2019, once procurement formalities are concluded. This process will help ITC benchmark itself with other organizations' websites and highlight what technologies will best serve ITC needs. At the end of this process, ITC will have a detailed plan to migrate and revamp the current website. ITC has dedicated in-house resources to keep up-to-date with communication trends in order to support but also develop new strategies when promoting the varied range of communications deliverables, in print, digital as well as by promoting ITC's work at events organized by ITC and other partners. The use of targeted campaigns has also helped bolster ITC's presence and benefit from client interactions online, particularly in social media.

7.7 ITC's Independent Evaluation Unit

For all ITC interventions, evaluation is a key instrument for accountability against expected results as well as to support organizational learning and knowledge development. During 2018, the IEU completed the following independent evaluations:

Evaluation	Evaluation type
Certified Trade Advisers Programme (CTAP)	Programme
Non-Tariff Measures Programme	Programme
Nepal: Pashmina Enhancement and Trade Support (PETS)	Project

Ongoing evaluations and reviews during this period, which will be finalized in 2019, include:

Evaluation	Evaluation type
ITC's participation and performance in the UN Delivery as One System	Corporate level
Trade Facilitation Programme	Programme
Review of the Performance Monitoring Systems in new large projects	Review

The IEU also provided ad-hoc review and advisory services to senior management and project managers, primarily on self-evaluations and project completion reports.

During the period, the IEU published a revised edition of its Evaluation Guidelines to build a common organizational understanding of the methodology, process and quality standards of evaluations and ensure a level of coherence across the different types of evaluation within ITC.

As an active member of the United Nations Evaluation Group (UNEG), the IEU managed the mid-term review of UNEG's strategy for 2014-2019.

As ITC's focal point for the Joint Inspection Unit (JIU), the UN system's independent watchdog, the IEU led ITC's participation in eight JIU system-wide reviews, on topics such as cloud computing services, organizational change management or the accessibility of United Nations meetings for persons with disabilities.

As every year, ITC distilled critical findings and learning points from evaluations into an Annual Evaluation Synthesis Report, which included recommendations to senior management. The main lessons learned dealt with sustainability and are summarized in the Figure 10 below.

Figure 10: ITC's key lessons learned on sustaining impact

Lesson 1	<p>Continuous understanding of local conditions, capacities and relationships is essential for the success of ITC interventions.</p> <p>To maximize impact, projects need to clearly assess the needs, conditions, and readiness of partner companies, business support organizations, and government agencies, both before projects start and during implementation.</p>
Lesson 2	<p>Sustainability is rooted in the successful transfer of capacity, skills and competencies to beneficiaries and partners in ways that foster local ownership and long-term commitment.</p> <p>Ultimately, the basis for sustained success after projects close is local support and capacity. Shortfalls of such capacity must be closed by projects' end for exit to be successful.</p>

<p>Lesson 3</p>	<p>Beneficiaries and partners are like ‘startups’ on a journey of complex innovation and change in a risky and uncertain environment. Innovation is about change. When ITC projects advocate simultaneous change among MSMEs, business support organizations and governments, it can take time for all to adjust. ITC can be a facilitator supporting its partners and stakeholders to work towards their own development objectives.</p>
<p>Lesson 4</p>	<p>Incorporating risk and contingency planning into project management empowers beneficiaries and partners to meet sustainability challenges. Robust risk management and contingency planning helps partners and beneficiaries cope with the large unexpected developments inherent to any startup environment. Flexible project management, experience shows, has helped achieve successful results by enabling quick responses to emerging risks.</p>
<p>Lesson 5</p>	<p>The theory of change remains a vital tool for fostering innovation and sustainable transitions. The multiplicity of factors affecting project partners’ and beneficiaries’ ability to consolidate and independently build upon results underscore the importance of holistic and responsive project planning and implementation. A well-articulated theory of change ensures that projects and programmes address the needs of stakeholders.</p>

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

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

Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation

9.3 Increase the access of small-scale industrial and other enterprises, in particular in developing countries, to financial services, including affordable credit, and their integration into value chains and markets

9.b Support domestic technology development, research and innovation in developing countries, including by ensuring a conducive policy environment for, inter alia, industrial diversification and value addition to commodities

Goal 10. Reduce inequality within and among countries

10.1 By 2030, progressively achieve and sustain income growth of the bottom 40 per cent of the population at a rate higher than the national average

10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status

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

Goal 12. Ensure sustainable consumption and production patterns

12.2 By 2030, achieve the sustainable management and efficient use of natural resources

12.6 Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle

Goal 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels

16.8 Broaden and strengthen the participation of developing countries in the institutions of global governance

Goal 17. Strengthen the means of implementation and revitalize the global partnership for sustainable development

17.3 Mobilize additional financial resources for developing countries from multiple sources

17.5 Adopt and implement investment promotion regimes for least developed countries

17.6 Enhance North-South, South-South and triangular regional and international cooperation on and access to science, technology and innovation and enhance knowledge-sharing on mutually agreed terms, including through improved coordination among existing mechanisms, in particular at the United Nations level, and through a global technology facilitation mechanism

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

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

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

17.13 Enhance global macroeconomic stability, including through policy coordination and policy coherence

17.17 Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships

17.19 By 2030, build on existing initiatives to develop measurements of progress on sustainable development that complement gross domestic product, and support statistical capacity-building in developing countries

Annex II – List of projects per Focus area³ and region

³ ITC's Focus areas with their respective full titles are listed in Table 8 of this document. For simplicity reasons they are quoted only with their numbers in this Annex.
Note: Projects with no initial OP budget are not listed in the OP 2018 Appendix I (W1 BDF resources allocated, new signed agreements, etc.)

Projects by region	Focus area 1	Focus area 2	Focus area 3	Focus area 4	Focus area 5	Focus area 6	7 Corporate	Funders	OP Initial Budget 2018 (\$'000)	2018 Expenditure (\$'000)	% Delivered
Africa											
Associate Expert: Regional Office for Africa (B323)						■		Ministry of Foreign Affairs of the Netherlands	30	36	119%
Burkina Faso et Mali : Création d'emplois équitables et développement durable de microentreprises dans les chaînes de valeur liées au secteur du « lifestyle » (B276)					■			European Commission - Directorate-General for International Cooperation and Development	3,500	3,128	89%
Comoros: Improving the competitiveness of vanilla, ylang-ylang and clove exports (A863)				■				EIF Executive Secretariat	65	71	109%
Indian Ocean Rim Association (IORA): Economic empowerment of women (A285)					■			Australia Agency for International Aid	40	40	101%
Malawi: Improving trade statistics and trade information systems (A864)	■							European Commission - Directorate-General for International Cooperation and Development	44	59	134%
Mano River: Value Chain Development for Cocoa and Associated Crops (NTF IV) (B586)			■	■	■			Ministry of Foreign Affairs of the Netherlands	660	585	89%
Non-tariff measures (B626)	■							ITF Window 1	340	357	105%
NTF IV Programme Management (B584)				■	■			Ministry of Foreign Affairs of the Netherlands	200	162	81%
Partnership for Investment and Growth in Africa (Main Phase) (B340)						■		Department for International Development, United Kingdom of Great Britain and Northern Ireland (the)	3,000	3,342	111%
Poor Communities and Trade Programme (A874)					■			Ministry of Foreign Affairs of Japan	26	1	2%
Poor Communities and Trade Programme (B649)					■			ITF Window 1	99	111	113%
Projet d'Appui à la Compétitivité du Commerce et à l'Intégration Régionale (PACCIR/ UEMOA) (B216)						■		European Commission - Directorate-General for International Cooperation and Development	1,230	1,259	102%
Refugee Employment and Skills Initiative (RESI): Linking Refugees in Kenya to Market Opportunities (Components 1 & 2) (B571)					■			Centre for the Promotion of Imports from Developing Countries, Netherlands (the) Norwegian Refugee Council	260	454	174%
Rwanda: Enabling the future of e-commerce (B330)				■				Federal Ministry for Economic Cooperation and Development, Germany	1,810	959	53%
Senegal: Export development of IT and IT-enabled services (NTF IV) (B390)				■	■			Ministry of Foreign Affairs of the Netherlands	400	627	157%
SheTrades Coffee (B637)					■			ITF Window 1	200	151	75%
Sub-Saharan Africa: Sustainable Finance Conferences and Trainings for Financial Institutions and SMEs (B319)			■	■	■			African Guarantee Fund	150	117	78%
Supporting Indian trade and investment for Africa (SITA) (A854)						■		Department for International Development, United Kingdom of Great Britain and Northern Ireland (the)	3,420	3,723	109%
Tanzania: Integration of horticulture supply/value chains into tourism - SECO component (B265)				■				Rural Development Administration of the Republic of Korea State Secretariat for Economic Affairs, Switzerland	200	177	89%
The Gambia: Youth empowerment project (YEP) (B179)		■		■	■			European Commission - Directorate-General for International Cooperation and Development	3,000	4,290	143%
UEMOA: Projet de développement des exportations sous AGOA (B414)				■	■	■		Union économique et monétaire ouest africaine	166	130	79%
Uganda: Export development of IT and IT-enabled services (NTF IV) (B387)				■	■			Ministry of Foreign Affairs of the Netherlands	450	465	103%
Zambia: Green jobs (A813)			■	■				ILO Country Office for Zambia, Malawi and Mozambique	33	23	69%
Trade Facilitation (B628)		■						ITF Window 1	638	685	107%
Trade for Sustainable Development (T4SD) - Hubs (B694)					■			ITF Window 1	216	224	104%
Benin: Strengthening production and trade capacities (A860)			■	■		■		EIF Executive Secretariat	-	35	-
Burundi: Market Access Upgrade Programme - MARKUP (B718)			■	■		■		European Commission - Directorate-General for International Cooperation and Development	-	108	-
CEEAC: Appui au commerce intra-africain (B702)	■	■	■					ITF Window 1 (BDF)	-	34	-
COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)	■	■	■					European Commission - Directorate-General for International Cooperation and Development	-	33	-
Culture project: Identity Building and Sharing Business Initiative (B542)					■			ITF Window 1 (BDF) European Commission - Directorate-General for International Cooperation and Development	-	3	-
ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■		European Commission - Directorate-General for International Cooperation and Development	-	224	-
EU-EAC Market Access Upgrade Programme - MARKUP (B383)		■		■		■		European Commission - Directorate-General for International Cooperation and Development	-	868	-
Export competitiveness programme management (NTF III) (B197)				■				Ministry of Foreign Affairs of the Netherlands	-	41	-
Ghana: Developing cocoa and associated crops through the Sankofa Project empowered by Alliances for Action (B766)			■	■	■			Coop Genossenschaft / Chocolats Halba / Sunray Max Havelaar-Foundation (Switzerland)	-	104	-
Guinea: Development of the mango sector (B013)			■	■		■		EIF Executive Secretariat	-	12	-
Guinée: Programme d'appui à l'intégration socio-économique des jeunes (INTEGRA) (B463)			■	■	■			ITF Window 1 (BDF)	-	1,094	-
Innovative MSME and Value Chain development through the Alliances for Sankofa in cocoa and associated crops sectors (B794)				■				ITF Window 1	-	20	-
Lesotho: Horticulture productivity and trade development (B158)				■				EIF Executive Secretariat	-	23	-
Malawi: programing mission (B697)		■	■	■	■			ITF Window 1 (BDF)	-	26	-
Niger: Projet de renforcement de la compétitivité à l'exportation de certaines filières agricoles oignons « violet de Galmi », viande séchée « kilishi » et niébé du Niger pour un développement économique inclusif et durable (A653)			■	■				ITF Window 1 (BDF)	-	5	-

Projects by region	Focus area 1	Focus area 2	Focus area 3	Focus area 4	Focus area 5	Focus area 6	7 Corporate	Funders	OP Initial Budget 2018 (\$'000)	2018 Expenditure (\$'000)	% Delivered
Nigeria Food Africa SDG-Fund (B449)				■				UNDP SDG-F	-	30	-
Participation of a Malian delegation of Gum Arabic Exporters to Food Ingredients (B617)					■			Direction Nationale du Commerce et de la Concurrence Mali	-	15	-
Promotion of Malian arabic gum in the US and European markets (B771)			■	■				EIF Executive Secretariat	-	39	-
Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés (B587)			■					French Development Agency	-	841	-
RESI High Skills (B839)					■			ITF Window 1	-	17	-
Senegal: Improving the competitiveness of the mango industry (A996)				■				EIF Executive Secretariat	-	5	-
Sénégal: Programme de Compétitivité de l'Afrique de l'Ouest (PCAO) (B461)				■		■		ITF Window 1 (BDF)	-	8	-
SheTrades Commonwealth Programme (B578)					■			Department for International Development, United Kingdom of Great Britain and Northern Ireland (the)	-	1,798	-
Sierra Leone: West Africa Competitiveness Programme (B457)						■		ITF Window 1 (BDF)	-	20	-
Sub-Saharan Africa: Improving food packaging for Small and Medium Agro-Enterprises (A554)				■				Food and Agriculture Organization of the United Nations	-	34	-
Tanzania: Kigoma Joint Programme under UNDP II (B727)				■	■			MDG Achievement Fund (HQ)	-	213	-
World Export Development Forum (WEDF) 2018 (B805)							■	Huawei Technologies	-	27	-
Zambia: Empowering the Zambia Credit Guarantee Scheme to Improve SME Access to Finance (B763)				■				ITF Window 1 (BDF)	-	37	-
Arab States											
Algeria - National trade strategy to support Algeria's economic diversification (AFTIAS) (B603)		■						International Islamic Trade Finance Corporation	200	188	94%
Arab States: Aid for Trade initiative (A895)	■	■	■					International Islamic Trade Finance Corporation	110	255	232%
Arab States: Development of SME exports through virtual market places (A676)	■	■		■				World Bank	590	496	84%
Djibouti: Feasibility study to set up a handicrafts export village (AFTIAS) (B604)					■			International Islamic Trade Finance Corporation	15	10	66%
Egypt: Establishing a specialized export promotion department within Export Development Bank of Egypt (AFTIAS) (B606)			■					International Islamic Trade Finance Corporation	200	99	50%
Egypt: Improving the international competitiveness of the textile and clothing sector (GTEX/MENATEX) (B673)				■				State Secretariat for Economic Affairs, Switzerland Swedish International Development Cooperation Agency	250	81	32%
Global: Networking and knowledge management for the textile and clothing sector (GTEX) (B451)				■				State Secretariat for Economic Affairs, Switzerland	224	151	68%
Jordan: Refugee employment and skills initiative (RESI) (B450)				■	■			Ministry of Foreign Affairs of Japan	31	177	565%
Lebanon: Export Competitiveness of SMEs in the IT and Nuts sectors (AFTIAS) (B607)			■	■				International Islamic Trade Finance Corporation	150	85	56%
Libya: Trade Academy (B409)			■		■			Ministère des Affaires étrangères et du Développement international, France	780	751	96%
Morocco: Export development for employment creation (A749)			■	■	■			Foreign Affairs, Trade and Development Canada (DFATD)	130	102	79%
Morocco: Improving the international competitiveness of the textile and clothing sector (GTEX/MENATEX) (B674)				■				State Secretariat for Economic Affairs, Switzerland Swedish International Development Cooperation Agency	200	157	79%
North Africa: Engaging MSMEs and the Arab diaspora to support export-driven economic growth (B438)				■	■			Ministry of Foreign Affairs of Japan	85	83	97%
Overcoming Trade Obstacles related to Non-Tariff Measures in the Arab countries (A538)	■							United States Agency for International Development	1,197	1,349	113%
Projet de développement et de promotion du tourisme en République de Djibouti (A993)			■	■				EIF Executive Secretariat	129	76	59%
Saudi Arabia: Development of dates sector in Medina region (AFTIAS) (B605)				■		■		International Islamic Trade Finance Corporation	250	-	0%
State of Palestine: Reform and Development of Markets, Value Chains and Producers' Organizations (B580)	■			■	■			Food and Agriculture Organisation Palestine	150	34	22%
Sudan: Supporting economic stabilization through accession to the World Trade Organization (B446)		■						Ministry of Foreign Affairs of Japan	2	24	1188%
Syria: Developing production capacity and linking internally displaced populations to international markets (B434)				■	■			Ministry of Foreign Affairs of Japan	30	40	133%
Tunisia: Improving the international competitiveness of the textile and clothing sector (GTEX/MENATEX) (B672)				■				State Secretariat for Economic Affairs, Switzerland Swedish International Development Cooperation Agency	350	351	100%
MENATEX Regional: Regional component of the Textiles and Clothing Programme for the MENA region (B696)				■				Swedish International Development Cooperation Agency	-	4	-
Palestine: Linking refugees and young population in Gaza to market opportunities (B682)			■		■			Ministry of Foreign Affairs of Japan	-	142	-
Promoting Labour Market Integration of Syrians under Temporary Protection and Host Communities in Turkey (B655)				■	■			IOM Mission to Turkey	-	195	-
Qatar: Bar code initiative for SME trade development (B743)				■				Qatar Development Bank	-	81	-
Qatar: Foundations for B2B E-Commerce (B687)		■		■				Qatar Development Bank	-	260	-
Sudan: WTO Accession (B683)		■						Ministry of Foreign Affairs of Japan	-	323	-
Syria: Enabling through digital channels (B681)				■	■			Ministry of Foreign Affairs of Japan	-	131	-

Projects by region	Focus area 1	Focus area 2	Focus area 3	Focus area 4	Focus area 5	Focus area 6	7 Corporate	Funders	OP Initial Budget 2018 (\$'000)	2018 Expenditure (\$'000)	% Delivered
Asia and the Pacific											
Afghanistan: Ethical Lifestyle Initiative for the Economic Reintegration of Returnees and Internally displaced people (B439)					■			European Commission - Directorate-General for International Cooperation and Development	1,588	1,408	89%
Afghanistan: Trade-related assistance (A764)		■						European Commission - Directorate-General for International Cooperation and Development	1,600	1,382	86%
Asian LDCs: Enhancing export capacity for intra-regional trade (A850)							■	Ministry of Commerce, China	258	239	93%
Associate expert: Office for Asia and the Pacific (B221)				■				Ministry of Foreign Affairs of Japan	50	81	163%
Feasibility study for value addition in the fruit and vegetable sector of Sri Lanka (B531)			■					World Trade Organisation	20	22	108%
Indian Ocean Rim Association (IORA): Economic empowerment of women (A285)					■			Australia Agency for International Aid	80	81	101%
Myanmar: Improving food safety and compliance with SPS measures to increase export revenues in the oilseeds value chain (A648)				■				World Trade Organisation	327	249	76%
Myanmar: Inclusive tourism development with focus on Kayah state (consolidation) & a new state (extension) (NTF IV) (B386)				■				Ministry of Foreign Affairs of the Netherlands	969	1,161	120%
Nepal: Pashmina enhancement and trade support (A907)				■				EIF Executive Secretariat	32	7	23%
Non-tariff measures (B626)	■							ITF Window 1	160	168	105%
NTF IV Programme Management (B584)				■	■			Ministry of Foreign Affairs of the Netherlands	50	41	81%
Pacific: Economic empowerment of women (Women and Trade Phase II) (A775)					■			Australia Agency for International Aid	99	14	14%
Poor Communities and Trade Programme (A874)					■			Ministry of Foreign Affairs of Japan	13	0	2%
Poor Communities and Trade Programme (B649)					■			ITF Window 1	201	226	113%
SheTrades Pacific (B644)					■			ITF Window 1	250	270	108%
Sri Lanka: Trade related assistance (A306)		■		■				European Commission - Directorate-General for International Cooperation and Development	3,000	1,476	49%
Supporting Indian trade and investment for Africa (SITA) (A854)							■	Department for International Development, United Kingdom of Great Britain and Northern Ireland (the)	380	414	109%
Trade Facilitation (B628)		■						ITF Window 1	213	228	107%
Trade for Sustainable Development (T4SD) - Hubs (B694)					■			ITF Window 1	360	374	104%
Trade Promotion between China and other Developing Countries along the Belt and Road Initiative (B568)	■						■	Ministry of Commerce (China)	160	132	82%
Associate expert - Office for Asia and the Pacific (B773)							■	China Scholarship Council	-	55	-
Bhutan Trade Support (B382)		■		■				European Commission - Directorate-General for International Cooperation and Development	-	372	-
Culture project: Identity Building and Sharing Business Initiative (B542)					■			ITF Window 1 (BDF) European Commission - Directorate-General for International Cooperation and Development	-	1	-
Export competitiveness programme management (NTF III) (B197)				■				Ministry of Foreign Affairs of the Netherlands	-	41	-
Iran: Trade-Related Technical Assistance (B782)		■	■		■			ITF Window 1 (BDF)	-	18	-
Lao PDR: ASEAN Regional Integration Support (Laos-ARISE Plus) (B505)		■		■			■	ITF Window 1 (BDF) European Commission - Directorate-General for International Cooperation and Development	-	26	-
Myanmar Trade and Investment Project (TIP) (B494)	■	■	■	■				DFID Burma	-	491	-
Myanmar: Upgrading horticulture supply and sustainable tourism to develop business linkages (B566)				■				State Secretariat for Economic Affairs, Switzerland	-	26	-
Nepal Trade and Investment Programme (B731)	■	■	■	■		■		ITF Window 1 (BDF)	-	18	-
NTM Survey Pakistan (B742)	■							World Bank	-	51	-
Pacific: Trade development (B346)	■	■					■	ITF Window 1 (BDF)	-	31	-
Pakistan: Growth for rural advancement and sustainable progress (GRASP) (B466)		■		■	■			ITF Window 1 (BDF)	-	85	-
SheTrades Commonwealth Programme (B578)					■			Department for International Development, United Kingdom of Great Britain and Northern Ireland (the)	-	599	-
Eastern Europe and Central Asia											
Eastern Partnership: Ready to Trade - an EU4Business initiative (B252)				■				European Commission, Directorate - General for Neighbourhood and Enlargement Negotiations	1,600	1,300	81%
Global: Networking and knowledge management for the textile and clothing sector (GTEX) (B451)				■				State Secretariat for Economic Affairs, Switzerland	149	101	68%
Kyrgyzstan: Improving the international competitiveness of the textile and clothing sector (GTEX) (B676)			■	■				State Secretariat for Economic Affairs, Switzerland	400	476	119%
Support to Facilitation of Trade between CEFTA Parties (B444)		■					■	European Commission, Directorate-General for Trade	380	277	73%
Tajikistan: Improving the international competitiveness of the textile and clothing sector (GTEX) (B675)		■	■	■	■			State Secretariat for Economic Affairs, Switzerland	400	718	179%
Ukraine National Export Strategy (B614)		■						Deutsche Gesellschaft für Internationale Zusammenarbeit (HQ), Germany	474	358	76%
Ukraine: Linking SMEs in the fruit and vegetables industry to global and domestic value chains (A303)		■		■				ITF Window 1 Swedish International Development Cooperation Agency	700	773	110%
Tajikistan: Enabling market access for agricultural products through improved food safety system (STDF) (B312)		■	■	■				World Trade Organisation	250	242	97%

Projects by region	Focus area 1	Focus area 2	Focus area 3	Focus area 4	Focus area 5	Focus area 6	7 Corporate	Funders	OP Initial Budget 2018 (\$'000)	2018 Expenditure (\$'000)	% Delivered
Trade Promotion between China and other Developing Countries along the Belt and Road Initiative (B568)	■					■		Ministry of Commerce (China)	40	33	82%
Culture project: Identity Building and Sharing Business Initiative (B542)					■			ITF Window 1 (BDF) European Commission - Directorate-General for International Cooperation and Development	-	1	-
International Trade in Central Asia (B723)		■	■	■		■		ITF Window 1 (BDF)	-	45	-
Promoting Labour Market Integration of Syrians under Temporary Protection and Host Communities in Turkey (B655)				■	■			IOM Mission to Turkey	-	49	-
Latin America and the Caribbean											
Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts (A325)				■				European Commission - Directorate-General for International Cooperation and Development	250	642	257%
Central America: Linking women business enterprises (WBEs) with the global gifts and home decoration market (A314)				■	■			European Commission - Directorate-General for International Cooperation and Development	400	278	70%
Colombia PUEDE : Peace and unity through rural economic development and exports (B599)	■			■	■			ITF Window 1 (BDF)	64	92	144%
Haiti: Ethical fashion initiative (A922)					■			United States Agency for International Development	38	72	189%
Poor Communities and Trade Programme (A874)					■			Ministry of Foreign Affairs of Japan	7	0	2%
St. Lucia: Strengthening the institutional infrastructure for export promotion (A332)	■	■	■					ITF Window 1 Saint Lucia Trade Export Promotion Agency	408	109	27%
Trade for Sustainable Development (T4SD) - Hubs (B694)					■			ITF Window 1	324	336	104%
Grenada: supporting the fresh fruit and vegetables food safety management systems (B710)		■	■	■				Caribbean Development Bank	-	158	-
Guatemala: Strengthening the business skills and employability of informal entrepreneurs at the Ciudad Pedro de Alvarado Border (B615)			■		■			ITF Window 1 (BDF) United States Agency for International Development	-	231	-
Global											
AIM for Results: Improving TISI performance and measurement (B633)			■					ITF Window 1	1,000	979	98%
Associate expert: Sustainable and inclusive value chains (B198)					■			Federal Ministry for Economic Cooperation and Development, Germany	13	12	94%
Associate expert: Sustainable and inclusive value chains (B307)				■				Ministry of Foreign Affairs of the Netherlands	148	146	98%
Associate expert: Enterprise and institutions (B412)			■	■	■			Federal Ministry for Economic Cooperation and Development, Germany	142	130	91%
Associate expert: Trade facilitation and policy for business (B699)		■						Federal Ministry for Economic Cooperation and Development, Germany	151	173	115%
Associate expert: Trade facilitation and policy for business (B393)		■						Ministry for Foreign Affairs of Finland	124	110	89%
Associate expert - E-learning (B774)				■	■			China Scholarship Council	-	44	-
Associate Expert - Evaluation Unit (B772)							■	China Scholarship Council	-	39	-
Associate expert - E-solutions (B800)				■				Federal Ministry for Economic Cooperation and Development, Germany	-	66	-
Business development fund (B532)							■	ITF Window 1	586	-	0%
DCP Partnership and Coordination (B650)							■	ITF Window 1 ITHRAA (The Public Authority for Investment Promotion and Export Development)	260	259	100%
DEI Coordination and Innovation Fund (B647)							■	ITF Window 1	50	45	90%
Demonstrating Impact for TIPOs: towards a global standard (B507)			■					ITF Window 1	77	69	91%
DMD Partnership & Coordination (B620)							■	ITF Window 1	50	5	11%
Economic Partnership Agreements (EPAs) in Asia-Pacific and European Union (EU) Phase II (B500)	■							National Graduate Institute for Policy Studies, Japan	109	82	75%
E-Learning (B648)	■							ITF Window 1	108	108	100%
E-solutions (B636)				■				ITF Window 1	313	280	90%
Export Potential Map (A341)	■							Centre for the Promotion of Imports from Developing Countries, Netherlands (the)	35	35	101%
Export strategy design and management (B630)		■						ITF Window 1	340	442	130%
Fellowship: Mo Ibrahim Foundation (B203)			■			■	■	Mo Ibrahim Fondation	114	114	100%
Global Trade Helpdesk (B572)	■							State Secretariat for Economic Affairs, Switzerland Germany	500	437	87%
Improving transparency in trade through embedded market analysis tools (B352)	■							Public Procurement Service of the Republic of Korea European Commission - Directorate-General for International Cooperation and Development	15	-	0%
Improving transparency in trade through market analysis tools as a global public good (B336)	■							ITF Window 1 Revolving Fund MAR International and Ibero-American Foundation for Administration and Public Policies UNDP	2,066	1,420	69%
Information Technology Services & Support - 2018 (B625)							■	ITF Window 1	185	334	180%
Innovation Lab (B662)							■	ITF Window 1	200	165	83%
Market Price Information (B627)	■							ITF Window 1	150	225	150%
MLS-SCM Revolving Fund (B189)				■				Revolving Fund MLS-SCM	230	147	64%
NY Office (B624)							■	ITF Window 1	20	19	96%
OED Cabinet (B623)							■	ITF Window 1	200	299	150%
RBM (B622)							■	ITF Window 1	100	109	109%
SEC Revolving Fund (B190)				■				Revolving Fund EC	50	(3)	-7%
Secondee from Republic of Korea (B600)	■							Public Procurement Service of the Republic of Korea	260	221	85%

Projects by region	Focus area 1	Focus area 2	Focus area 3	Focus area 4	Focus area 5	Focus area 6	7 Corporate	Funders	OP Initial Budget 2018 (\$'000)	2018 Expenditure (\$'000)	% Delivered
SheTrades (B641)					■			ITF Window 1	900	1,450	161%
SheTrades Coordination (B642)					■			ITF Window 1	350	348	99%
SME Competitiveness Survey and Outlook (B631)	■		■					ITF Window 1	687	725	105%
Support Trade Negotiations (B629)		■						ITF Window 1	200	210	105%
TIS Revolving Fund / E-learning (B155)	■							Revolving Fund TS	30	5	16%
Trade for Sustainable Development (T4SD) (B036)					■			Deutsche Gesellschaft für Internationale Zusammenarbeit (HQ), Germany European Commission, Directorate-General for Trade European Feed Manufacturers' Federation Finance in Motion GmbH, Germany State Secretariat for Economic Affairs, Switzerland Sustainable Agriculture Initiative Platform United States Agency for International Development World Wildlife Fund Europe - Africa - Caribbean - Pacific Liaison Committee (COLEACP) McDonalds	2,498	2,724	109%
Trade for Sustainable Development (T4SD) - Database (B645)					■			ITF Window 1	840	809	96%
Trade in services (B026)		■					■	Ministry of Commerce, China	257	191	74%
Trade in services (B632)		■						ITF Window 1	100	64	64%
TS Revolving Fund (B205)			■					Revolving Fund TS	70	75	107%
Value Added to Trade (B635)				■				ITF Window 1	938	937	100%
WTPO (TPO Network World Conference and Awards) (B665)			■					ITF Window 1	239	274	115%
Guidelines and methodologies for inclusive agri-food system development through Alliances (B693)			■	■	■			Food and Agriculture Organization of the United Nations	100	98	98%
Certificate in Export Management (CEM) (B736)								ITF Window 1 (BDF)	-	32	-
Economic Partnership Agreements (EPAs) worldwide and rules of origin (B725)	■							National Graduate Institute for Policy Studies	-	63	-
E-trade for Impact: strengthening ITC e-strategy solutions (B738)		■						ITF Window 1	-	139	-
Export competitiveness programme management (NTF III) (B197)				■				Ministry of Foreign Affairs of the Netherlands	-	-	-
Export potential: methodological extensions (B705)	■							ITF Window 1	-	148	-
Global: Support for Innovative Methods and Tools (understanding NTMs and accessing e-Commerce) (B678)	■			■				United States Agency for International Development	-	107	-
Improving the business environment for exporting SMEs through trade facilitation (A812)		■						DHL Huawei Technologies ITF Window 1 Qatar Development Bank United Nations Conference on Trade and Development	-	325	-
Innovation Lab (B788)							■	ITF Window 1	-	15	-
ITC E-learning - Global Public Good (B892)	■							ITF Window 1	-	24	-
SheTrades: International workshop agreement on the definition of Women Owned Businesses (B562)					■			Swedish International Development Cooperation Agency	-	32	-
SheTrades: using data to address constraints to extra-EU trade (B582)	■				■			European Commission, Directorate-General for Trade	-	15	-
Vulnerable Migration & Forced Displacement Framework (B842)					■			ITF Window 1	-	8	-
World Export Development Forum (WEDF) 2017-2018 (Hungary) (B498)							■	Ministry of Foreign Affairs and Trade of Hungary	-	73	-

ITC is grateful for contributions to the ITC Trust Fund Window 1 (ITF Window 1) in 2018 and in past years from: Belgium, Canada, China, Denmark, Finland, Germany, Iceland, India, Ireland, Norway and Sweden.

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

Street address: ITC
54-56, rue de Montbrillant
1202 Geneva, Switzerland

Postal address: ITC
Palais des Nations
1211 Geneva 10, Switzerland

Telephone: +41-22 730 0111

Fax: +41-22 733 4439

E-mail: itcreg@intracen.org

Internet: <http://www.intracen.org>

