
REPORT TO THE CONSULTATIVE COMMITTEE OF THE ITC TRUST FUND

(1 JANUARY – 30 JUNE 2020)

ITC mission:

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

October 2020

Original: English

© International Trade Centre 2020

REPORT TO THE
CONSULTATIVE COMMITTEE
OF THE ITC TRUST FUND

(1 January – 30 June 2020)

Table of Contents

Executive Summary	iii
1. Source and use of ITC funds	1
1.1 Voluntary contributions to the ITC Trust Fund	2
2. Delivery of technical assistance in 2020.....	5
2.1 Budget overview.....	5
2.1.1 Regular budget.....	6
2.1.2. Programme Support Costs	6
2.1.3. Extrabudgetary funds	7
2.1.4. ITC cash position.....	8
2.2 Extrabudgetary delivery by focus area and programme.....	9
2.3 Extrabudgetary delivery by region, country outreach and project design	11
3. ITC's Corporate Scorecard half-year 2020 performance	13
3.1 Tier 1: ITC's contribution towards Sustainable Development Goals.....	13
3.2 Tier 2: Development Results	15
3.3 Window I contribution to ITC's corporate results and to ITC's COVID-19 response.....	18
3.4 Tier 3: Efficiency and effectiveness.	22
4. Risk developments in the first half of 2020	23
5. Strategic milestones for 2020: technical assistance and capacity building	25
6. Partnering for sustainable development	33
7. Managing for results	34
Annex I: List of projects per focus area and country/region	40
Annex II: ITC's direct contribution to SDG monitoring.....	66

List of figures

Figure 1: Funder contributions to W1 and W2 of the ITC Trust Fund as of 30 June 2020.....	4
Figure 2: ITC delivery pattern from 2011 to Jun 2020, by source of funds, \$mln	5
Figure 3: XB plan vs. delivery by focus area and Window, Jan - Jun 2020, \$ mln, incl. PSC.....	9
Figure 4: XB, W1 and W2 region-specific delivery (excluding global projects), for Jan-Jun 2020	11
Figure 5: XB delivery by priority countries for the period Jan - Jun 2020	12
Figure 6: ITC delivery distribution by SDG for Jan – June 2020, in percentages	14
Figure 7: Frequency of ITC project linkages to SDG goals and targets in Jan – June 2020	14

List of tables

Table 1: XB funding received in 2019 and from 1 Jan to 30 Jun 2020, in \$ thousand.....	2
Table 2: ITC OP budget, RB and XB delivery for the period Jan - Jun 2020, \$mln	5
Table 3: RB delivery by focus area, for the period Jan – Jun 2020, \$mln	6
Table 4: RB delivery by cost category for the period Jan – Jun 2020, \$mln.....	6
Table 5: Biennial / annual RB delivery overview 2012-2020, \$mln	6
Table 6: PSC budget and delivery by focus area, for the period Jan - Jun 2020, \$ million.....	7
Table 7: PSC delivery by cost category, for the period Jan - Jun 2020, \$ mln	7
Table 8: XB budget and delivery, for the period Jan - Jun 2020, \$ mln.....	7
Table 9: XB delivery by cost category for the period Jan - Jun 2020, \$ mln.....	7
Table 10: ITC cash position for the period Jan - Jun 2020, in \$ thousand	8
Table 11: XB-funded technical assistance delivery in Jan-Jun 2020 by programme, \$ million....	10
Table 12: Plan and delivery by XB funding source and region, Jan - Jun 2020, \$ mln.....	11
Table 13: Corporate outcome indicators and progress for the period Jan - Jun 2020.....	15
Table 14: Corporate output indicators and progress for the period Jan - Jun 2020.....	16
Table 15: Efficiency and effectiveness KPIs and progress in Jan-Jun 2020	22

Executive Summary

ITC is pleased to submit to the Consultative Committee of the ITC Trust Fund (CCITF) the 2020 mid-year report on its budgets, delivery and performance, covering the period of 1 January to 30 June 2020. The report focuses on ITC's extrabudgetary resources, providing a detailed description of the source of funds, their status and use. It also presents an update on regular budget and programme support resources and gives an account of ITC's mid-year performance against the targets set in the Operational Plan 2020.

The COVID-19 crisis has been a test of resilience for ITC affecting virtually all operations in the first half of 2020. ITC fully experienced the lockdown, along with its employees and beneficiaries, shifting to teleworking and applying "remote" delivery modes wherever possible.

ITC as an organization has learned several lessons from this ongoing crisis: that investment in digital pays off; that the unity and strength of its employees has contributed to its resilience and that quick adaptation was due to its ability to rethink and innovate. ITC's strategy continued to focus on delivering value for money and quality assistance to beneficiaries. We are aware that innovative ways of delivering on our mandate need to continue in this time of change and uncertainty and beyond. It was close coordination and contingency planning undertaken early with stakeholders, beneficiaries, funders and partners that has allowed ITC to remain flexible by adjusting delivery to project and country-specific situations.

Beyond the effect on ITC, the effects of the crisis were disproportionately detrimental for ITC's beneficiaries – especially women and youth-owned MSMEs in developing countries. Geographically, MSMEs in Africa, Latin America and the Caribbean, LDCs and SIDS were affected most. Sectors like travel and tourism, transportation and logistics; automotive, textiles and clothing – have been hit particularly hard by the pandemic. Most global supply chains were heavily disrupted; countries introduced a variety of temporary measures and international travel became impossible. Movement of goods across borders was also adversely affected. As of June 15, 2020, 152 countries had introduced temporary measures on exports, imports or both, to combat COVID-19.

One highlight of ITC's immediate COVID-19 responses was the repositioning of the 2020 flagship SME Competitiveness Outlook (SMECO) to focus on: "COVID-19: The Great Lockdown and its Impact on Small Business". SMECO presented findings from a global ITC Business Impact Survey that gathered evidence from over 4,400 businesses spanning 132 countries from April to June 2020. To stimulate supportive action for the 2/3 of small enterprises that have been strongly affected by the crisis, the report featured a 15-point plan for recovery. It provides recommendations for businesses, business support organizations, and governments, to get ready for a "new normal" characterized by four main traits: resilience; digital; inclusive; and sustainable.

At mid-year, ITC had received \$37.5 million of cash contributions from extrabudgetary funders, signed \$46.5 million worth of new grant agreements, and delivered almost \$41 million of extrabudgetary technical assistance. Despite the special COVID-19 situation, the delivery was at the same level as in the first six months of 2019, albeit against a higher Operational Plan budget.

In the first six months of 2020, ITC achieved satisfactory development results, also due to some pre-COVID-19 developments in projects. ITC engaged with almost 10 thousand micro-entrepreneurs in value chains and MSMEs, to help them improve their business operations or transact international business.

Moreover, ITC was quick and flexible to reprogram its initiatives to respond to MSMEs' need for trade intelligence, financing, new partnerships and alternative business opportunities emerging from the crisis. Judging by the development results forecasts provided by project teams, ITC anticipates most outcome

results to be in the range of 80-100% against target, by year-end, when the large majority of projects will perform annual outcome assessments.

This report provides a wealth of information in its self-explanatory tables. It gives an overview of the organization's financial performance by region – including our performance in priority countries' groups - and by focus area.

Our three-tiered scorecard offers a quantitative view of achievement against targets, while the chapters on programmatic and operational milestones provide qualitative information on our progress against the 2020 milestones, which are based on the longer-term objectives of ITC's Strategic Plan 2018-21.

Finally, this report responds to the requests of our stakeholders to report on our Operational plan commitments in a more detailed and transparent manner.

We hope you will enjoy reading it.

A handwritten signature in black ink, appearing to read 'P. Coke-Hamilton', with a stylized flourish at the end.

Pamela Coke-Hamilton
Executive Director

1. Source and use of ITC funds

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

The United Nations and the World Trade Organization (WTO) fund ITC's regular budget in equal parts, to support ITC's execution of the mandate that was given to it by its parent organisations. The RB is based on the budgets approved by the UN General Assembly and, by the WTO General Council, in view of the programme plans and programme budgets submitted by ITC. For 2020-23, the UN has moved to an annual budget cycle, while WTO maintains a bi-annual cycle.

ITC's **extrabudgetary funds (XB)** are voluntary contributions to the ITC Trust Fund (ITF). This includes two categories of funds known as windows. Window I (W1) consists of unearmarked and soft-earmarked contributions from funders, while Window II (W2) consists of earmarked bilateral contributions for specific projects and programmes, for Junior Professional Officers (JPOs) and secondees, as well as a small amount of revenue from the sale of products and services. Table 1 shows XB Funders' contributions to ITC in the first half of 2020 and in 2019 by Window.

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

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

- **Window II** allocations follow the budget earmarking that was specified in W2 grant agreements. These grant agreements specify ITC's use of the funds more narrowly than in the case of W1 funds. All projects must fall within the scope of ITC's Strategic Framework, which had been developed through a transparent and consultative bottom-up process and responding to beneficiary priorities.

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

1.1 Voluntary contributions to the ITC Trust Fund

Table 1 reflects the source and amount of voluntary contributions to the ITC trust fund in the first half of 2020, in comparison with funding received from January to December 2019. The amounts shown may include funding designated for years beyond 2020, as per individual grant agreement.

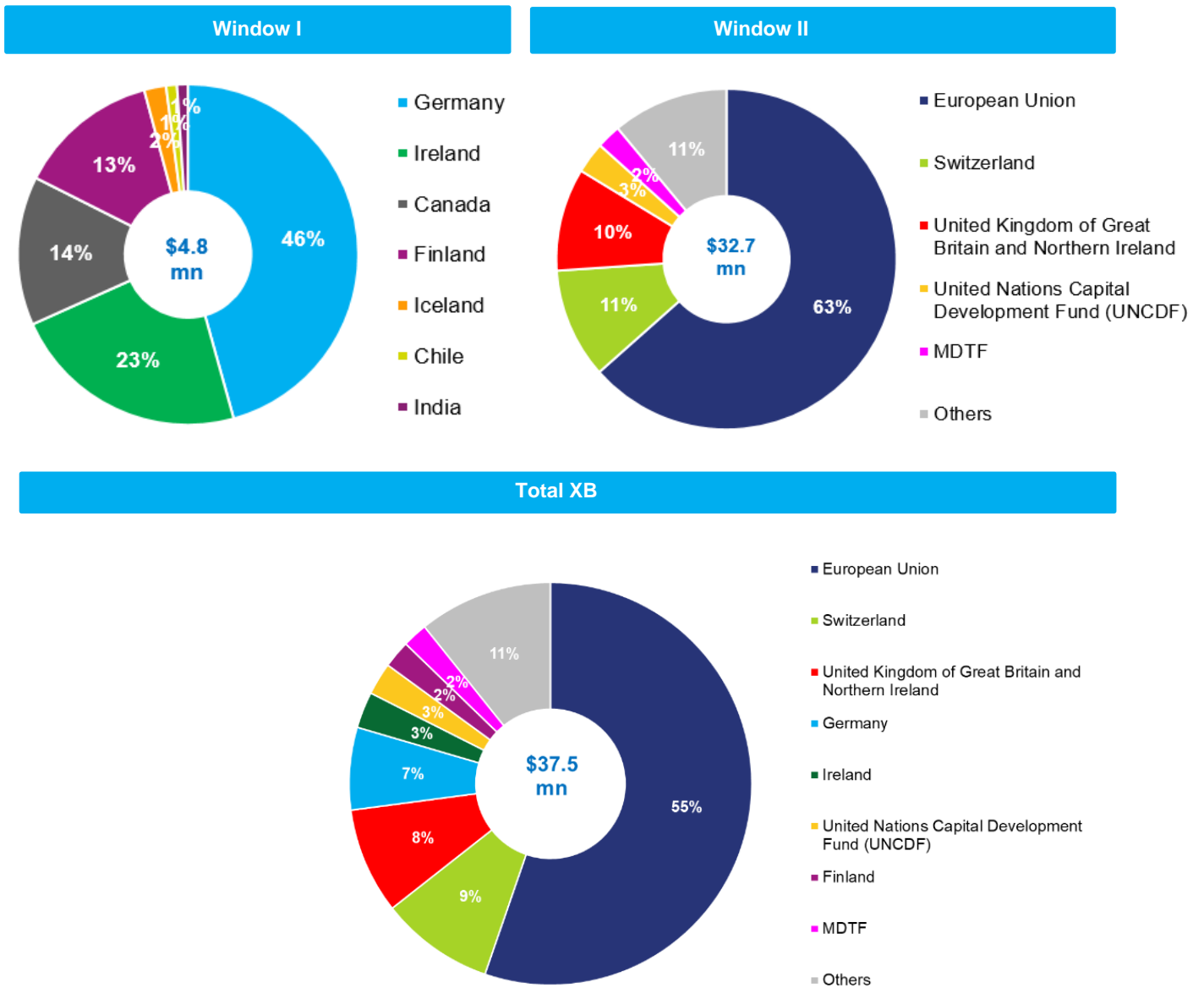
Table 1: XB funding received in 2019 and from 1 Jan to 30 Jun 2020, in \$ thousand

Funders	Jan - Dec 2019 (\$ '000)			Jan - Jun 2020 (\$ '000)		
	Window I	Window II	Total	Window I	Window II	Total
Governments and national development agencies	15,890	39,310	55,199	4,828	8,016	12,844
Australia				-	47	47
Canada	711	-	711	682	-	682
Chile				50	-	50
China	100	1,054	1,154	-	158	158
Curaçao	-	155	155	-	-	-
Denmark	5,204	-	5,204	-	-	-
Ethiopia	-	22	22	-	-	-
Finland	1,260	-	1,260	648	177	825
France	-	633	633	-	110	110
Germany	2,169	2,279	4,448	2,205	276	2,481
Iceland	-	-	-	100	-	100
India	50	-	50	50	-	50
Ireland	910	-	910	1,092	-	1,092
Japan	-	1,396	1,396	-	216	216
Korea	-	2,774	2,774	-	-	-
Netherlands (the)	-	3,155	3,155	-	-	-
Norway	1,641	-	1,641	-	-	-
Sweden	3,845	1,904	5,749	-	183	183
Switzerland	-	3,160	3,160	-	3,418	3,418
United Kingdom of Great Britain and Northern Ireland	-	22,063	22,063	-	3,191	3,191
United States	-	716	716	-	240	240
International organizations including financial institutions, partnerships and funds, regional organisations, UN system and related	-	62,076	62,076	-	23,718	23,718
African Export Import Bank	-	31	31	-	-	-
Enhanced integrated Framework	-	1,008	1,008	-	309	309
European Union	-	56,671	56,671	-	20,728	20,728
FAO	-	253	253	-	-	-
ILO	-	45	45	-	-	-
International Islamic Trade Finance Corporation	-	350	350	-	290	290
IOM	-	241	241	-	-	-
MDTF ¹	-	885	885	-	754	754
OPEC Fund for International Development				-	175	175
Standards and Trade Development Facility	-	445	445	-	-	-
UEMOA	-	69	69	-	254	254
UNDP	-	204	204	-	-	-
UNIDO	-	662	662	-	237	237
United Nations Capital Development Fund (UNCDF)	-	990	990	-	971	971

¹ The Multi-donor trust funds (MDTFs) include UN Peacebuilding Fund and Tanzania One UN fund

Funders	Jan - Dec 2019 (\$ '000)			Jan - Jun 2020 (\$ '000)		
	Window I	Window II	Total	Window I	Window II	Total
World Bank	-	197	197	-	-	-
World Trade Organization (WTO)	-	25	25	-	-	-
Academia, training and research institutions, nonprofit organizations and businesses	-	972	972	-	744	744
Chocolats Halba/ Coop Genossenschaft	-	362	362	-	265	265
DHL	-	35	35	-	-	-
IBF International consulting	-	21	21	-	-	-
Mo Ibrahim Foundation	-	76	76	-	114	114
National Graduate Institute for Policy Studies (GRIPS)	-	160	160	-	31	31
Norwegian Refugee Council	-	-	-	-	226	226
Physikalisch-Technische Bundesanstalt (PTB)	-	-	-	-	40	40
Swisscontact	-	18	18	-	68	68
UPS foundation	-	300	300	-	-	-
Business support organizations	-	1,150	1,150	-	118	118
Andorra Desenvolupament i Inversio	-	25	25	-	-	-
Enterprise Greece	-	28	28	-	17	17
European Brands Association	-	-	-	-	4	4
FEFAC	-	6	6	-	6	6
Investchile	-	25	25	-	-	-
Labor Fund Bahrain (Tamkeen)	-	700	700	-	-	-
Marketing and National Import Board of Grenada	-	156	156	-	-	-
PromPeru	-	-	-	-	20	20
Saint Lucia Trade Export Promotion Agency (TEPA)	-	115	115	-	-	-
Sustainable Agriculture Initiative (SAI Platform)	-	62	62	-	72	72
Switzerland Global Enterprise	-	5	5	-	-	-
TradeMalta	-	29	29	-	-	-
Revolving funds	-	479	479	-	71	71
Total XB funding received	15,890	103,987	119,877	4,828	32,667	37,495

Figure 1: Funder contributions to W1 and W2 of the ITC Trust Fund as of 30 June 2020



2. Delivery of technical assistance in 2020

2.1 Budget overview

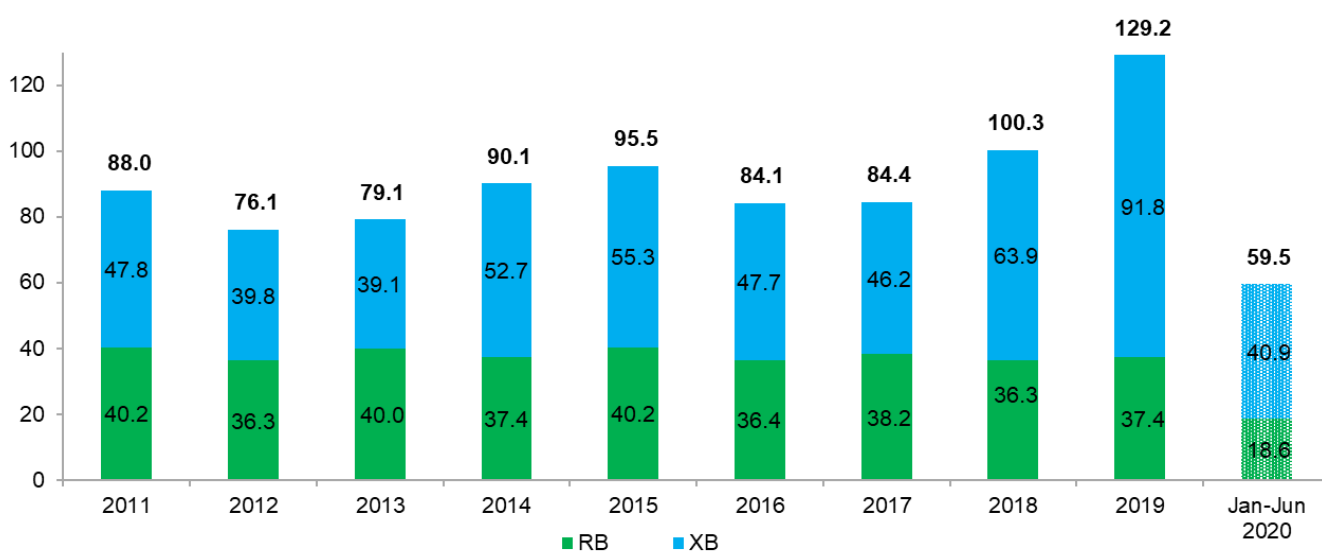
ITC's overall budget for 2020 as per ITC's Operational Plan 2020 (OP budget) amounts to \$135 million, with an RB of \$36 million. For gross XB delivery, which includes PSC charges, the delivery planned for 2020 at the beginning of the year was \$99 million.

At the end of June 2020, actual delivery of XB stood at 41% and RB delivery stood at 52% of the planned 2020 budget. Delivery had been affected by the implications of the COVID-19 pandemic on ITC's work. ITC had to postpone some activities and had to invest into alternative online delivery solutions, wherever possible. Nevertheless, delivery was at the same level as in the first half of 2019.

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

Budget	OP Budget	Delivery	% spent
Extrabudgetary funds	99.0	40.9	41%
Regular Budget	36.0	18.6	52%
Total	135.0	59.5	44%

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



2.1.1 Regular budget

ITC's regular budget (RB), with a total delivery of \$18.6 million by mid-year, is the bedrock of ITC's operational activities for development. It has supported ITC's work in the six focus areas and ensured alignment with country needs. ITC uses the RB contribution to fund: a) core expertise; b) development, maintenance and expansion of ITC's intangible assets and global offering (core components of ITC's Global Public Goods offering, databases, tools, publications); c) programme development, including monitoring and evaluation; and d) ITC's core management, country coordination and core corporate communications. The RB funding is used to cover salaries and common staff expenditures for 160 staff and organizational running costs. The 'Alignment with country needs' area consists of RB spent on staff working in the Regional Offices of the Division of Country Programmes and a proportionate part of the management and support cost.

Table 3: RB delivery by focus area, for the period Jan – Jun 2020, \$mln

Focus area	OP budget	Delivery
1 Providing Trade and Market Intelligence	5.9	3.0
2 Building a Conducive Business Environment	5.2	2.7
3 Strengthening Trade and Investment Support Institutions	3.1	1.6
4 Connecting to International Value Chains	8.0	4.1
5 Promoting and Mainstreaming Inclusive and Green Trade	6.4	3.3
6 Supporting Regional Economic Integration and South-South Links	1.8	1.0
Alignment with country needs	5.6	2.9
Total	36.0	18.6

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

Categories	Delivery	% Spent
Staff and Other Personnel Costs	14.5	78%
Operating and Other Direct Costs	2.8	15%
Contractual Services	0.5	3%
Equipment Vehicles and Furniture	0.4	2%
Grants Out	0.2	1%
Travel	0.1	1%
Supplies, Commodities and Materials*	0.0	0%
Total	18.6	100%

*Supplies, commodities and materials amount to \$40 thousands

Table 5: Biennial / annual RB delivery overview 2012-2020, \$mln

Item	2012-13	2014-15	2016-17	2018-2019	2020** H1
Appropriations for a biennium* / year from 2020 onwards	79.9	78.2	73.6	75.1	37.9
Delivery	76.3	77.5	74.6	73.8	18.6
% spent	95%	99%	101%	98%	49%

* The appropriation trend is attributable to three parameters: recosting, reduction imposed by the UN or WTO budget review bodies and the exchange rate used to convert the CHF figure to USD, which is different for each biennium.

** Starting 2020, the General Assembly has approved, on a trial basis, a change from a biennial to an annual budget period for the United Nations. With an annual budget cycle, organizations can no longer carry forward an unspent balance.

2.1.2. Programme Support Costs

Programme Support Cost (PSC) is a charge on voluntary (XB) contributions that is collected as a percentage of direct costs (project expenditures). PSC is charged to comply with the UN principle of 'full cost recovery',

i.e. that XB projects should be entirely funded from XB resources. PSC is used to recover incremental indirect costs that are incurred when delivering XB-funded activities, e.g. the central administration of human, financial, physical and ICT resources, staffing, facilities, equipment, legal liabilities and implementation of UN wide/corporate initiatives such as UMOJA, IPSAS, Global Service Delivery Model (GSDM). The recovery and use of PSC resources are of central importance to the financing and organization of efficient and effective programme support services.

Table 6: PSC budget and delivery by focus area, for the period Jan - Jun 2020, \$ million

Focus area	OP budget	Delivery
1 Providing Trade and Market Intelligence	0.8	0.3
2 Building a Conducive Business Environment	1.0	0.4
3 Strengthening Trade and Investment Support Institutions	0.5	0.2
4 Connecting to International Value Chains	1.9	0.7
5 Promoting and Mainstreaming Inclusive and Green Trade	1.7	0.6
6 Supporting Regional Economic Integration and South-South Links	0.5	0.2
Alignment with country needs	0.3	0.1
Total	6.6	2.5

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

Categories	Spent	%
Staff and other personnel costs	2.4	99%
Operating and Other Direct Costs	0.0	1%
Total	2.5	100%

* Operating and Other Direct Costs expenditure amounts to \$28 thousands.

2.1.3. Extrabudgetary funds

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

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

Window	OP budget	Delivery	% spent
Window I	15.0	6.9	46%
Window II	84.1	34.0	40%
Total XB	99.0	40.9	41%

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

Categories	XB	%
Technical Experts and Other Personnel	31.3	77%
Operating and Other Direct Costs	3.0	7%
Travel	2.6	6%
Contractual Services	2.1	5%
Transfers and Grants Issued to Implementing Partners	1.4	3%
Equipment Vehicles and Furniture	0.5	1%
Supplies Commodities and Materials	0.1	0%
Total	40.6	100%

2.1.4. ITC cash position

Table 10 shows the ITC's cash position at the end of the first half of 2020. Contributions received include multi-year contributions.

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

	W1	W2	Total XB
Balance as at 1 January 2020	9,255	76,170	85,426
Add: Contributions received	4,828	30,325	35,152
Funds from international organizations ⁽¹⁾	-	2,271	2,271
Contributions from services rendered ⁽²⁾	-	71	71
Sub-total Contributions ⁽³⁾	4,828	32,667	37,495
Less: Expenditures	6,131	31,080	37,211
Programme Support Costs	797	2,878	3,675
Sub-total Expenditure	6,928	33,958	40,886
Refund to donors	-	(140)	(140)
Transfers to/(from) other funds	-	-	-
Balance available	7,155	74,740	81,896
Add: Operating reserves			9,337
Total available balance as of 30 June 2020			91,233

1) EIF, One UN and other international organizations

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

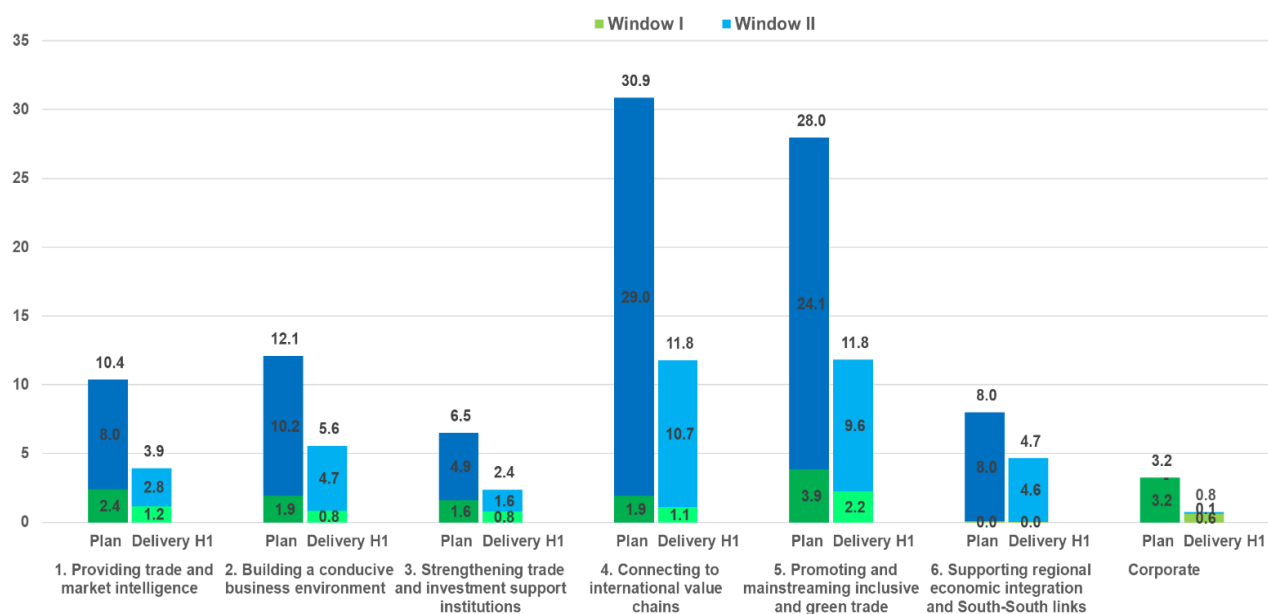
3) Excludes interest and transfers to operating reserves

2.2 Extrabudgetary delivery by focus area and programme

In the Operational Plan 2020, the XB budget was set at \$99 million, an increase of 8 per cent compared to the 2019 XB delivery of \$91.8 million. Mid-year 2020, XB delivery stood at \$40.9 million (41% of the plan). W1 delivery was \$6.9 million (46% of the plan) and W2 delivery was \$34 million (40% of the plan).

At the level of focus areas, mid-year XB delivery was ranging from 36%-58%, at the low-end for the Focus area 3, and at the high-end for the Focus area 6.

Figure 3: XB plan vs. delivery by focus area and Window, Jan - Jun 2020, \$ mln, incl. PSC



The 'Corporate' category of W1 funds initially includes the Business development fund (BDF), allocations for IT efficiency projects, results-based management, visibility and partnerships. Once BDF funds are assigned to specific projects, their delivery is reported under the respective project focus area. The individual projects funded by the BDF are listed in Annex I.

The W2 Corporate OP target and delivery include associate experts from Mo Ibrahim foundation and China Scholarship Council.

While there were only small variations between the focus areas with regard to the percentage of W1 delivery against plan, the variations were much higher for W2.

The COVID-19 crisis affected the whole portfolio in terms of delivery dynamics. In general, projects at a higher maturity stage, that had already established country presence and well-established relationships with project partners and stakeholders, could adjust to remote operations much faster. Fast responses were also facilitated by unearmarked and soft-earmarked funding and among projects whose funders were responsive and quick to approve contingency plans.

ITC's Focus area 3 shows the lowest delivery rate, as it had to delay a main event – the WTPO conference. The highest W2 delivery, almost 60% against the planned budget, was in Focus area 6, thanks to the extension of the SITA project and consequent new budgetary allocation.

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

Focus area and programme	OP budget 2020	Jan-Jun 2020	% delivered
1. Providing trade and market intelligence	10.4	3.9	38%
1.1 Transparency in Trade	6.7	2.5	38%
1.2 Non-Tariff Measures in Goods and Services	2.7	1.0	38%
1.3 Competitive Intelligence	0.9	0.4	41%
2. Building a conducive business environment	12.1	5.6	46%
2.1 Trade Development Strategies	3.2	1.3	39%
2.2 Trade Facilitation	5.5	2.7	49%
2.3 Supporting Trade Negotiations and Policy Reform	3.3	1.6	47%
3. Strengthening trade and investment support institutions	6.5	2.4	36%
3.1 Strengthening Trade and Investment Support Institutions	6.5	2.4	36%
4. Connecting to international value chains	30.9	11.8	38%
4.1 Value Added to Trade	28.5	10.8	38%
4.2 E-Solutions: Linking Businesses to Markets	2.4	1.0	43%
5. Promoting and mainstreaming inclusive and green trade	28.0	11.8	42%
5.1 Empowering Women to Trade	9.6	4.1	43%
5.2 Empowering Poor Communities to Trade	8.3	3.6	43%
5.3 Youth and Trade	5.9	2.1	36%
5.4 Trade for Sustainable Development	4.1	1.9	46%
6. Supporting regional economic integration and South-South links	8.0	4.7	58%
6.1 Boosting Regional Trade	4.5	1.9	43%
6.2 South-South Trade and Investment	3.5	2.7	79%
Corporate	3.2	0.8	23%
7.1 Corporate	3.2	0.8	23%
Total	99.0	40.9	41%

2.3 Extrabudgetary delivery by region, country outreach and project design

ITC implements projects in five geographic regions as well as 'Global projects', which deliver globally accessible public goods, and corporate projects that boost innovation, efficiency and effectiveness across ITC's portfolio. The following table shows the mid-year delivery status against the planned 2020 budget, by region.

Table 12: Plan and delivery by XB funding source and region, Jan - Jun 2020, \$ mln

Region	OP W1	Delivery W1	% W1	OP W2	Delivery W2	% W2	Total OP budget	Total Delivery	% Total
Sub-Saharan Africa	2.9	1.7	59%	34.7	15.5	45%	37.6	17.2	46%
Asia-Pacific	1.2	0.5	46%	23.7	8.0	34%	24.9	8.6	35%
Arab States	0.0	0.0	-	5.2	2.1	41%	5.2	2.1	41%
Eastern Europe Central Asia**	0.0	0.0	60%	8.9	3.5	40%	8.9	3.5	40%
Latin America and the Caribbean	0.1	0.1	48%	6.5	1.3	20%	6.6	1.4	21%
Global	10.6	4.4	42%	5.1	3.6	70%	15.8	8.0	51%
Total	15.0	6.8	45%	84.1	34.1	41%	99.0	40.9	41%

* The Window I initial allocation was \$26 and delivery is \$15k.

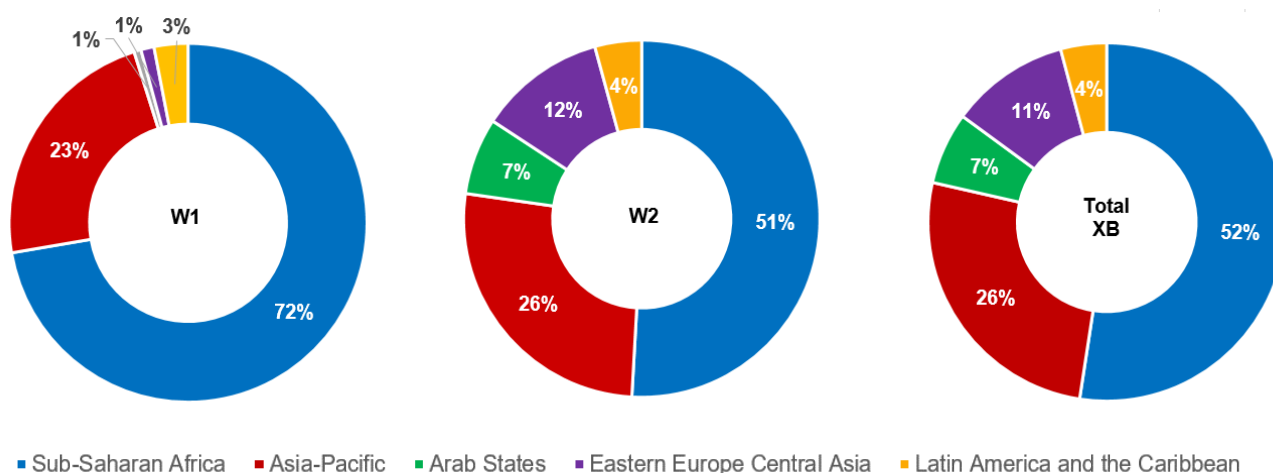
**The Window I initial allocation was \$47k and delivery is \$28k.

The ratio of global versus regional and country-specific XB 2020 mid-year delivery was 20% to 80%. Two regions – Sub-Saharan Africa and Asia-Pacific- accounted for 79% of region-specific delivery. In Africa, large projects were implemented in Kenya, The Gambia, Guinea, Ghana, Uganda, United Republic of Tanzania and Rwanda. In Asia-Pacific, large initiatives took place in Myanmar, Pakistan, Afghanistan, Lao People's Democratic Republic and Bhutan.

Global projects showed the highest delivery percentage (51% of OP budgets) as they were least affected by COVID-19 developments. The Latin America and the Caribbean region (21% of budgets delivered), was most impacted. The lockdowns were particularly severe, and affected the accessibility of some rural regions where ITC is implementing projects. Moreover, several projects were at the start of their activities, requiring time to re-discuss approaches with partners.

Figure 4 provides an overview of the region specific XB delivery in Jan-Jun 2020 by funding source and for the total XB delivery.

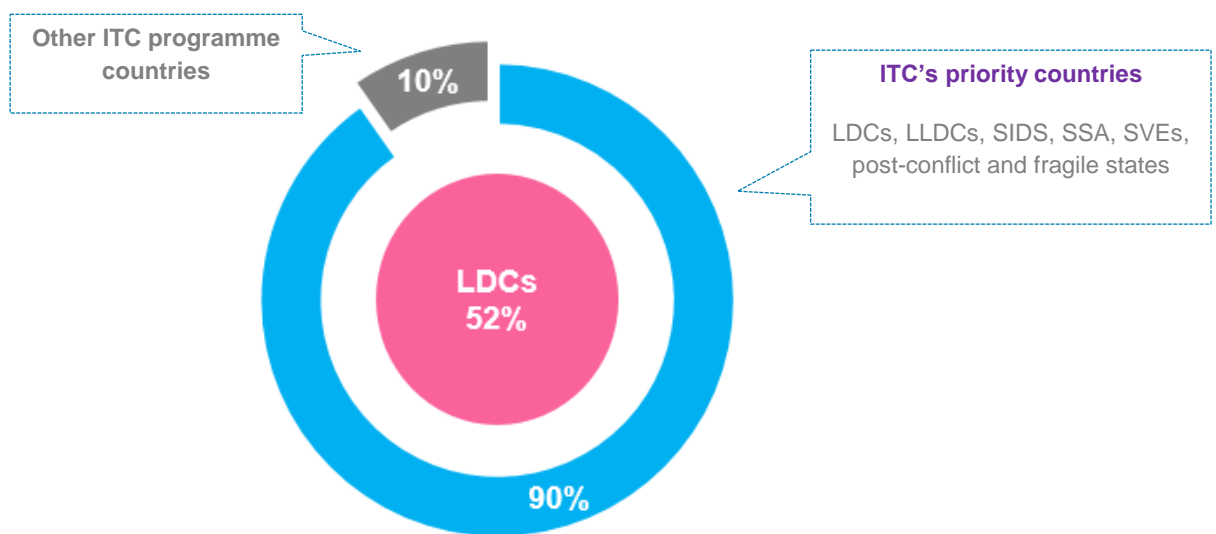
Figure 4: XB, W1 and W2 region-specific delivery (excluding global projects), for Jan-Jun 2020



Delivery in ITC's priority countries

ITC's priority countries are least developed countries (LDCs), landlocked developing countries (LLDCs), small island developing states (SIDS), sub-Saharan African countries (SSA), small, vulnerable economies (SVEs) and conflict-affected countries². In the first half of 2020, 90% of country-specific technical assistance was provided to ITC's priority countries, and 52% was delivered to LDCs.

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



² ITC's programme country list is fully aligned with the new harmonized UNSDG programme country list and UN Data Cube. The lists of priority country groups are defined as per UN Statistics Division for SSA; UN OHRLLS for LDCs, LLDCs, SIDS. For SVEs and post-conflict countries there is no definite list. ITC defines 19 SIDS countries as SVEs, as per the WTO 'negotiating group'. They all overlap with countries in the SIDS group. Post-conflict-affected countries are defined as per locations for UN Peacekeeping operations (excl. Egypt, India, Morocco); UN Political Missions (excl. Georgia) and countries eligible for the UN Peacebuilding Fund (excl. the Philippines). The exclusions are based on the rationale that in those mentioned countries, the conflicts are very localised and ITC does not work in those affected locations. The list of these countries can change.

3. ITC's Corporate Scorecard half-year 2020 performance

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

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

The Corporate Scorecard translates ITC's strategic objectives into a coherent set of performance measures, considering development impact (Tier 1), ITC's corporate outcomes and outputs (Tier 2), and key performance indicators for ITC's operations (Tier 3). The following sections present the results achieved for Tier 1, Tier 2 indicators and some Tier 3 indicators in the first half of 2020, and provide a Q2 snapshot of delivery data.

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

In Tier 1 of ITC's results framework, ITC aims to track its contribution to the 2030 Agenda for Sustainable Development through the contributions 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', and as 'contributing to the promotion of sustainable development'. The private sector is recognized as a major driver of productivity, inclusive economic growth and job creation.

ITC contributes to the 2030 Agenda with a focus on 11 global goals, with 35 connected SDG targets. Each ITC project identifies linkages to specific SDG targets at the project impact level in the project logframes. Project managers have to report *annually*, in a narrative with supporting data, on the project's contribution to the selected SDG targets. ITC also contributes to the global effort in tracking countries' progress on achieving the SDGs. Together with WTO and UNCTAD, ITC is the custodian agency for the indicators 10.a, 17.10, 17.11 and 17.12³.

ITC will report to the CCITF through impact narratives on the contributions made to the SDGs in the full-year 2020 CCITF report. From 2020 onwards, in view of ITC's growing volume of work aimed at building a green economy, ITC included 'SDG 13: Climate action' as an additional goal. ITC will contribute to the SDG target 13.3

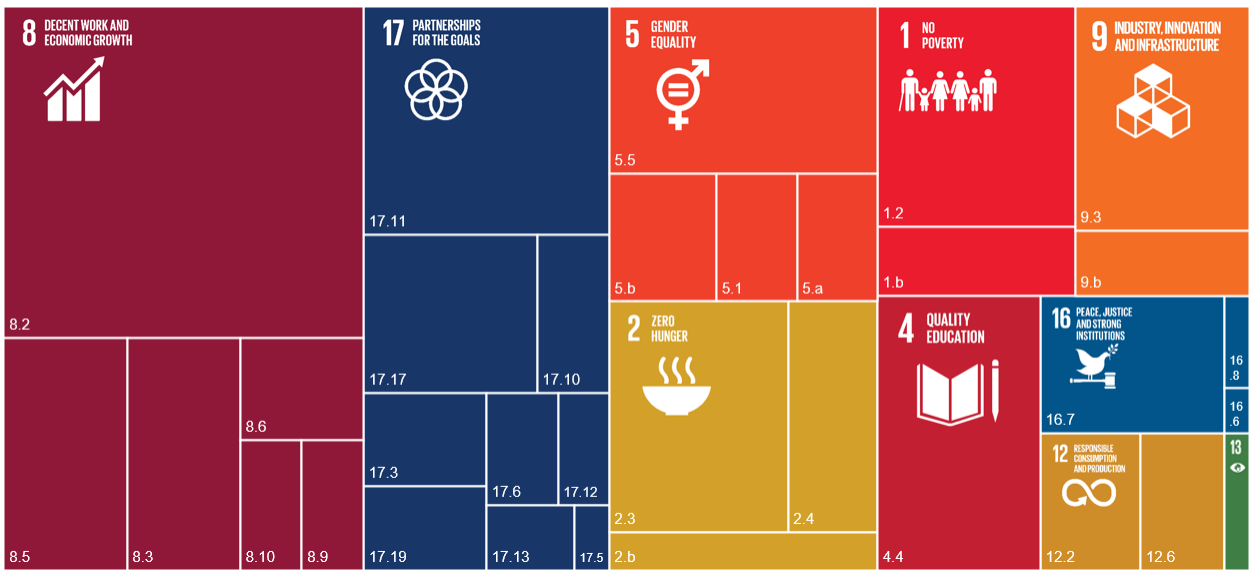
In the figures that follow, ITC reports on its linkages from projects to SDG goals and targets and the corresponding distribution of its financial delivery towards SDG goals.

³ See [Annex II](#) for details on ITC's direct contribution to SDG monitoring.

Figure 6: ITC delivery distribution by SDG for Jan – June 2020, in percentages



Figure 7: Frequency of ITC project linkages to SDG goals and targets in Jan – June 2020



3.2 Tier 2: Development Results

Tier 2 indicators and targets reflect the development outcomes and outputs that ITC works towards in the current year. The 2020 targets were established during the annual operational planning cycle and were increased in comparison with 2019 targets. This was in line with a larger extrabudgetary portfolio, supported by a stable regular budget. At the time of planning, disruptions by COVID-19 were not yet foreseen.

Table 13 shows the 2020 targets and mid-year actuals for each of the indicators.

Corporate outcome indicators

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

Corporate outcomes	Outcome indicators	Annual targets 2020	Actuals, as of 30 June 2020	% achieved
(A) Strengthened integration of the business sector into the global economy	(A1) Number of male and female beneficiaries reporting greater awareness of international trade as a result of ITC support	385,000	29,670	8%
	(A2) Number of trade-related policies, strategies or regulations developed or changed with business sector input, as a result of ITC support	100	10	10%
(B) Improved performance of TISIs for the benefit of enterprises	(B1) Number of institutions having improved operational and managerial performance as a result of ITC support	400	148	37%
(C) Improved international competitiveness of enterprises	(C1) Number of MSMEs having made changes to their business operations for increased international competitiveness as a result of ITC support	16,000	5,055	32%
	(C2) Percentile share of MSMEs that are owned, operated and controlled by women having made changes to their business operations for increased international competitiveness as a result of ITC support	50%	60% (equiv. 3,048)	met
	(C3) Number of MSMEs having transacted international business as a result of ITC support	6,000	4,683	78%
	(C4) Percentile share of MSMEs that are owned, operated and controlled by women having transacted international business as a result of ITC support	50%	49% (equiv. 2,297)	not met*

Source: ITC's New Project Portal, as of Q2, 2020;

*Somewhat lower shares women-owned or operated businesses are due to ITC's increasing engagement with micro-entrepreneurs through a "family approach", empowering women working in family business. These women do not always have nominal control or ownership over resources.

The reported actuals reflect the usual pattern at mid-year point. The indicators are still not reported in full, as the majority of ongoing projects collect data through annual outcome assessments (e.g. the annual ITC tools user survey – A1 indicator). The increased awareness figures reported to date were achieved through reach of the Global Public Goods, the flagship SME Competitiveness Survey and Outlook, and within the SheTrades initiative.

Most of the beneficiary TISIs achieved and reported improvements in their operations through use of ITC's GPGs and through tailored assistance of ITC's Supporting Trade and Investment Institutions programme (SITA).

At the MSME level, some projects reported significant results in Q1 (pre-COVID-19). ITC's Ethical Fashion initiative within the Poor communities and trade programme has assisted hundreds of artisans - micro-entrepreneurs to improve their business practices and transact business through independent social enterprises in Africa and Central and Eastern Asia. ITC's Alliances for Action has achieved notable improvements in operations of micro-producers in cocoa and associated value chains, while also bringing new business transactions.

Corporate output indicators

ITC's output categories and indicators follow the standardized UN output categories that may be quantified and non-quantified. In the output reporting, the 2020 UN requirements have partially shifted from quantified to non-quantified deliverables for several outputs (databases; newsletters, advisory services; websites). These types of results are now reported in a narrative format.

An overview of the quantified 2020 output categories, targets and results is provided in Table 14 below, followed by the non-quantified deliverables in Table 15.

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

Outputs (Quantified deliverables)	Corporate outputs and indicators	Annual targets 2020	Actuals as of 30 June 2020	% achieved
Facilitation of intergovernmental processes and expert bodies	Substantive servicing of meetings: ⁴			
	• Joint Advisory Group (annual)	2	0	0%
	• Consultative Committee of the ITC Trust Fund (every six months)	2	1	50%
	• TPO Advisory Board	1	0	0%
	• MLS Board	1	0	0%
	Parliamentary documentation:			
• Annual report on the activities of ITC and annexes	1	1	100%	
• Reports of the Joint Advisory Group	1	0	0%	
• Reports of the Consultative Committee of the ITC Trust Fund	2	1	50%	
Generation and transfer of knowledge	Publications produced or substantially updated			
	• Flagship: SME Competitiveness Outlook	1	1	100%
	• Books	4	0	0%
	• Technical Papers	25	3	12%
	Number of trade-related technical assistance field projects*	130	127	98%
	Number of days of training courses, seminars and workshops to transfer skills and knowledge on selected trade topics (for a total of approximately 25,000 participants)	3,000	1,960	65%

*Some projects are grouped into programmes

Output delivery is satisfactory for the quantified deliverables. Parliamentary documentation was produced as planned. While the CCITF meeting was held on 19 June 2020, the Joint Advisory Group meeting was postponed and will be held in November 2020.

The flagship [2020 SME Competitiveness Outlook](#) publication was repositioned to include a COVID-19 response. Other publications, currently in pipeline, are planned for launching in second half of the year, and will be covering COVID-19 related subjects.

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

Outputs (Non-quantified deliverables)	Corporate outputs and indicators	Comments
<p>Substantive deliverables</p>	<p>Consultation, advice and advocacy: advice to policymakers, trade support institutions and enterprises to address international competitiveness challenges of MSMEs in developing countries and transition economies, to facilitate public-private dialogue on improvements to the business environment and to ensure that trade supports inclusive and sustainable development. Advisory services to disadvantaged groups among MSMEs, such as women and youth-owned enterprises, on improving the quality of products and services to meet market demands, and identifying networks and market partners. Advisory and advocacy services for policymakers and business-support organisations on how to consider the needs of MSMEs and disadvantaged groups in their service offer and systematically include them in policy and strategy processes</p> <p>Databases and substantive digital materials: Maintenance and development of databases and other online tools to make global trade more transparent and facilitate market access and business and policy decisions. Databases cover trade flows, tariffs and non-tariff measures, export potential, procurement opportunities, rules of origin, private standards, and knowledge on sustainable trade, and youth and women entrepreneurship. The databases include: SheTrades database, SheTrades Outlook, SME Trade Academy, Market Access Map, Trade Map, Standards Map, Investment Map, Global Trade Helpdesk, Export Potential Map, Procurement Map, Trade Strategy Map, Sustainability Map, a firm-level database on SME competitiveness and others.</p>	<p>Approximately 30 databases, websites and tools are undergoing substantial updates, maintenance and production in 2020</p>
<p>Communication deliverables</p>	<p>Outreach programmes, special events and information materials: special events, including the World Export Development Forum, SheTrades Global, Trade for Sustainable Development Forum, Trade Promotion Organization Network World Conference and Awards; the quarterly Trade Forum magazine; and newsletters on trade-related subjects. Information materials and outreach, including on export strategy, trade-support networks and capacities, entrepreneurship, skills and export development opportunities, world trade trends, multilateral trading system, regional integration, technical regulations and standards for export, trade and the SDGs.</p> <p>Digital platforms and multimedia content: update and maintenance of websites and social media accounts, including dedicated websites and social media presence aimed at engaging women entrepreneurs and young people.</p> <p>Library services: on-line updates of trade related publications on trade issues for ITC clients, in particular trade support institutions; information referral services to trade support institutions in developing countries</p>	<p>Special events to be held by end 2020:</p> <ul style="list-style-type: none"> • SheTrades Global and Forum on Trade for Sustainable Development merged in a joint event in October 2020. • WTPO awards <p>The World Export Development Forum, which was to be held in Mongolia in August, could not be held this year, and the WTPO conference is also to be postponed to 2121</p> <p>ITC's digital platforms have been maintained and repositioned to respond to COVID-19 developments and emerging MSME needs</p>

Most events were postponed to the second half of the year. ITC held the Good Trade Summit event in the third quarter of the year. The event highlighted how inclusive and sustainable trade can be leveraged for MSMEs to “emerge stronger from the COVID-19 crisis”. It brought together the SheTrades Global event, aimed at linking women entrepreneurs with buyers and partners, and the Trade for Sustainable Development (T4SD) Forum, one of the leading global events on sustainable value chains.

3.3 Window I contribution to ITC's corporate results and to ITC's COVID-19 response

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

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

Many results achieved with Window I funding in the first half of 2020 were responses to the COVID-19 induced crisis. W1 funding flexibility was extremely important in ITC's contingency planning of emergency support to MSMEs.

ITC continues to be grateful for unearmarked and soft-earmarked Window I contributions.

Window I has been particularly valuable in this period of crisis, allowing us to respond flexibly to the challenges of the pandemic.

We are committed to providing visibility and recognition for Window I funders. For 2020, they included: Belgium, Canada, Chile, Denmark, Finland, Germany, Iceland, India, Ireland, Norway and Sweden.

Surge in demand for ITC's trade intelligence: GPGs, online learning and e-commerce during the lockdown

MSMEs have faced increasing uncertainty about their future, exacerbated by increasing lack of transparency of trade conditions. ITC responded to increased demand for trade intelligence by adding content in ITC's Global Public Goods databases to reflect COVID-19 trade data developments. [SME Competitiveness Outlook 2020](#) was repositioned to explore COVID-19 impact on MSMEs, and many projects used ITC's [SME Trade Academy](#) for delivery of online courses during the pandemics.

ITC worked on increasing availability of information on quickly changing conditions in international trade. In order to enable visibility of trade-related data, ITC has launched a [COVID-19 dashboard](#) in its Market Access Map. This tool now includes a real-time tracker of COVID-19 related trade measures. Moreover, ITC has opened up its GPG suite with [free access](#) for all users, helping MSMEs, business-support organizations and policymakers improve their decision-making in this challenging unprecedented situation. This was one of ITC's globally recognized contributions.

The information on non-tariff measures was in high demand: in comparison with 2019, the SPS and TBT notification [system ePing](#) received 50% more new users and almost 60% more views in the first months of 2020.

ITC's [ecomConnect](#) platform was fully launched during the COVID-19 lockdown. It is an e-commerce community with a special focus on entrepreneurs from developing and least-developed countries. It brings together MSMEs, start-ups, organizations and business experts in e-commerce. The platform already boasts over 2,600 members (over 60% being women), from over 140 countries. Members use the community to build-up connections with international partners and acquire digital expertise through free online courses, e-commerce tools for small business and live webinars.

As a part of its coherent response to the crisis, ITC has also built a network of expert problem-solvers to share business best practices in the face of the pandemic, its [COVID-19 Business Community portal](#).

It highlights best practices to empower micro, small and medium-sized enterprises tackling and recovering from the effects of the pandemic.

Since April 2020, ITC has developed a dedicated [COVID-19 webpage](#) on its corporate website to provide entrepreneurs, policymakers and business support organizations with useful information to face the economic crisis generated by the pandemic. The page offers stories, briefs and op-eds on the effects the pandemic has and will have on small businesses. It provides insights and guidance to small businesses searching for ways to cope with the operational stress generated by COVID-19. The content covers many areas of ITC's work, done in collaboration with ITC's projects and external partners.

COVID-19 insights obtained through 2020 SMECO survey

To gain insights on issues affecting its beneficiaries during the crisis, ITC reached out to MSMEs with a unique business impact survey related to COVID-19. These insights in return informed ITC's quick response and activities with beneficiaries.

Over 4,400 surveyed businesses from 132 countries showcased the impact of the pandemic. Almost two thirds of surveyed MSMEs reported strong impact, with one in five MSMEs likely to shut down within next three months. The impact varied by regions, sectors, gender and youth – as well as by formalization status of the MSME. Africa was particularly hardly hit with two out of three businesses being heavily affected. Services sectors appeared to be hardest hit – with most companies facing full or partial lockdowns. Women and youth-owned firms, as well as informal enterprises, reported that the crisis strongly affected their business operations; making them more likely to go bankrupt or shut down permanently.

Companies adapted various crisis responses. Some companies retreated, laying off employees and relying on their assets or new debt to get through the crisis. Most of the respondents followed resilience strategies –temporarily scaling down and shifting sales channels towards e-commerce and work modes to the teleworking or similar arrangements. Many small firms adopted agile responses – creating novel products or rapidly testing new technologies.

Based on the survey results, ITC developed a 15-point action plan, to provide practical advice to small businesses, governments and business support organizations on how to respond to this crisis in an agile way.

Tailored advisory services to steer MSMEs towards a post-COVID-19 era

ITC's SME Competitiveness Outlook (2020) identified resilience, sustainability, inclusiveness and digitalization as the main characteristics of the "new normal" in the post-COVID-19 era. ITC advised its beneficiaries to use the downtime to accelerate transformational changes that could support their survival in the long run.

To become more resilient, many of ITC's MSME beneficiaries have re-focused their production lines to meet new demand of "essential products", while some have focused on regional value chains, aiming towards markets that offer more stable and predictable trade conditions.

To improve their resource efficiency and become more cost-efficient, and therefore sustainable, ITC advised its beneficiaries on the adoption of circular economy principles; use of smart technologies and

in general optimization of operating costs. It will enable them to avoid not only short-term losses, yet also to work towards a less carbon-intensive future.

Several ITC initiatives, such as SheTrades and the Youth and Trade programme, worked on visibility of crisis financing options for their beneficiaries. This included mobilization of their partners and networks to help businesses survive the crisis.

While the SheTrades initiative has created a repository of resources –including crisis tools - for women-owned businesses, it has continued to work on enabling women entrepreneurs to access microfinance and grant facilities. In a similar manner, ITC’s YE! Platform, under the Youth and Trade Programme, has created and made available a list of potential funders that offer crisis financing to youth entrepreneurs.

The T4SD Hubs continued their operations in full online or semi-remote formats according to the local COVID-19 measures and the level of internet connectivity in each of the target countries. T4SD held all events as planned using digital tools and through ITC’s SME Trade Academy for training of trainers in coaching methodologies to support SMEs in areas of resource efficiency, circular production practices and in compliance with voluntary sustainability standards.

Beneficiary SMEs were in great financial need and faced challenges in selling their products, if they were not yet selling through any online sales channels. In response, T4SD offered advisory services to the local beneficiary SMEs of the T4SD Hubs to access local financial support programmes provided by public and private institutions.

In another example of response to the crisis, ITC’s SheTrades Invest initiative has intensified the mobilization of partners to deliver financing options to MSMEs in need. Zambia-based Prospero bank, Stanbic Bank and Access bank; Ugandan Opportunity bank; DNB Bank Nigeria, UPS, Twill by Maersk, Sidley Austin and EQUALS partnerships, are some of the institutions the initiative engaged with in the first half of 2020.

[Transformational advisory services to TISIs and policymakers](#)

ITC maintained the momentum in assisting policymakers and TISIs to create transformational agendas for the “new normal”. Using all available digital channels, ITC continued supporting its network of beneficiaries - business support organizations, governments and implementing partners in the field, through digital coaching and training.

The key role of business support institutions - **TISIs** – was shown to be digitizing services and increasing their online outreach to beneficiaries. TISIs themselves have faced challenges, especially in terms of financing their operations in the medium term. Intelligence about new temporary trade policies and about the needs of local MSMEs, using data obtained through SMECS survey – was key in informing their support to MSMEs. While some support institutions have reached out to the especially vulnerable non-formalized entrepreneurs, others have [requested ITC’s advisory services](#) on gathering data about the needs of their client MSMEs, which would then help them develop targeted measures for MSMEs.

In support of the TISIs, ITC rapidly adopted a combination of digital and local COVID-19 response that included repurposing of existing evaluation tools to help strengthen their resilience and agility. ITC’s [new REACT tool](#) helps organizations to build five critical attributes – readiness, expertise, agility, connectedness and trust – that help TISIs to continue operating while improving their relevance for MSME clients.

Policymakers, while overwhelmed with competing priorities emerging from the crisis, have **benefitted from ITC's advisory services** in trade intelligence, trade negotiations, and in all ongoing trade strategy projects. As an example, all strategies under development were adjusted to include immediate COVID-19 mitigation and recovery measures, including through strengthening critically important sectors: agriculture, food processing, health, pharmaceuticals and medical, as well as the IT sector. ITC will continue assisting beneficiary countries in developing strategies that – more than ever – focus on trade resilience, and on economic, social and environmental sustainability.

Leveraging development assistance through business development

Through the investment of W1 Business Development Fund as of June 2020, ITC has secured over \$30 million of funding for multi-year projects in Africa and Central and East Asia.

3.4 Tier 3: Efficiency and effectiveness.

Tier 3 of the corporate scorecard measures organizational performance in areas that are critical for effectiveness and efficiency through a set of key performance indicators (KPIs) listed in the table below:

Table 15: Efficiency and effectiveness KPIs and progress in Jan-Jun 2020

Tier 3: Efficiency and effectiveness			
General management		2020 Target	Jan – Jun 2020 Actuals
Budget	Regular budget (RB)	\$36 million	\$19 million
	Extrabudgetary budget (XB)	\$99 million	\$41 million
Oversight and compliance	Unqualified financial statements	Target: achieved	achieved
	Percentage of open audit recommendations closed by the Board of Auditors in 2020 (<i>target: 9 out of 17</i>)	53%	24%
Carbon footprint	Achieve a climate-neutral ITC	Target: achieved	End-year monitoring
Operational management	Advanced travel arrangements (16-day rule) compliance rate, in %	40%	49.5%
Results-based management and risk management			
Client satisfaction	Percentage of clients that rate ITC services positively	≥ 85%	End-year monitoring
Focus on priority countries	Percentage of country-specific extrabudgetary expenditures dedicated to LDCs, LLDCs, SIDS, sub-Saharan Africa, SVEs, and post conflict states	≥ 80%	90%
Gender mainstreaming	Percentage of UN-SWAP 2.0 indicators met or exceeded	≥ 90%	81%
Risk management	ITC annual report on risk management completed	1	End-year monitoring
Human resources management			
Staff engagement	Average overall rating provided in the annual staff satisfaction survey (out of 5)	≥ 3.3	End-year monitoring
Diversity	Percentage of women in professional and senior level positions	50%	46.5%
Talent management	More than 50% of the staff members to have used their established minimum 5 days per year for professional development	≥ 50%	End-year monitoring
	Average time to recruit fixed-term staff (in days)	110	94
	Average vacancy rate as percentage of all posts	≤ 5%	6%
Resource mobilization			
Fundraising	XB funds secured for the following year and beyond	\$300 million	\$266 million*
	Total value of projects under development and in discussion with funders (at year-end, for next year and beyond)	\$150 million	End-year monitoring
Innovation			
Innovation	Number of innovation actions	15	End-year monitoring
Communications			
Outreach	Growth in ITC audience through participation in corporate events, info products, web sites, social media outreach (compared to baseline year =2017)	25%	End-year monitoring
	# of registered accounts to ITC Market Analysis Tools	985,000	987,000

Source: ITC sections – KPI owners, *the agreements expected to be signed during the second half of the year will increase the value of the KPI.

KPI in focus: Carbon footprint

Each year, ITC calculates its greenhouse gas emissions and looks for ways to reduce them. To offset any residual emissions, and to maintain its climate neutral status, ITC purchases the same amount of carbon credits. United Nations Framework Convention on Climate Change runs a program enabling a purchase of carbon credits in support of projects in developing countries⁵. Since becoming carbon neutral, ITC has supported six development projects and has offset over 6 thousand tons of residual carbon emissions.

⁵ UNFCCC site contains detailed info: <https://offset.climateutralnow.org>

4. Risk developments in the first half of 2020

This chapter presents two sides of risk developments in ITC. The first part provides an update on the major current risks to ITC and corporate and project level, as well as some mitigation strategies. The second part offers selected examples of ITC's ongoing work on operationalization and advancing its risk management practices.

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

As described in the previous chapters, the pandemic has been a major additional risk source for ITC and most ITC projects. During ITC's 2019 end-year corporate risk assessment discussions, a global pandemic was one of the risks considered. But at the time, it was assessed with such a low probability that it was not included in the corporate risk register.

The pandemic has affected ITC's risk register in positive and negative ways. ITC observed a declining trend for risks related to internal processes and their flexibility, evidenced by ITC's successful passing of the COVID-19 stress-test by quickly responding to the new realities in the field. The organization was also able to contribute quickly to the support provided to countries by the UN Development System and to communicate coherently on its activities. Zero-tolerance risks, such as fraud or all forms of harassment, are continuously assessed and controlled.

Risks with decreasing trend



- Delayed streamlining of project operations and internal processes needed to support the timely delivery of ITC's portfolio
- ITC's business model not flexible to adapt to the processes of the repositioned UN Development System
- Disparate ITC identities and messaging

Trend: this group of risks has shown reduced risk ratings as the lockdown allowed ITC to speed up some of its mitigating actions, for example, those focused on operational responsiveness, centralization and speed of "crisis communication" and an increase and institutionalization of various online, virtual or hybrid methods of outreach towards its stakeholders, partners and beneficiaries. ITC's interventions were recognized and integrated into the COVID-19 economic response pillar of the UN.

ITC has mitigated these risks through the following actions:

- Implementation of the One-ITC action plan efficiency and effectiveness initiatives related to transparency, and through a follow up on audit, OIOS and Independent Evaluation Unit recommendations.
- Contingency plans and a coherent programmatic response to the COVID-19 pandemic: ITC has created a series of contingency plans to respond to urgent beneficiary needs for trade intelligence in general and to offer tailored advice on crisis management to MSMEs, TISIs and policymakers
- Rethinking the ways of working and creating innovative solutions of delivery, optimization of resources and sharing the lessons learned

Risks with increasing trend



- ITC is unable to fully deliver on commitments in unstable project countries
- Significant reductions or delays in funding
- Compromised cyber security or data breaches, disruptions to IT systems
- ITC staff exposed to harm, threats or infections
- Decline or delays in funding levels

Trend: Due to COVID-19 pandemic, virtually all ITC's programme countries have experienced degrees of instability. Many beneficiaries and partners have been unable to fully deliver on their commitments, due to the "force majeure", and funders have directed attention towards COVID-19 responses in their own countries. This group of risks is showing an increasing trend, due to the ongoing uncertainties about prolonged lockdowns and next waves of pandemic in most countries. Many countries have heavily invested in containing the pandemics and diverted their attention from trade-related technical assistance. Prolonged lockdowns impede ITC's ability to deliver the originally planned activities and spend budgets in full.

ITC mitigates these risks through the following actions:

- Structured dialogues with beneficiaries, partners and member states on modifying delivery plans, allowing for re-prioritizing and re-budgeting of outputs and activities, and for changes in delivery modes.
- Monitoring of interactions of ITC's projects with partners and funders
- Increased investment in IT technology to boost online safety and security of ITC's operations
- Abiding by relevant security and safety protocols
- Implementation of teleworking modalities, to minimize risks for staff safety and health

Project portfolio risks

The effect of the COVID-19 pandemic is systemic, as it has caused extreme uncertainty, and triggered a cascading chain of consequences, including for international trade and investments. The pandemic has temporarily diverted attention from the previously highlighted systemic risk of climate change, but also strengthened calls for sustainability, inclusion and resilience in global value chains.

A large majority of ITC's project portfolio now reflects COVID-19 related risks, with country and region-specific projects being on average more impacted than the global ones.

Many risks were external to ITC, and it was not fully possible to mitigate consequences in terms of project delays and decreased beneficiary or partner engagement. It is therefore expected that a portion of ITC's budgetary delivery and expected results are to be reprogrammed into the year 2021.

Improvements in ITC's risk management practices

ITC has continued to improve its risk management framework in two ways. First, ITC encouraged an increasing frequency of risk assessments. In early 2020, ITC expanded its tools for structured risk assessments at the project level, which resulted in the possibility to aggregate project risk information to form a holistic view of how the pandemic was shaping ITC's project implementation practices. The impact of the pandemic on risk practices at ITC is evident, as qualitative risk discussions have grown both in depth and in frequency, resulting in a higher number of new and re-assessed project risks.

Second, ITC intensified monitoring and reporting on risks, with risk being a standing item for each quarterly performance report. The visibility of project-risks showed to be particularly relevant for a group of "escalated" risks, intended to be discussed and actioned at the level of line management. Throughout 2020, the escalation mechanism offered increased visibility of project risks that needed management attention and quick action.

5. Strategic milestones for 2020: technical assistance and capacity building

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

In its 2020 Operational Plan, ITC highlighted milestones to achieving the key deliverables of the Strategic Plan. The narratives that follow outline milestone achievements for the first six months, listed by focus area.

Providing trade and market intelligence

Milestone	Status as at 30 Jun 2020	Description of progress
Market Analysis Tools		
Launch of the Global Trade Helpdesk portal for MSMEs at the WTO's 12th Ministerial conference with WTO and UNCTAD as main partners.	Completed	Since the WTO's 12 th Ministerial conference had to be postponed, the new version of the Global Trade Helpdesk was unveiled jointly with UNCTAD and WTO on 26 June 2020, to mark International MSME Day.
Growth of the registered user accounts of Global Public Goods to 1 million.	In progress	Registered user accounts are steadily growing, final figure to be reported at year-end.
Non-tariff measures		
Establishment of the Trade Obstacles Alert Mechanisms in five countries.	In progress	The consultations on setting up the mechanisms in ECOWAS and Caribbean are ongoing.
SME competitiveness		
Launch of the SME Competitiveness Outlook 2020 report, focusing on global risks for SMEs.	Completed	The thematic focus for SMECO 2020 was changed to reflect COVID-19 impact on MSMEs. ITC launched the report on June 24 th , 2020.
Growth of ITC's SME Competitiveness database with 3,500 additional systematic company profiles, through country-wide and project-based data collection.	In progress	Data collection has been finalized in Togo, Burkina Faso and soon in Cambodia for about 1,500 companies. The COVID-19 Business Impact Survey reached over 4,400 businesses.
SME Trade Academy		
70,000 online course registrations.	In progress	COVID-19 has generated an uptake in use of SME Trade Academy courses. By end June 2020, there were almost 70,000 registrations.

Conducive business environment

Milestone	Status as at 30 Jun 2020	Description of progress
Trade facilitation reforms		
Support three countries to advance the process of their accession to WTO.	In progress	<ul style="list-style-type: none"> - Uzbekistan: Advisory services regarding Technical Barriers to Trade, Sanitary and Phytosanitary measures, Intellectual Property Rights /EU and US Trade policies. - Sudan: Advisory services regarding Trade Remedies, Rules of Origin, Intellectual Property Rights, and Trade in Services. - In cooperation with the WTO Secretariat, ITC supported acceding African countries through the joint organization of the third Regional Dialogue and a webinar during the WTO Accessions Week.
Implementation or strengthening of eight additional country-specific trade facilitation reforms in compliance with the WTO Trade Facilitation Agreement obligations and in alignment with the needs of the private sector.	In progress	Six additional trade facilitation reforms were introduced: authorized operator scheme (Art.7.7) in Tajikistan, transparency reforms (Art 1) in Tajikistan, Kyrgyzstan, Kazakhstan, advance rulings scheme (Art 3) in Niger and procedural simplifications in Burkina Faso (Art 10.1).
Introduction of three new trade facilitation advisory services for policy makers to simplify cross-border trade.	In progress	Two new trade facilitation services introduced: drafting of Authorized Operator implementation acts in Tajikistan, drafting of Advance Rulings implementation act and procedural guidelines in Niger.
Launch of a regional trade facilitation e-learning curriculum and virtual learning space for MSMEs in Central Asia to build their capacities to comply with cross-border requirements.	Not started	Agreement on the topics of the Cross-border Management Curriculum with beneficiaries. Implementation partners identified in each Central Asian country. The regional curriculum should be launched in Q4 2020
Investment facilitation		
Support to developing country delegations in light of ongoing discussions on investment facilitation at the WTO.	In progress	In the context of the Investment Facilitation for Development project, ITC held 11 virtual events for over 900 participants. These included capacity-building workshops for delegates, awareness raising webinars, industry stakeholder consultations and expert network meetings. A publication on inventory of investment facilitation measures is being drafted and reviewed.
Launch of a set of tools to facilitate foreign investments in selected countries: tax compliance guides, sector investment profiles and regional investment profiles in ECOWAS.	In progress	Finalized tax compliance guides for foreign investors in Mozambique, Kenya, Zambia and Ethiopia. Also developed various sector profiles in these 4 countries (some of which have been finalized while others are in progress). In the ECOWAS regional project, work is underway to develop sector-specific regional investment profiles (expected in 2021).
National quality strategy and regulatory frameworks		
Launch of an innovative web portal, to enhance transparency of technical regulations, including quality requirements for MSMEs.	Completed	EAC Quality Platform launched under MARKUP project. The platform can be consulted here: https://un-consulting.ch/eac/

Milestone	Status as at 30 Jun 2020	Description of progress
Capacity building of eight quality and SPS-related institutions in five countries in Africa and Asia, to enable them to attain international accreditation.	In progress	Assessment of National Quality/SPS infrastructure conducted in Iran, Lao PDR, Myanmar and Comoros. Lab equipment provided to 6 testing labs in Burundi and to one metrology lab in Afghanistan. Support provided for adoption of National Quality Policy in Burundi. Draft National Quality Policy developed for Comoros. Draft Quality Management Strategy of NES for Iran in progress. Support to Uzbekistan to review its technical regulatory framework in progress.
Trade and investment development strategies		
Implementation of the newly developed e-strategies methodology in three Central Asian countries.	In progress	Strategies initiated in Tajikistan, Turkmenistan and Kyrgyzstan.
Mainstreaming of investment, e-strategies, as well as youth development objectives in all ITC facilitated national trade and export strategies.	Completed	Investment, e-strategies and youth development are now components of all national-level strategies. Examples: Mozambique Investment Roadmap; Mongolia Trade and Investment Roadmap and E-strategies Kyrgyzstan, Uzbekistan, Tajikistan and Curaçao.

Strengthening trade and investment support institutions

Milestone	Status as at 30 Jun 2020	Description of progress
Strengthening trade and investment support institutions		
Organization of the World Trade Promotion Organisation Conference and Awards programme , scheduled for May 2020, in Accra, Ghana, focused on risk taking and resilience by trade promotion organisations at the start of a new decade.	In progress	Conference schedule disrupted by COVID-19, and new date under discussion. WTPO Awards programme held in October 2020.
Delivery of Foreign Trade Representatives – Commercial Diplomacy Training in three countries.	In progress	FTR training was delivered in Zimbabwe (February). Training in El Salvador had to be cancelled and e-training was offered instead with the participation of 26 trade representatives. The pipeline until the end of the year includes Iran, Ecuador and Belarus to be confirmed depending on COVID-19 situation.
Development of a new benchmarking platform , containing new SDG-related tools and adapted to a broader institutional base.	In progress	Conducting user experience phase including user interviews with current and prospective external and internal users. Designing system architecture.

Connecting to international value chains

Milestone	Status as at 30 Jun 2020	Description of progress
Value added to trade		
Expansion of Alliances for Action in two new countries : Cameroon and the Democratic Republic of the Congo.	In progress	Expansion of the Alliances is advancing in Cameroon, including CICC Cameroun and Acram. In Democratic Republic of the Congo, partners are to be identified before the alliance is started.
Establishment of a network of partners to carry out value chain development for improvement of value retention for farmers in Pakistan .	In progress	Partner selection is underway and the network should be in place by end 2020.
Production of 10 feasibility studies and validation of plans to promote additional trade for 10 ACP countries to the United Kingdom and the European Union, under Economic Partnership Agreements.	In progress	9 of 10 feasibility studies are complete and the projects have entered implementation stage. The countries are Cameroon, Côte D'Ivoire, Comoros, Fiji, Ghana, Zimbabwe, Dominican Republic, Jamaica and Madagascar. Papua New Guinea is under review.
E-commerce and digital trade		
Launch of an online networking platform for e-commerce practitioners in developing and least developed countries bringing together at least 500 practitioners.	Completed	ecomConnect.org platform officially launched on 4th June: over 1,000 attendees during a day of high level panels and technical workshops. The platform now has over 2,300 registered participants.
Extending support to digital start-ups in seven additional countries in sub-Saharan Africa.	Completed	Under FastTrackTech, ITC's initiative to support digital entrepreneurship in Africa, 123 tech startups are being supported in seven countries (Mali, Côte d'Ivoire, Zambia, Ethiopia, Benin, Tanzania, Ethiopia), in partnership with 14 tech hubs.
Expanding support to MSMEs in e-commerce to at least four new countries in Central Asia and North Africa.	In progress	Under World Bank's We-Fi programme ITC launched a 3 week series of webinars targeted at 7 MENA countries in late June. The Central Asia e-commerce project has undertaken ecosystem evaluation in 5 countries. It will engage with MSMEs before end 2020.

Promoting and mainstreaming inclusive and green trade

Milestone	Status as at 30 Jun 2020	Description of progress
SheTrades		
Organisation of SheTrades Global 2020 – on 13-15 December, in Dubai.	Cancelled	Due to COVID-19, the event was postponed to 2021. This year, ITC will host a Good Trade E-Summit co-organized by SheTrades and T4SD in October.
Delivery of an international workshop to agree on the definition of a women-owned business, as a precursor to establishing an internationally recognized standard.	In progress	In-person workshops originally scheduled for Q1 were postponed due to COVID-19. ITC and Swedish Institute for Standards (SIS) will organize two virtual International Workshop Agreement (IWA): the first was held in October 2020. The process will also include informal stakeholder consultations.
Launch of an innovative policy tool – SheTrades Outlook – that benefits 25 countries in its first phase, through the provision of comparable gender and trade-related indicators that help stakeholders to assess, monitor, and improve how the institutional ecosystem supports women's participation in international trade.	Completed	SheTrades Outlook was officially launched during an ITC side event at the UN High-Level Political Forum on 7 July 2020. The tool includes 83 indicators across 6 policy areas and is available for use on SheTrades.com/outlook. ITC is continuing to expand coverage to 10 additional countries this year. SheTrades also launched an accompanying Step-by-Step guide on Mainstreaming Gender in Free Trade Agreements and is finalizing guides on making public procurement work for women and on gender in SME/Development policies.
Launch of a fund for gender equality investment in partnership with CARE, the non-governmental organization, and Bamboo Capital Partners, a Luxembourg-based fund manager, with a fundraising target of \$75 million.	In progress	The Fund was launched in the margins of the WEF Davos Meeting in January 2020. ITC, BCP and CARE are now fundraising for the first loss capital tranche.
Registration of an additional 5,000 women-owned businesses on the SheTrades platform.	In progress	3,000 new registrations secured.
Roll out of two new SheTrades hubs and expansion of services for existing hubs such as new capacity building content.	In progress	Trinidad and Tobago Hub launched in October 2020 and South Africa launch to be scheduled.
Youth and trade		
Provision of trainings, advisory services and capacity building to an additional 30,000 youth and women to build or enhance their market-relevant skills.	In progress	Data collection in the Youth programme is on-going and will be concluded in Q3. As of 1st of July, there were 17'500 members in the YE! community.

Milestone	Status as at 30 Jun 2020	Description of progress
<p>Three new partnerships deliver support for specific actions, leveraging ITC's investment for greater impact.</p>	<p>In progress</p>	<p>Partnership signed with YALDA (Youth Alliance for Leadership and Development in Africa) and several webinars, promotional materials developed for young entrepreneurs in Q1-2. UEFA foundation partnership highlighted on youth day with the launching of the kick for trade toolkit.</p> <p>Discussions with Pierre Castel foundation to scale ongoing support via e-learning for their beneficiaries. Ongoing discussions with Z Zurich Foundation, ACCA, Opportunity network, Lex Mundi and Citi alumni group.</p>
<p>Poor communities in trade</p>		
<p>Launch the Accelerator for African Brands, to prepare its beneficiaries to become investment-ready.</p>	<p>In progress</p>	<p>The Ethical Fashion Initiative's (EFI) African Designers Accelerator has continued its activities, despite COVID-19 and its impact on the fashion industry. EFI adapted its working modalities to remotely support six designers through:</p> <ul style="list-style-type: none"> • Sample collection of 12 looks per designer in product development, in Africa, with the support of an advisor in Creative Direction. • Production planning, costing and sampling process guided with EFI's Fashion Production Advisor; final production to be shared between Eritrea, Burkina Faso and Kenya (+ each designers' local production hubs); • Marketing and Promotion materials for each designer were developed with local film crews directed by an international videography expert, launched in August 2020 on the Pitti l'Uomo platform; • Call for proposals for the production of a digital fashion show and digital fashion show-room launched with ITC procurement, in view of the new Pitti l'Uomo event in January 2021; • Accelerator Clinic with masterclasses with 10 leading industry experts from fashion, business and sustainability over 3 days (13-15 July 2020).
<p>Initiation of new partnerships with displacement-inclusive businesses to facilitate their linkages with displaced persons or vulnerable migrants.</p>	<p>In progress</p>	<p>A multi-stakeholder agreement was signed with MasterCard, Total, Biolite and Norwegian Refugee Council on how to engage displaced persons or migrants. Part of this collaboration includes developing a platform, led and hosted by MasterCard, to facilitate last mile distribution of solar energy products to refugee settings.</p> <p>This platform will be piloted in Q3-Q4 and will be followed up with conversations about expansion opportunities. A Letter of Intent to be signed with the Amahoro Coalition, which is a coalition of private sector actors in East Africa to support the economic inclusion of refugees.</p>
<p>Pilot of the use of territorial branding for investment attraction to generate employment and reduce migration in border zones in Central America.</p>	<p>In progress</p>	<p>USAID "CRECER" Project: second phase confirmed by USAID. Waiting for green light to start implementation in the Northern Triangle countries.</p>

Milestone	Status as at 30 Jun 2020	Description of progress
Trade for sustainable development		
Delivery of the T4SD Forum 2020 event.	In progress	Planning for the T4SD Forum 2020 took a different course as a result of the Covid-19 crisis. The 'Good Trade Summit', held in October, combined the T4SD Forum and SheTrades Global.
Launch of new T4SD Hubs in the Caribbean .	In progress	Q1-Q2 2020 marked a preparatory process to launch the Call for EOI for the Caribbean Hub (call open in July 2020).
Dissemination of the Transparency and Traceability Tool for the textiles sector in five additional countries.	Completed	The dissemination of the Transparency and Traceability Tool has exceeded the planned target, thanks to the re-orientation of project implementation in the Covid-19 crisis. ITC worked with Social and Labor Convergence Program (SLCP) consortium to re-orient from in-person launches to making the tool available through virtual events in more countries than originally planned. The team was able to deploy the Tool in 23 countries as of end Q2 2020: Kenya, Madagascar, Morocco, Tunisia, Argentina, Colombia, Dominican Republic, El Salvador, Guatemala, Honduras, Mexico, Peru, Malaysia, Myanmar, the Philippines, South Korea, Thailand, Bulgaria, Macedonia, Poland, Portugal, Romania and Spain. The dissemination of the Tool is still ongoing.
Expansion of the Sustainability Map , 260+ standards, with five additional standards.	Completed	The T4SD database team added 9 standards in Q1-Q2 2020 into the publicly available database (270 in total available on www.sustainabilitymap.org as of 30 Jun 2020) and updated 75 existing standards in 2020.
Addition of new Sustainability Map features , such as monitoring of sustainability practices against SDGs, real-time analytics, and possibility to connect with value chain partners, to enhance user experience.	In progress	Advancement in development of the new structure and architecture of Sustainability Map; Virtual Sustainability Map's Network functionalities enhanced and the Network strengthened by several collaborations (WFTO members, a pilot ongoing with IFAD and FSC as well as a pilot with 4 other standards organisations under the Certified Business Registry initiative providing a single ID to certified SMEs in GVCs). The Registry aims to empower certified companies to enable them to participate in digitalized supply chains (through Sustainability Map). Research work towards mapping of the SDG targets and T4SD Database ongoing.

Supporting regional economic integration and South-South links

Milestone	Status as at 30 Jun 2020	Description of progress
Catalysing regional trade and investment		
Launch a new project that will support the Western Balkan parties in the implementation of the new protocol on services , aimed at expanding trade in services within the regional economic area (CEFTA).	In progress	The project is in preparation, in partnership with the EU and GIZ.
Release of the online African Trade Observatory portal for policymakers to monitor progress of integration of AfCFTA economies.	In progress	The development of the Monitor module of the ATO Dashboard is ongoing. An AfCFTA Negotiation tool has been developed and handed over to the African Union.
Fostering South-South trade and investment		
Enabling the participation of over 60 MSMEs from developing countries and LDCs at the China International Import Expo (CIIE) 2020.	Cancelled	The participation of MSMEs in the China International Import Expo 2020 was cancelled due to COVID-19.
Facilitation of \$39 million in South-South investment and trade flows between China, India and selected countries in East Africa.	In progress	This is ongoing and will be reported at year-end. COVID-19 has impacted investment plans.

6. Partnering for sustainable development

In the first half of 2020, ITC has intensified partnerships with international organizations, private sector actors and regional institutions. Notable results came through ITC's partnerships with UNCTAD and WTO in delivering additional functionalities and increased use of ITC's Global Public Goods (GPGs). ITC saw an exponential rise in number of users and visits, by making its GPGs freely accessible to the public during the COVID-19 crisis.

ITC worked on specific fronts, notably to adapt its COVID-19 response in assisting MSMEs in developing economies, and especially to help those that are youth and women-owned or operated, to navigate through the crisis. Some of the interesting partnership examples are visualized in the boxes below. They have enhanced ITC's delivery – including COVID-19 response, for example, through provision of targeted awareness and learning products. Many partnerships resulted in the delivery of particular webinar series related to crisis response, while others supported or enabled ITC's beneficiaries to access capital and financing.

Everledger
Lenzing Group
TextileGenesis

Everledger, TextileGenesis and Lenzing Group, in collaboration with the World Economic Forum and ITC, have created a pilot platform to help businesses across industries respond to consumer demand for ethical and environmentally friendly products. The companies' supply-chain data, based on blockchain, is hosted on ITC's neutral platform.



Prospero bank
Stanbic Bank
Opportunity bank
Access bank
Twill by Maersk
Afrexim bank
Sidley Austin
Equals Global Partnership

Numerous financial, legal and logistical partners of ITC's SheTrades Initiative, SheTrades Invest initiative and NTF IV programme, have engaged with ITC's beneficiaries to offer training, advisory and support in areas like market access, access to finance, customer data protection, intellectual property and many more.



7. Managing for results

Deepening evaluation processes

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

The Independent Evaluation Unit (IEU) conducts and supports evaluations in ITC and ensures that they meet recognized professional standards. In view of the COVID-19 pandemic, potential repercussions on evaluations and reviews were considered, in particular with regard to travel restrictions. Implementation of the 2020 IEU Work Plan has continued through remote data collection methods. During the first six months of the year, the unit worked on the following evaluations and reviews:

Evaluation	Evaluation type
Evaluation of ITC's Performance in Trade Information and Business Intelligence	Strategic / Programme
RBM Review, INTEGRA project in Guinea	Review
Sustainability Reviews for completed ITC Projects (Pilot)	Review

Evaluation of ITC's Performance in Trade Information and Business Intelligence: As per its Work Programme, the evaluation unit originally planned two programme evaluations for 2020: an evaluation of the organization's *Transparency in Trade Programme* and an evaluation of the *Competitive Intelligence Programme (including SMECS)*. Following initial exploratory discussions on the scope of these evaluations, it became apparent that it would be beneficial to combine them in a single evaluation, oriented towards ITC's work in the focus area '*Providing trade and market intelligence*'. This allows for a wider, strategic perspective for this evaluation. The purpose is to provide a comprehensive picture of what kind of trade information and business intelligence ITC provides to fulfill MSME needs, and how well the organization manages to collect, distribute and use it in view of its mandate.

RBM Review, INTEGRA project in Guinea: The RBM Reviews address the risk of project RBM and monitoring systems not being sufficient to substantiate project results with solid evidence. This first review supports the INTEGRA project team in building up its monitoring system to meet impact evaluation requirements, with a view to participate in the EU impact evaluation initiative of the Emergency Trust Fund for stability in Africa (EUTF for Africa).

Sustainability Reviews for completed ITC Projects (Pilot): Sustainability Reviews are a newly developed approach intended to assess the sustainability of results for ITC projects that have ended 3-4 years earlier. For 2020, the aim is primarily to prototype and experiment in order to develop a well-suited approach adapted to ITC projects. To that end, the long-term results of three ITC projects covering different target groups and project contexts will be reviewed.

UNEG-OECD/DAC Peer Review of the International Civil Aviation Organization (ICAO): IEU participated in this Professional Peer Review of the evaluation function of ICAO that was carried out under the provisions contained in the United Nations Evaluation Group (UNEG) Framework for Professional Peer Reviews of the Evaluation Function of UN organizations. It was the first Peer Review of ICAO's evaluation function and was carried out at the request of ICAO. <http://www.unevaluation.org/document/detail/2853>

Furthermore, the IEU provided **advisory services** for ITC colleagues, primarily on self-evaluations and project completion reports. The unit has also advanced the development of an **online learning course** encompassing four different modules, which explain evaluation in general terms and in relation to ITC-specific processes. This course will be made available to ITC staff in the second half of 2020.

As every year, ITC summarized key findings and lessons learned from evaluations, compiling them into an **Annual Evaluation Synthesis Report**. As usual, this report will be presented at the Joint Advisory Group meeting, whose original date in summer was postponed to November, due to the COVID-19 pandemic.

Beyond these activities, the IEU continued to support reviews of the Joint Inspection Unit (JIU) and the work of the United Nations Evaluation Group (UNEG). In particular, the unit contributed to the Human Rights and Gender Equality working group, the production of the report *Meta-synthesis of United Nations Development Assistance Framework (UNDAF) Evaluations with a Gender Lens*, and the revision of the *UNEG Ethical Guidelines for Evaluation*.

Strengthening corporate results management

Corporate efficiency/effectiveness area	Status as at 30 Jun 2020	Description of progress
Strengthening corporate results management		
Revision of Standard Operating Procedures to improve quality and workflow for publications;	Not started	Revision of Standard Operating Procedures to improve quality and workflow of publications is pending reorganization of the Publications' board.
Expansion of the number of projects covered by the International Aid Transparency Initiative (IATI), aiming at publishing data for all projects with annual budget above \$500,000 (approx. 90% of total XB-budget) by the end of the year;	Completed	ITC has published the IATI data for end-year 2019 for all projects with budgets above \$500,000, which together represent approximately 90% of its extrabudgetary planned delivery.
Improvements of the information content and robustness of the corporate monitoring and reporting systems through the alignment of client categorizations in ITC data platforms and in baseline and project results surveys, which will allow data pooling.	In progress	Technical solutions for data collection have been identified and testing has started. In parallel, a Proof of Concept is carried out to test the data processing and analysis (see below, 7.5).

Effective and efficient project design for maximum impact

Corporate efficiency/effectiveness area	Status as at 30 Jun 2020	Description of progress
Effective and efficient project design for maximum impact		
Train additional ITC staff and project managers on project development workflows and approval processes and on ITC project quality criteria, targeting project quality, timeliness, relevance, and alignment with ITC's corporate objectives, corporate indicators and innovation drive;	In progress	Approx. 100 staff attended the training on mainstreaming on 7 and 11 May 2020, led by the mainstreaming focal point. Project Design Taskforce team has worked with numerous ITC staff for 40 projects since the start of 2020, on project development initiatives, drafting proposals and competitive bids. PDT also led log frame meetings and project proposal reviews with technical sections and country teams, providing on-going support, guidance and training to staff in line with ITC's project development guidelines.
Lead the mainstreaming of gender, youth, green growth and social responsibility issues across all ITC projects so that all new projects developed by ITC in 2020 consider mainstreaming inclusiveness and sustainability as an integral part of the project design phase;	In progress	As of 22 May 2020, 121 TRTA projects in implementation have provided a rating based on the new mainstreaming markers, less than 20% of projects have a rating of 0, meaning that the project is not expected to contribute to ITC mainstreaming objectives. In ITC's current project portfolio, among the four markers, gender and youth have the highest ratings.
Integrate the mainstreaming strategy in ITC's project design workflow.	Completed	Updated ED Bulletin on Project Development in ITC issued 16 March 2020, integrating ITC's new mainstreaming policy. Mainstreaming guidelines issued and circulated to all staff. Training on mainstreaming on 7 and 11 May by mainstreaming focal point. Regular updates on uptake of mainstreaming policy and development markers will be provided to SMC as per the updated ED Bulletin.

Bolstering human resources management

Corporate efficiency/effectiveness area	Status as at 30 Jun 2020	Description of progress
Bolstering human resources management		
Investment in technology to improve and update human resources e-tools and systems;	In progress	E-roster improvements made during this period to ensure competitive selection for consultants.
Finalisation and implementation of a People Strategy and an induction programme for new staff;	In progress	A draft of the People Strategy developed. Induction programme for new staff being developed with an aim to be implemented as of 30 June 2021.
Replication and expansion of the bundle trainings for HQ staff that were successfully piloted in 2019;	In progress	Renamed "Training for Impact and Compliance"(TFIC) and targeted trainings following audit recommendations. Modules and trainers identified and were delivered virtually in Q3.

Corporate efficiency/effectiveness area	Status as at 30 Jun 2020	Description of progress
Organisation of the annual staff training on emerging topics: 2020 TechFest: Training on digital Transformation;	Completed	TechFest Training on digital Transformation took place in January 2020.
Operationalization of a new gender unit and diversity focal points on LGBTQI and for persons with disabilities.	Completed	Gender unit with Gender focal point, alternate focal point and support staff established. Focal points for LGBTQI and for persons with disabilities appointed.

Operational best practices and compliance, data

Corporate efficiency/effectiveness area	Status as at 30 Jun 2020	Description of progress
Operational best practices and compliance, data		
Implementation of a proof of concept for ITC's new data management strategy;	Completed	An ITC Data Strategy was approved by Senior Management in December 2019. The initial phase is to test the feasibility of the project through a Proof of Concept testing. A sample of ITC Project Data, ITC Global Public Goods and Internal Data were selected for the pilot phase. The data was processed through a cloud based scalable architecture and fed into three data marts viz. Reporting, Business Intelligence and Client Management with a positive outcome.
Launch of a catalogue of ITC products and services;	In progress	Survey instrument under development. Elaboration of product development model with descriptors drawing on ITC datasets.
Launch of ITC's revamped customer relationship management (CRM) system;	In progress	The revamped customer relationship management (CRM) system was successfully launched - Demos were given to senior management and key stakeholders - Piloting data entry in coordination with the data warehouse proof of concept - Currently finalizing guidelines, FAQs and video tutorials for users
Introduction of standard operating practices (SOPs) for streamlining financial workflows, with emphasis on facilitation of field expenditures;	In progress	Ongoing projects for streamlining the financial workflows that will be launched by the end of 2020: payment system (e-pay), management monitoring of unliquidated obligations, SOP for processing payments in Iran, imprest account system using fund commitments.
Automation of contract management processes;	Completed	The new internally developed tool "Post detailing system" has been released.
Full implementation of indirect delivery markers in UMOJA.	Not started	Pending the launch of Strategic Planning, Budgeting and Performance Management (SPPM) solution in UMOJA extension 2.

Sparking innovation

Corporate efficiency/effectiveness area	Status as at 30 Jun 2020	Description of progress
Sparking innovation		
Apply human-centred design and other innovation approaches with field teams to address specific challenges;	Not started	The COVID-19 situation has put on hold the activities that were planned for this item. The Lab is in discussions with the Myanmar Trade and Investment team to assess how to continue.
Facilitate the development of a corporate innovation strategy;	In progress	Desk research for the strategy almost finalized.
Launch an e-learning course on innovation for entrepreneurship, developed for both ITC teams and beneficiaries around the globe;	In progress	The three modules of the eCourse are ready and will be launched in Q3 after a trial period with the Innovation Lab team.
Publish a podcast on innovation, presenting inspiring ideas, concepts and solutions.	In progress	The Trade Forward podcast has released five new episodes in 2020. To complete the pilot, there are six other episodes lined-up.

Operationalizing risk management

Corporate efficiency/effectiveness area	Status as at 30 Jun 2020	Description of progress
Operationalizing risk management		
Facilitation of annual corporate risk assessments with middle and senior management;	In progress	Preparations for corporate risk assessments to take place in second half of 2020.
Deep dive assessments for prioritized (red) corporate risks with focus groups, consisting of risk owners and action owners;	In progress	Deep dive assessments prepared for red corporate risks and undertaken for some (e.g. funding risk).
Publishing of two risk manuals, for corporate and project risk management;	Completed	A joint manual on corporate and project risk management published
Delivery of at least two risk workshops and briefings for ITC project managers.	Not started	Delivered in September 2020 during the bundle training.

Engaging in global conversation

Corporate efficiency/effectiveness area	Status as at 30 Jun 2020	Description of progress
Engaging in the global conversation		
Finalize the first phase of restructuring of the corporate website	In progress	Request for Proposals (RFP) process launched and preliminary work completed - Project workplan and cost estimate finalized - RFP process ongoing: reviewing proposals from bidders

Corporate efficiency/effectiveness area	Status as at 30 Jun 2020	Description of progress
Expand online presence through the corporate website and its social-media channels, including Facebook, LinkedIn, Twitter and YouTube.	In progress	The rapid pivot to remote working in March placed extra emphasis on virtual communications and this opened opportunities such as the online streaming and posting of webinars and web-based meetings. It also necessitated that the communications work around events that had been conceived as in-person events, for example MSME Day in June, were reconceived as digital events employing audio-visual means such as video calls and animations that were disseminated by live streaming and posting of clips on social media.

Annex I: List of projects per focus area⁶ and country/region

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

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus area 2	Focus area 3	Focus area 4	Focus area 5	Focus area 6	7 Corporate	Funders	Budget 2020 (\$'000)	Delivery Jan-Jun 2020 (\$'000)	% Delivered
Afghanistan	■	■	Afghanistan: Trade-related assistance (A764)		■	■		■			European Union China ITF Window 1 (BDF)	2,486	989	40%
			Afghanistan: Ethical Lifestyle Initiative for the Economic Reintegration of Returnees and Internally displaced people (B439)					■						
			Trade Promotion between China and other Developing Countries along the Belt and Road Initiative (B568)	■					■					
			Afghanistan: Advancing trade (Phase II) (B946)		■	■	■	■						
Albania			Support to Facilitation of Trade between CEFTA Parties (B444)		■				■		European Union	4	6	146%
Antigua and Barbuda		■	Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)				■				European Union United Kingdom of Great Britain and Northern Ireland	245	41	17%
			CARIFORUM: UK Trade Partnerships Programme (B900)	■			■							
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■										
Armenia		■	Eastern Partnership: Ready to Trade - an EU4Business initiative (B252)				■				European Union	467	129	28%
			Trade and market intelligence for the Eastern Partnership Countries (B802)	■										

⁶ ITC's Focus areas with their respective full titles are listed in Table 11 of this document. For simplicity reasons they are quoted only with their numbers in this Annex.

Legend:

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

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus area 2	Focus area 3	Focus area 4	Focus area 5	Focus area 6	7 Corporate	Funders	Budget 2020 (\$'000)	Delivery Jan-Jun 2020 (\$'000)	% Delivered
Azerbaijan		■	Eastern Partnership: Ready to Trade - an EU4Business initiative (B252)				■				European Union	467	129	28%
			Trade and market intelligence for the Eastern Partnership Countries (B802)	■										
Bahamas		■	Trade Intelligence: UK Trade Partnerships Programme (B906)	■							United Kingdom of Great Britain and Northern Ireland	74	10	14%
Bahrain		■	Building "Export Bahrain" (B815)			■					Labor Fund Bahrain (Tamkeen)	237	120	51%
Bangladesh	■	■	Trade Promotion between China and other Developing Countries along the Belt and Road Initiative (B568)	■							China United Kingdom of Great Britain and Northern Ireland ITF Window 1 European Union	916	438	48%
			SheTrades Commonwealth Programme (B578)					■						
			Non-tariff measures programme (W1) (B626)	■										
			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■						
Barbados		■	Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)				■				European Union United Kingdom of Great Britain and Northern Ireland	181	34	19%
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■										
Belarus			Eastern Partnership: Ready to Trade - an EU4Business initiative (B252)				■				European Union	467	129	28%
			Trade and market intelligence for the Eastern Partnership Countries (B802)	■										
Belize		■	Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)				■				European Union United Kingdom of Great Britain and Northern Ireland	181	34	19%
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■										
Benin	■	■	ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■		European Union ITF Window 1 ITF Window 1 (BDF)	127	42	33%
			Fast Tracking Digital Entrepreneurship in Africa - Phase 1 (B898)				■							

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus area 2	Focus area 3	Focus area 4	Focus area 5	Focus area 6	7 Corporate	Funders	Budget 2020 (\$'000)	Delivery Jan-Jun 2020 (\$'000)	% Delivered
			African LDCs: Cotton By-Product Development (B968)				■							
Bhutan	■	■	Bhutan Trade Support (B382)		■		■				European Union China	1,348	695	52%
			Trade Promotion between China and other Developing Countries along the Belt and Road Initiative (B568)	■					■					
Bosnia and Herzegovina		■	Support to Facilitation of Trade between CEFTA Parties (B444)		■				■		European Union	4	6	146%
Burkina Faso	■	■	Burkina Faso et Mali: Création d'emplois équitables et développement durable de microentreprises dans les chaines de valeur liées au secteur du « lifestyle » (B276)					■			European Union ITF Window 1 ITF Window 1 (BDF)	1,784	587	33%
			ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■					
			Non-tariff measures programme (W1) (B626)	■										
			Trade Facilitation (B628)		■									
			Poor Communities and Trade Programme (B649)					■						
			African LDCs: Cotton By-Product Development (B968)				■							
Burundi	■	■	EU-EAC Market Access Upgrade Programme - MARKUP (B383)		■		■		■		European Union	1,363	740	54%
			Burundi: Market Access Upgrade Programme - MARKUP (B718)			■	■		■					
Cabo Verde		■	ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■		European Union	85	18	21%
Cambodia	■	■	Trade Promotion between China and other Developing Countries along the Belt and Road Initiative (B568)	■					■		China European Union	79	23	29%
			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■						

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus area 2	Focus area 3	Focus area 4	Focus area 5	Focus area 6	7 Corporate	Funders	Budget 2020 (\$'000)	Delivery Jan-Jun 2020 (\$'000)	% Delivered
Cameroon		■	Cameroon: UK Trade Partnerships Programme (B899)	■			■				United Kingdom of Great Britain and Northern Ireland	788	151	19%
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■										
			Programme Management: UK Trade Partnerships Programme (B908)	■			■							
Chad			African LDCs: Cotton By-Product Development (B968)				■				ITF Window 1 (BDF)	-	3	-
China			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■			European Union	89	17	19%
Colombia		■	Colombia PUEDE: Peace and unity through productive development and commercialization (B599)	■			■	■			European Union	890	250	28%
Comoros	■	■	Comoros: UK Trade Partnerships Programme (B901)	■			■				United Kingdom of Great Britain and Northern Ireland ITF Window 1 (BDF)	505	178	35%
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■										
			Programme Management: UK Trade Partnerships Programme (B908)	■			■							
			Comoros: Improving public-private dialogue and quality management systems to benefit from Economic Partnership Agreement with the EU (B963)		■									
Costa Rica			Central America: Linking women business enterprises (WBEs) with the global gifts and home decoration market (A314)			■	■	■		European Union	106	25	24%	
Côte d'Ivoire		■	ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■		European Union ITF Window 1	1,099	582	53%
			Culture project: Identity Building and Sharing Business Initiative (B542)					■		Korea United Kingdom of Great Britain and Northern Ireland				
			SheTrades West Africa (B610)					■		Deutsche Gesellschaft für Internationale Zusammenarbeit, Germany				

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus area 2	Focus area 3	Focus area 4	Focus area 5	Focus area 6	7 Corporate	Funders	Budget 2020 (\$'000)	Delivery Jan-Jun 2020 (\$'000)	% Delivered
			Non-tariff measures programme (W1) (B626)	■										
			Poor Communities and Trade Programme (B649)					■						
			Fast Tracking Digital Entrepreneurship in Africa - Phase 1 (B898)				■							
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■										
			Programme Management: UK Trade Partnerships Programme (B908)	■			■							
			Alliance for Product Quality in Africa (B928)				■	■						
			Sustainable Investments into Africa (SIA) (B961)					■						
			Côte D'Ivoire: UK Trade Partnerships Programme (B902)	■			■							
Cuba		■	Cuba - Fortaleciendo capacidades de inserción internacional (B830)	■		■	■	■			ITF Window 1 (BDF)	39	0	1%
Curaçao		■	Curaçao: National Export Strategy and Implementation Management (B896)		■						Curaçao	293	131	45%
Democratic Republic of the Congo (the)		■	COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)	■	■	■					COMESA	90	18	20%
			Poor Communities and Trade Programme (B649)					■						
Djibouti		■	Djibouti: Projet de développement et de promotion du tourisme (A993)			■	■				Enhanced Integrated Framework	-	26	-
Dominica		■	Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)				■				European Union United Kingdom of Great Britain and Northern Ireland	245	41	17%
			CARIFORUM: UK Trade Partnerships Programme (B900)	■			■							
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■										

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus area 2	Focus area 3	Focus area 4	Focus area 5	Focus area 6	7 Corporate	Funders	Budget 2020 (\$'000)	Delivery Jan-Jun 2020 (\$'000)	% Delivered
Dominican Republic		■	Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)				■				European Union United Kingdom of Great Britain and Northern Ireland	337	53	16%
			CARIFORUM: UK Trade Partnerships Programme (B900)	■			■							
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■										
Egypt			Global: Networking and knowledge management for the textile and clothing sector (GTEX) (B451)				■				Switzerland Sweden International Islamic Trade Finance Corporation Deutsche Gesellschaft für Internationale Zusammenarbeit, Germany	1,002	399	40%
			Egypt: Improving the international competitiveness of the textile and clothing sector (GTEX/MENATEX) (B673)				■							
			MENATEX Regional: Regional component of the Textiles and Clothing Programme for the MENA region (B696)				■							
			Egypt: SheTrades (AFTIAS) (B821)			■	■	■						
			Alliance for Product Quality in Africa (B928)				■	■						
			Sustainable Investments into Africa (SIA) (B961)					■						
El Salvador		■	Central America: Linking women business enterprises (WBEs) with the global gifts and home decoration market (A314)			■	■	■			European Union	150	35	23%
			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■						
Eswatini, Kingdom of		■	Eswatini: Promoting growth through competitive alliances I (B978)	■			■	■			ITF Window 1 (BDF)	-	20	-
Ethiopia	■	■	Supporting Indian trade and investment for Africa (SITA) (A854)						■		United Kingdom of Great Britain and Northern Ireland COMESA ITF Window 1	877	737	84%
			Partnership for Investment and Growth in Africa (Main Phase) (B340)			■			■					

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus area 2	Focus area 3	Focus area 4	Focus area 5	Focus area 6	7 Corporate	Funders	Budget 2020 (\$'000)	Delivery Jan-Jun 2020 (\$'000)	% Delivered
			Poor Communities and Trade Programme (B649)					■			Deutsche Gesellschaft für Internationale Zusammenarbeit, Germany			
			COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)	■	■	■								
			Fast Tracking Digital Entrepreneurship in Africa - Phase 1 (B898)				■							
			Alliance for Product Quality in Africa (B928)				■	■						
			Sustainable Investments into Africa (SIA) (B961)					■						
Fiji		■	Pacific: UK Trade Partnerships Programme (B905)	■			■							
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■							United Kingdom of Great Britain and Northern Ireland	923	373	40%
			Programme Management: UK Trade Partnerships Programme (B908)	■			■							
Georgia			Eastern Partnership: Ready to Trade - an EU4Business initiative (B252)				■				European Union	467	129	28%
			Trade and market intelligence for the Eastern Partnership Countries (B802)	■										
Ghana		■	ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■					
			SheTrades Commonwealth Programme (B578)					■			European Union			
			Non-tariff measures programme (W1) (B626)	■							United Kingdom of Great Britain and Northern Ireland			
			Trade for Sustainable Development (T4SD) - Hubs (B694)					■			ITF Window 1 Chocolats Halba/ Coop	2,899	1,493	52%
			Trade Training Hub (TTH) (B736)			■					Deutsche Gesellschaft für Internationale Zusammenarbeit, Germany			
			Ghana: Developing cocoa and associated crops through the Sankofa Project empowered by Alliances for Action (B766)			■	■	■						

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus area 2	Focus area 3	Focus area 4	Focus area 5	Focus area 6	7 Corporate	Funders	Budget 2020 (\$'000)	Delivery Jan-Jun 2020 (\$'000)	% Delivered
			Innovative MSME and Value Chain development through the Alliances for Sankofa in cocoa and associated crops sectors (B794)			■	■	■						
			Ghana: UK Trade Partnerships Programme (B903)	■			■							
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■										
			Programme Management: UK Trade Partnerships Programme (B908)	■			■							
			Alliance for Product Quality in Africa (B928)				■	■						
			Sustainable Investments into Africa (SIA) (B961)					■						
Grenada		■	Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)				■				European Union United Kingdom of Great Britain and Northern Ireland	252	42	17%
			CARIFORUM: UK Trade Partnerships Programme (B900)	■			■							
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■										
Guatemala		■	Central America: Linking women business enterprises (WBEs) with the global gifts and home decoration market (A314)			■	■	■			European Union United States	342	31	9%
			Guatemala: Strengthening the business skills and employability of informal entrepreneurs at the Ciudad Pedro de Alvarado Border (B615)			■		■						
			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■						
Guinea		■	Guinée: Programme d'appui à l'integration socio-economique des jeunes (INTEGRA) (B463)			■	■	■			European Union Ministry of Foreign Affairs of the Netherlands Korea	4,444	1,611	36%
			ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■					
			NTF IV Programme Management (B584)				■	■						

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus area 2	Focus area 3	Focus area 4	Focus area 5	Focus area 6	7 Corporate	Funders	Budget 2020 (\$'000)	Delivery Jan-Jun 2020 (\$'000)	% Delivered
			Mano River: Value Chain Development for Cocoa (NTF IV) (B586)			■	■	■						
			SheTrades West Africa (B610)					■						
Guinea-Bissau	■	■	ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■		European Union	85	18	21%
Guyana		■	Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)				■				European Union United Kingdom of Great Britain and Northern Ireland	194	37	19%
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■										
Honduras			Central America: Linking women business enterprises (WBEs) with the global gifts and home decoration market (A314)			■	■	■			European Union	150	35	23%
			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■						
India			Supporting Indian trade and investment for Africa (SITA) (A854)						■		United Kingdom of Great Britain and Northern Ireland European Union	131	166	127%
			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■						
Indonesia			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■			European Union	62	12	19%
Iran (Islamic Republic of)			Culture project: Identity Building and Sharing Business Initiative (B542)					■			European Union ITF Window 1	2,528	489	19%
			Poor Communities and Trade Programme (B649)					■						
			Iran: Trade-Related Technical Assistance (B782)		■	■		■						
Iraq		■	Iraq Agriculture Strategy and Value Chain Development (B960)	■	■	■	■	■			ITF Window 1 (BDF)	26	15	58%
Jamaica		■	Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)				■				European Union United Kingdom of Great Britain and Northern Ireland	456	103	23%

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus area 2	Focus area 3	Focus area 4	Focus area 5	Focus area 6	7 Corporate	Funders	Budget 2020 (\$'000)	Delivery Jan-Jun 2020 (\$'000)	% Delivered
			CARIFORUM: UK Trade Partnerships Programme (B900)	■			■							
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■										
			Programme Management: UK Trade Partnerships Programme (B908)	■			■							
Jordan		■	Jordan: Trade for Employment Project: "Improving Business Environment for SMEs Through Trade Facilitation" (B639)	■	■	■								
			MENATEX Regional: Regional component of the Textiles and Clothing Programme for the MENA region (B696)				■				Deutsche Gesellschaft für Internationale Zusammenarbeit, Germany Sweden	977	260	27%
			Jordan: Improving the international competitiveness of the textile and clothing sector (MENATEX) (B811)				■							
Kazakhstan		■	Central Asia: Ready4Trade (R4TCA) (B723)		■		■				European Union UNDP	693	267	39%
			Central Asian Trade Intelligence Portal (CATI) (B784)	■			■							
Kenya		■	Supporting Indian trade and investment for Africa (SITA) (A854)						■					
			Partnership for Investment and Growth in Africa (Main Phase) (B340)			■			■		United Kingdom of Great Britain and Northern Ireland European Union COMESA	3,234	2,084	64%
			EU-EAC Market Access Upgrade Programme - MARKUP (B383)		■		■		■		ITF Window 1 Japan Norwegian Refugee Council			
			Culture project: Identity Building and Sharing Business Initiative (B542)					■						
			SheTrades Commonwealth Programme (B578)					■						
			Poor Communities and Trade Programme (B649)					■						

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus area 2	Focus area 3	Focus area 4	Focus area 5	Focus area 6	7 Corporate	Funders	Budget 2020 (\$'000)	Delivery Jan-Jun 2020 (\$'000)	% Delivered
			Trade for Sustainable Development (T4SD) - Hubs (B694)					■						
			COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)	■	■	■								
			RESI High Skills (B839)					■						
			Refugee Employment and Skills Initiative: Building Solutions for Somali Refugees in a Fragile Protracted Displacement Scenario (RESI Dadaab II) (B864)					■						
			Kenya: Supporting refugees to trade through digital agents model (B776)					■						
Kyrgyzstan		■	Global: Networking and knowledge management for the textile and clothing sector (GTEX) (B451)				■							
			Trade Promotion between China and other Developing Countries along the Belt and Road Initiative (B568)	■					■		Switzerland China European Union UNDP	1,106	539	49%
			Kyrgyzstan: Improving the international competitiveness of the textile and clothing sector (GTEX) (B676)			■	■							
			Central Asia: Ready4Trade (R4TCA) (B723)		■		■							
			Central Asian Trade Intelligence Portal (CATI) (B784)	■			■							
Lao People's Democratic Republic	■	■	Lao PDR: ASEAN Regional Integration Support (Laos-ARISE Plus) (B505)		■		■		■					
			Trade Promotion between China and other Developing Countries along the Belt and Road Initiative (B568)	■					■		European ITF Window 1 China	2,612	805	31%
			Trade for Sustainable Development (T4SD) - Hubs (B694)					■						
			Systematic Mechanism for Safer Trade (SYMST) (B695)	■		■		■	■					
Lebanon		■	Lebanon - E-Commerce for Women Entrepreneurs In MENA Project (B820)				■	■			World Bank Japan	191	130	68%

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus area 2	Focus area 3	Focus area 4	Focus area 5	Focus area 6	7 Corporate	Funders	Budget 2020 (\$'000)	Delivery Jan-Jun 2020 (\$'000)	% Delivered
			Lebanon: Creating Sustainable Jobs and Stable Income (B870)				■	■						
Lesotho	■	■	Lesotho: National Trade Policy Implementation Programme and formulation of National Export Strategy Roadmap (B808)		■	■	■				EIF Executive Secretariat	56	45	80%
Liberia	■	■	ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■		European Union EIF Executive Secretariat Ministry of Foreign Affairs of the Netherlands Korea	1,069	297	28%
			Liberia: Developing the tourism sector with a focus on surfing and destinations (B555)				■							
			NTF IV Programme Management (B584)				■	■						
			Mano River: Value Chain Development for Cocoa (NTF IV) (B586)				■	■	■					
			SheTrades West Africa (B610)					■						
Libya		■	Libya: Increasing trade transparency through the EuroMed Trade Helpdesk (B951)	■							France	92	19	21%
			Libya: Trade Academy (B409)			■								
Madagascar	■	■	Madagascar: UK Trade Partnerships Programme (B904)	■			■				United Kingdom of Great Britain and Northern Ireland	589	200	34%
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■										
			Programme Management: UK Trade Partnerships Programme (B908)	■			■							
Malawi	■	■	COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)	■	■	■					COMESA	90	7	8%
Mali	■	■	Burkina Faso et Mali: Création d'emplois équitables et développement durable de microentreprises dans les chaînes de valeur liées au secteur du « lifestyle » (B276)					■			European Union ITF Window 1 ITF Window 1 (BDF)	1,680	675	40%
			ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■					

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus area 2	Focus area 3	Focus area 4	Focus area 5	Focus area 6	7 Corporate	Funders	Budget 2020 (\$'000)	Delivery Jan-Jun 2020 (\$'000)	% Delivered
			Culture project: Identity Building and Sharing Business Initiative (B542)					■						
			Non-tariff measures programme (W1) (B626)	■										
			Trade Facilitation (B628)		■									
			Poor Communities and Trade Programme (B649)					■						
			Fast Tracking Digital Entrepreneurship in Africa - Phase 1 (B898)				■							
			African LDCs: Cotton By-Product Development (B968)				■							
Mauritius		■	Trade Intelligence: UK Trade Partnerships Programme (B906)	■							United Kingdom of Great Britain and Northern Ireland	74	10	14%
Mexico			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■			European Union	44	8	19%
Montenegro			Support to Facilitation of Trade between CEFTA Parties (B444)		■				■		European Union	4	6	146%
Morocco			Global: Networking and knowledge management for the textile and clothing sector (GTEX) (B451)				■				Switzerland Sweden Deutsche Gesellschaft für Internationale Zusammenarbeit, Germany International Islamic Trade Finance Corporation	1,086	410	38%
			Morocco: Improving the international competitiveness of the textile and clothing sector (GTEX/MENATEX) (B674)				■							
			MENATEX Regional: Regional component of the Textiles and Clothing Programme for the MENA region (B696)				■							
			Alliance for Product Quality in Africa (B928)				■	■						
			SheTrades Morocco (B937)				■	■						
			Sustainable Investments into Africa (SIA) (B961)					■						
Mozambique	■	■	Partnership for Investment and Growth in Africa (Main Phase) (B340)			■			■			627	240	38%

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus area 2	Focus area 3	Focus area 4	Focus area 5	Focus area 6	7 Corporate	Funders	Budget 2020 (\$'000)	Delivery Jan-Jun 2020 (\$'000)	% Delivered
			African LDCs: Cotton By-Product Development (B968)				■				United Kingdom of Great Britain and Northern Ireland ITF Window 1 (BDF)			
Myanmar	■ ■		Myanmar: Inclusive tourism development with focus on Kayah state (consolidation) & Tanintharyi (extension) (NTF IV) (B386)				■				Ministry of Foreign Affairs of the Netherlands DFID Burma Switzerland European Union China	4,241	1,620	38%
			Myanmar Trade and Investment Project (TIP) (B494)	■	■	■								
			Myanmar: Upgrading horticulture supply and sustainable tourism to develop business linkages (B566)				■							
			Myanmar: Trade-Related Technical Assistance (ARISE+ Myanmar) (B567)						■					
			Trade Promotion between China and other Developing Countries along the Belt and Road Initiative (B568)	■						■				
			NTF IV Programme Management (B584)				■	■						
Nepal	■ ■		Trade Promotion between China and other Developing Countries along the Belt and Road Initiative (B568)	■					■		China ITF Window 1 European Union	145	178	123%
			Non-tariff measures programme (W1) (B626)	■										
			Poor Communities and Trade Programme (B649)					■						
			Trade for Sustainable Development (T4SD) - Hubs (B694)					■						
			Nepal Trade-Related Assistance (B731)		■	■	■							
Nicaragua			Central America: Linking women business enterprises (WBEs) with the global gifts and home decoration market (A314)			■	■	■			European Union	150	35	23%
			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■						
Niger	■ ■		ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■			480	230	48%

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus area 2	Focus area 3	Focus area 4	Focus area 5	Focus area 6	7 Corporate	Funders	Budget 2020 (\$'000)	Delivery Jan-Jun 2020 (\$'000)	% Delivered	
			Non-tariff measures programme (W1) (B626)	■							European Union ITF Window 1 ITF Window 1 (BDF)				
			Trade Facilitation (B628)		■										
			Niger: Développement de la chaîne de valeur de l'huile cosmétique de Marula pour l'exportation (B979)						■						
Nigeria		■	ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■		European Union United Kingdom of Great Britain and Northern Ireland	907	425	47%	
			SheTrades Commonwealth Programme (B578)					■							
North Macedonia		■	Support to Facilitation of Trade between CEFTA Parties (B444)		■				■		European Union	5	7	146%	
Pakistan		■	Pakistan: Growth for rural advancement and sustainable progress (GRASP) (B466)		■		■	■			European Union ITF Window 1	6,043	1,545	26%	
			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■							
			Pakistan: DFID ReMIT (B938)		■			■							
Panama			Central America: Linking women business enterprises (WBEs) with the global gifts and home decoration market (A314)			■	■	■			European Union	132	25	19%	
Papua New Guinea		■	Trade Intelligence: UK Trade Partnerships Programme (B906)	■							United Kingdom of Great Britain and Northern Ireland	505	84	17%	
			Programme Management: UK Trade Partnerships Programme (B908)	■			■								
			PNG: UK Trade Partnerships Programme (B967)	■			■								
Peru			Trade for Sustainable Development (T4SD) - Hubs (B694)					■			ITF Window 1 PromPeru	103	92	90%	
			Promperu - Institutional Benchmarking (B990)			■									
Qatar			Qatar: Bar code initiative for SME trade development (B743)				■				Qatar Development Bank	2	-	0%	
Republic of Moldova (the)		■	Eastern Partnership: Ready to Trade - an EU4Business initiative (B252)				■				European Union	494	139	28%	

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus area 2	Focus area 3	Focus area 4	Focus area 5	Focus area 6	7 Corporate	Funders	Budget 2020 (\$'000)	Delivery Jan-Jun 2020 (\$'000)	% Delivered
			Support to Facilitation of Trade between CEFTA Parties (B444)		■				■					
			Trade and market intelligence for the Eastern Partnership Countries (B802)	■										
Rwanda	■	■	Supporting Indian trade and investment for Africa (SITA) (A854)						■					
			EU-EAC Market Access Upgrade Programme - MARKUP (B383)		■		■		■		United Kingdom of Great Britain and Northern Ireland European Union	878	850	97%
			Fast Tracking Digital Entrepreneurship in Africa - Phase 1 (B898)				■				ITF Window 1 Deutsche Gesellschaft für Internationale Zusammenarbeit, Germany			
			Alliance for Product Quality in Africa (B928)				■	■						
			Sustainable Investments into Africa (SIA) (B961)					■						
Saint Kitts and Nevis		■	CARIFORUM: UK Trade Partnerships Programme (B900)	■			■				United Kingdom of Great Britain and Northern Ireland	138	17	13%
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■										
Saint Lucia		■	St. Lucia: Strengthening the institutional infrastructure for export promotion (A332)	■	■	■	■							
			Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)				■				Saint Lucia Trade Export Promotion Agency (TEPA) European Union	477	47	10%
			CARIFORUM: UK Trade Partnerships Programme (B900)	■			■				United Kingdom of Great Britain and Northern Ireland			
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■										
Saint Vincent and the Grenadines		■	Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)				■				European Union United Kingdom of Great Britain and Northern Ireland	245	41	17%
			CARIFORUM: UK Trade Partnerships Programme (B900)	■			■							

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus area 2	Focus area 3	Focus area 4	Focus area 5	Focus area 6	7 Corporate	Funders	Budget 2020 (\$'000)	Delivery Jan-Jun 2020 (\$'000)	% Delivered
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■										
Saudi Arabia			Saudi Arabia: Development of dates sector in Medina region (AFTIAS) (B605)				■				International Islamic Trade Finance Corporation	142	57	40%
Senegal	■	■	Senegal: Export development of IT and IT-enabled services (NTF IV) (B390)				■	■			Ministry of Foreign Affairs of the Netherlands European Union Deutsche Gesellschaft für Internationale Zusammenarbeit, Germany	517	232	45%
			ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■					
			NTF IV Programme Management (B584)				■	■						
			Alliance for Product Quality in Africa (B928)				■	■						
			Sustainable Investments into Africa (SIA) (B961)					■						
Serbia			Support to Facilitation of Trade between CEFTA Parties (B444)		■				■		European Union	4	6	146%
Seychelles		■	Trade Intelligence: UK Trade Partnerships Programme (B906)	■							United Kingdom of Great Britain and Northern Ireland	74	10	14%
Sierra Leone	■	■	Sierra Leone: West Africa Competitiveness Programme (B457)		■	■	■		■		European Union Ministry of Foreign Affairs of the Netherlands Korea	1,328	435	33%
			ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■					
			NTF IV Programme Management (B584)				■	■						
			Mano River: Value Chain Development for Cocoa (NTF IV) (B586)			■	■	■						
			SheTrades West Africa (B610)					■						
Somalia	■	■	Refugee Employment and Skills Initiative: Building Solutions for Somali Refugees in a Fragile Protracted Displacement Scenario (RESI Dadaab II) (B864)					■			Japan Norwegian Refugee Council	105	73	70%
South Sudan	■	■	South Sudan: Jobs Creation and Trade Development (B910)	■	■		■	■			ITF Window 1 (BDF)	-	9	-

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus area 2	Focus area 3	Focus area 4	Focus area 5	Focus area 6	7 Corporate	Funders	Budget 2020 (\$'000)	Delivery Jan-Jun 2020 (\$'000)	% Delivered
Sri Lanka		■	Sri Lanka: Trade related assistance (A306)		■		■				Deutsche Gesellschaft für Internationale Zusammenarbeit, Germany European Union China	693	597	86%
			Trade Promotion between China and other Developing Countries along the Belt and Road Initiative (B568)	■				■						
			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■						
State of Palestine		■	State of Palestine: Reform and Development of Markets, Value Chains and Producers' Organizations (B580)	■			■	■			Food and Agriculture Organisation Palestine Japan	238	121	51%
			State of Palestine: Enhance Employment of Refugees and Young Population in Gaza (B868)			■	■	■						
Sudan		■	Supporting Sudan's WTO Membership Negotiations and Related Trade Policy Reforms (B895)		■						Japan	138	141	102%
Suriname		■	Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)				■				European Union United Kingdom of Great Britain and Northern Ireland	181	34	19%
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■										
Tajikistan		■	Tajikistan: Enabling market access for agricultural products through improved food safety system (STDF) (B312)		■	■	■				World Trade Organization Switzerland European Union ITF Window 1 UNDP China	1,858	820	44%
			Global: Networking and knowledge management for the textile and clothing sector (GTEX) (B451)				■							
			Culture project: Identity Building and Sharing Business Initiative (B542)					■						
			Trade Promotion between China and other Developing Countries along the Belt and Road Initiative (B568)	■					■					
			Poor Communities and Trade Programme (B649)					■						
			Tajikistan: Improving the international competitiveness of the textile and clothing sector (GTEX) (B675)		■	■	■	■						
Central Asia: Ready4Trade (R4TCA) (B723)		■		■										

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus area 2	Focus area 3	Focus area 4	Focus area 5	Focus area 6	7 Corporate	Funders	Budget 2020 (\$'000)	Delivery Jan-Jun 2020 (\$'000)	% Delivered
			Central Asian Trade Intelligence Portal (CATI) (B784)	■			■							
Thailand			Systematic Mechanism for Safer Trade (SYMST) (B695)	■		■		■	■		European Union	490	3	1%
The Gambia	■	■	The Gambia: Youth empowerment project (YEP) (B179)		■		■	■			European Union EIF Executive Secretariat ITF Window 1 OPEC Fund for International Development UN Peacebuilding Fund	4,424	1,702	38%
			ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■					
			The Gambia: Jobs, Skills and Finance (JSF) for Women and Youth (B664)		■	■		■						
			SheTrades Gambia (B751)					■						
			The Gambia: PBF, Strengthening Sustainable and Holistic Reintegration of Returnees (B786)					■	■					
The Gambia: Strengthening community coping mechanisms to mitigate risks of conflicts and reduce climate-related tensions (B945)							■							
Togo	■	■	ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■		European Union	227	47	21%
Trinidad and Tobago		■	Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)				■				European Union United Kingdom of Great Britain and Northern Ireland	181	34	19%
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■										
Tunisia			Global: Networking and knowledge management for the textile and clothing sector (GTEX) (B451)				■				Switzerland Sweden Deutsche Gesellschaft für Internationale Zusammenarbeit, Germany World Bank	977	386	39%
			Tunisia: Improving the international competitiveness of the textile and clothing sector (GTEX/MENATEX) (B672)				■							
			MENATEX Regional: Regional component of the Textiles and Clothing Programme for the MENA region (B696)				■							
			Alliance for Product Quality in Africa (B928)				■	■						

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus area 2	Focus area 3	Focus area 4	Focus area 5	Focus area 6	7 Corporate	Funders	Budget 2020 (\$'000)	Delivery Jan-Jun 2020 (\$'000)	% Delivered
			Tunisia: E-Commerce for Women Entrepreneurs In MENA Project (B971)				■	■						
			Sustainable Investments into Africa (SIA) (B961)					■						
Turkey			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■			European Union	89	17	19%
Turkmenistan		■	Central Asia: Ready4Trade (R4TCA) (B723)		■		■				European Union	683	260	38%
Uganda	■	■	Supporting Indian trade and investment for Africa (SITA) (A854)						■					
			EU-EAC Market Access Upgrade Programme - MARKUP (B383)		■		■		■					
			Uganda: Export development of IT and IT-enabled services (NTF IV) (B387)				■	■			United Kingdom of Great Britain and Northern Ireland European Union			
			Culture project: Identity Building and Sharing Business Initiative (B542)					■			Ministry of Foreign Affairs of the Netherlands	1,748	1,323	76%
			NTF IV Programme Management (B584)				■	■			ITF Window 1			
			Poor Communities and Trade Programme (B649)					■			ITF Window 1 (BDF) EIF Executive Secretariat			
			Uganda: Handicraft and Souvenir Development Project (HSDP) B764 (B764)			■	■	■						
			African LDCs: Cotton By-Product Development (B968)				■							
Ukraine			Ukraine: Linking SMEs in the fruit and vegetables industry to global and domestic value chains (A303)		■		■							
			Eastern Partnership: Ready to Trade - an EU4Business initiative (B252)				■				Sweden European Union	1,062	303	29%
			Trade and market intelligence for the Eastern Partnership Countries (B802)	■										

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus area 2	Focus area 3	Focus area 4	Focus area 5	Focus area 6	7 Corporate	Funders	Budget 2020 (\$'000)	Delivery Jan-Jun 2020 (\$'000)	% Delivered	
United Republic of Tanzania (the)	■	■	Supporting Indian trade and investment for Africa (SITA) (A854)						■		United Kingdom of Great Britain and Northern Ireland European Union COMESA One UN Fund ITF Window 1 ITF Window 1 (BDF)	1,325	925	70%	
			EU-EAC Market Access Upgrade Programme - MARKUP (B383)		■		■		■						
			Tanzania: Kigoma Joint Programme under UNDAP II (B727)					■	■						
			COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)	■	■	■									
			Fast Tracking Digital Entrepreneurship in Africa - Phase 1 (B898)					■							
			African LDCs: Cotton By-Product Development (B968)			■	■		■						
			Tanzania: Developing the Beekeeping Value Chain (B924)						■						
Uzbekistan	■	■	Culture project: Identity Building and Sharing Business Initiative (B542)					■			European Union ITF Window 1 UNDP	1,062	658	62%	
			Poor Communities and Trade Programme (B649)					■							
			Central Asia: Ready4Trade (R4TCA) (B723)		■		■								
			Central Asian Trade Intelligence Portal (CATI) (B784)	■			■								
			Uzbekistan: Facilitating the Process of Accession to the WTO (B915)		■										
Vanuatu	■	■	Poor Communities and Trade Programme (B649)					■		ITF Window 1	18	7	39%		
Viet Nam			Non-tariff measures programme (W1) (B626)	■							European Union ITF Window 1	559	323	58%	
			Trade Facilitation (B628)		■										
			Trade for Sustainable Development (T4SD) - Hubs (B694)					■							

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus area 2	Focus area 3	Focus area 4	Focus area 5	Focus area 6	7 Corporate	Funders	Budget 2020 (\$'000)	Delivery Jan-Jun 2020 (\$'000)	% Delivered
			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■						
Zambia	■	■	Partnership for Investment and Growth in Africa (Main Phase) (B340)			■			■					
			Non-tariff measures programme (W1) (B626)	■										
			SheTrades Zambia (B785)					■			United Kingdom of Great Britain and Northern Ireland			
			COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)	■	■	■					ITF Window 1 ITF Window 1 (BDF) EIF Executive Secretariat COMESA	942	324	34%
			Fast Tracking Digital Entrepreneurship in Africa - Phase 1 (B898)				■							
			African LDCs: Cotton By-Product Development (B968)				■							
Zimbabwe		■	COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)	■	■	■								
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■							COMESA			
			Zimbabwe: UK Trade Partnerships Programme (B907)	■			■				United Kingdom of Great Britain and Northern Ireland	620	183	29%
			Programme Management: UK Trade Partnerships Programme (B908)	■			■							
Africa			Implementation of the African Trade Observatory within the AUC (B353)	■										
			ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)				■		■		European Union Deutsche Gesellschaft für Internationale Zusammenarbeit, Germany	2,441	771	32%
			SheTrades: Empowering Women in the African Continental Free Trade Area (AfCFTA) (B832)					■			ITF Window 1 ITF Window 1 (BDF)			
			ITC's contribution to the AfCFTA (B942)	■	■				■					

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus area 2	Focus area 3	Focus area 4	Focus area 5	Focus area 6	7 Corporate	Funders	Budget 2020 (\$'000)	Delivery Jan-Jun 2020 (\$'000)	% Delivered
			One Country, One Product, One Chef, One Plate: Connecting consumers and farmers (B926)				■							
Asia and the Pacific			ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)				■		■		European Union ITF Window 1 (BDF)	836	129	15%
			One Country, One Product, One Chef, One Plate: Connecting consumers and farmers (B926)											
Latin America and the Caribbean			ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)				■		■		European Union	861	133	15%
Global			Export Potential Map (A341)	■							Netherlands (the) Enterprise Greece			
			Trade in services (B026)		■				■		China			
			Trade for Sustainable Development (T4SD) (B036)						■		Deutsche Gesellschaft für Internationale Zusammenarbeit, Germany European Union Switzerland Sustainable Agriculture Initiative (SAI Platform) United States			
			MLS-SCM Revolving Fund (B189)				■				Revolving Fund MLS-SCM			
			TS Revolving Fund (B205)			■					Revolving Fund TS	15,016	7,042	47%
			Improving transparency in trade through market analysis tools as a global public good (B336)	■							European Union ITF Window 1 Revolving Fund MAR			
			Improving transparency in trade through embedded market analysis tools (B352)	■							Public Procurement Service of the Republic of Korea TradeMalta			
			Quality and SPS standards (B427)		■						ITF Window 1			
			SheTrades: International workshop agreement on the definition of Women Owned Businesses (B562)						■		Sweden			
		Global Trade Helpdesk (B572)	■							Qatar Development Bank Switzerland				

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus area 2	Focus area 3	Focus area 4	Focus area 5	Focus area 6	7 Corporate	Funders	Budget 2020 (\$'000)	Delivery Jan-Jun 2020 (\$'000)	% Delivered	
Global (continued)			Secondee from Republic of Korea (B600)	■							Public Procurement Service of the Republic of Korea				
			DMD Partnership & Coordination (B620)							■	ITF Window 1				
			RBM (B622)							■	ITF Window 1				
			OED Cabinet (B623)							■	ITF Window 1				
			NY Office (B624)							■	ITF Window 1				
			Information Technology Services & Support (B625)							■	ITF Window 1				
			Support Trade Negotiations (B629)		■							ITF Window 1			
			Export strategy design and management (B630)		■							ITF Window 1			
			SME Competitiveness Survey and Outlook (B631)	■		■						ITF Window 1			
			Trade in services (B632)		■							ITF Window 1			
			I 4 IMPACT (AIM): Improving institutional performance for SME internationalization (B633)			■	■	■				ITF Window 1			
			Value Added to Trade (B635)				■					ITF Window 1			
			E-solutions (B636)				■					ITF Window 1			
			SheTrades (B641)						■			ITF Window 1			
			SheTrades Coordination (B642)						■			ITF Window 1			
			Trade for Sustainable Development (T4SD) - Database (B645)						■			ITF Window 1			
			DEI Coordination and Innovation Fund (B647)								■	ITF Window 1			
			E-Learning (B648)	■								ITF Window 1			
			DCP Partnership and Coordination (B650)								■	ITF Window 1			
			Global: Support for Innovative Methods and Tools (understanding NTMs and accessing e-Commerce) (B678)	■			■					United States			

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus area 2	Focus area 3	Focus area 4	Focus area 5	Focus area 6	7 Corporate	Funders	Budget 2020 (\$'000)	Delivery Jan-Jun 2020 (\$'000)	% Delivered	
Global (continued)			Business survey study to identify the information needs' of EU services exporters (B734)	■							European Union				
			Innovation Lab (B788)							■	ITF Window 1				
			New ITC website (B824)							■	ITF Window 1				
			DPS Improving operational efficiency (B838)							■	ITF Window 1				
			Youth & Trade: Entrepreneurship and Employability (B840)						■		ITF Window 1				
			DMD/TMI Core Staff (B849)	■								ITF Window 1			
			CRM (B852)								■	ITF Window 1			
			Benchmarking Platform Update (B891)			■						ITF Window 1			
			E-learning - Global Public Good (B892)	■								ITF Window 1			
			Collecting data on women in extra-EU services trade in selected EU Member States (B922)	■					■			European Union			
			Investment Facilitation for Development (B929)		■							China			
			Alliances for Action: Coffee Guide (B930)					■				ITF Window 1			
			Business Development Fund (BDF 2020) (B949)								■	ITF Window 1 (BDF)			
			Corporate Data Management Architecture (B952)								■	ITF Window 1			
			UN-SWAP 2.0 (B962)								■	ITF Window 1			
			Trade Impact Group Publication for MC12 on the WTO Buenos Aires Declaration on Women and Trade (B965)						■			Australia			
			Fellowship: Mo Ibrahim Foundation (B203)								■	Mo Ibrahim Foundation			
		Secondee Korea (B985)								■	Korea				
		SheTrades and UPS (B956)						■			UPS Foundation				

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus area 2	Focus area 3	Focus area 4	Focus area 5	Focus area 6	7 Corporate	Funders	Budget 2020 (\$'000)	Delivery Jan-Jun 2020 (\$'000)	% Delivered
Global (continued)			SheTrades Connect (Japan) (B516)					■			Japan			
			SEC Revolving Fund (B190)				■				Qatar Development Bank Revolving Fund EC			
			Associate expert - Office for Asia and the Pacific (B880)						■		China Scholarship Council	1,039	660	64%
			Associate expert - Office for Asia and the Pacific (B773)						■		China Scholarship Council			
			Associate Expert: Trade facilitation and policy for business (B393)		■						Finland			
			Associate Expert: Trade facilitation and policy for business (B699)		■						Federal Ministry for Economic Cooperation and Development, Germany			
			Associate expert - E-solutions (B800)				■				Federal Ministry for Economic Cooperation and Development, Germany			
			Associate expert - SheTrades (B825)					■			Federal Ministry for Economic Cooperation and Development, Germany			
			Associate expert - Strengthening TISIs (B886)			■					China Scholarship Council			
			Associate expert - Research and strategies for export (B887)							■	China Scholarship Council			
			Associate expert - Sector and Enterprise Competitiveness (B947)					■			Netherlands (the)			
		Associate Expert - Sustainable and Inclusive Value Chains (B948)						■		Netherlands (the)				

Note: Indirect cost allocations amounting to less than \$500k will be distributed to projects at year-end and are not included in the table.

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

Annex II: ITC's direct contribution to SDG monitoring

10 REDUCED INEQUALITIES



Goal 10: Reduce inequality within and among countries

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

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

17 PARTNERSHIPS FOR THE GOALS



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

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

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

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

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

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

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

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>

Printed by ITC Reprographic Service on FSC paper, which is environmentally-friendly paper (without chlorine) using vegetable-based inks. The printed matter is recyclable.

