
REPORT TO THE CONSULTATIVE COMMITTEE OF THE ITC TRUST FUND

(1 JANUARY – 30 JUNE 2018)

ITC mission:

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

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CONSULTATIVE COMMITTEE
OF THE ITC TRUST FUND

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1. Introduction

ITC is pleased to submit to the Consultative Committee of the ITC Trust Fund (CCITF) the following financial report of its budgets, delivery and performance, covering the period from 1 January to 30 June 2018.

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

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

2. Source of ITC funds

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

Extrabudgetary funds are voluntary contributions to the ITC Trust Fund (ITF). This includes two categories of funds known as windows. Window I (W1) consists of unearmarked and soft-earmarked contributions from funders, while Window II (W2) is composed of 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. PSC is earned via a fixed-percentage charge on all extrabudgetary expenditures.

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

2.1 Voluntary contributions to the ITC Trust Fund

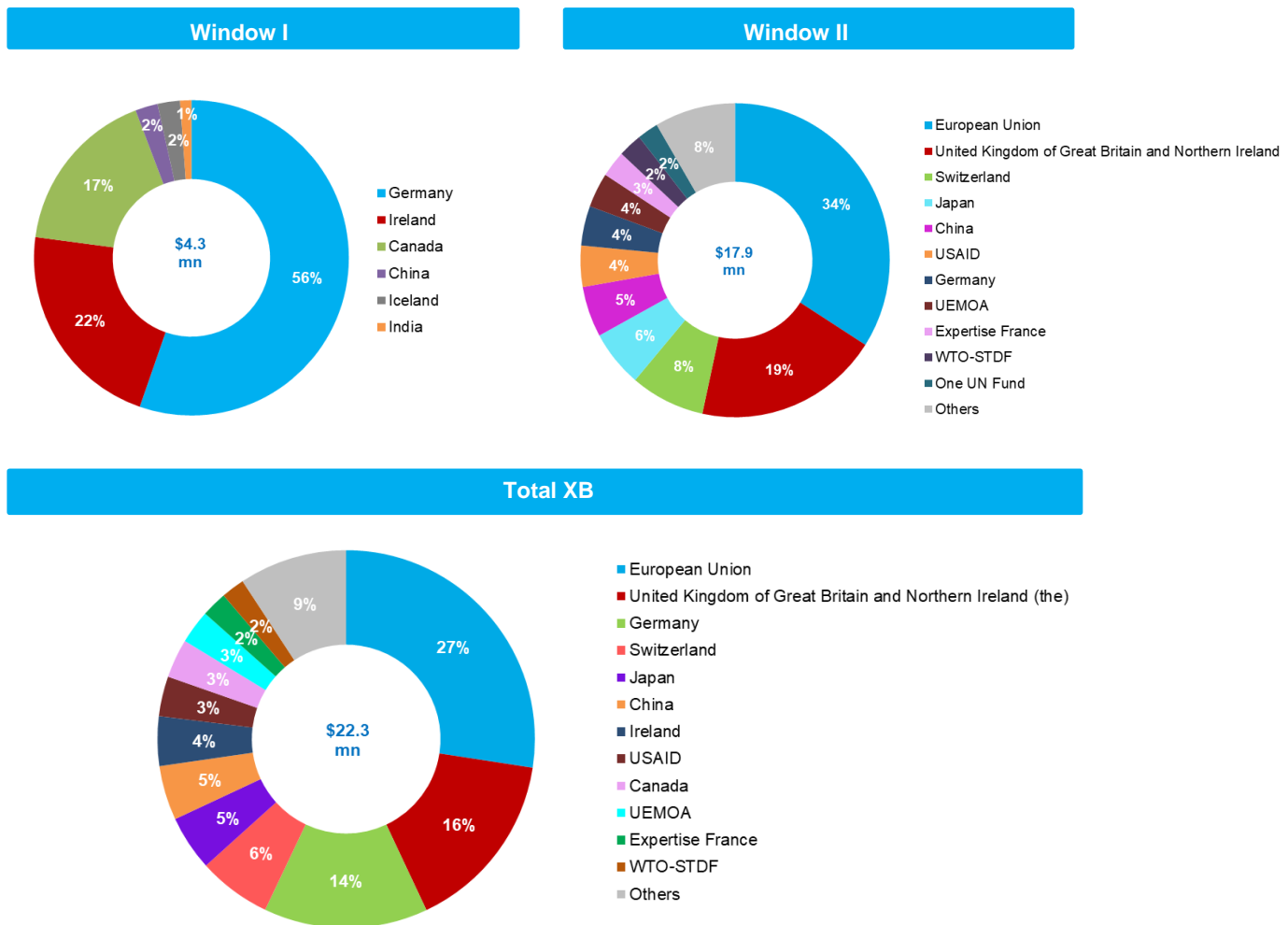
The figures in Table 1 reflect the funds transferred to the ITC trust fund in the first half of 2018, in comparison with funding received from January to December 2017. The amounts shown may include funding designated for years beyond 2018, as per individual grant agreement.

Table 1: XB funding received from 1 Jan to 31 Dec 2017 and from 1 Jan to 30 Jun 2018, in \$ thousand

Funders	2017 (\$ '000)			2018 Jan-Jun (\$ '000)		
	Window I	Window II	Total	Window I	Window II	Total
Governments and national development agencies	8,930	18,706	27,635	4,331	8,954	13,285
Argentina	-	20	20	-	-	-
Australia	-	307	307	-	-	-
Canada	723	-	723	741	-	741
China	100	400	500	100	937	1,037
Denmark	-	43	43	-	-	-
Expertise France	-	463	463	-	485	485
Finland	-	136	136	-	-	-
Germany	2,049	2,212	4,261	2,396	732	3,128
Hungary	-	180	180	-	-	-
Iceland	-	-	-	100	-	100
India	50	-	50	50	-	50
Indonesia	-	30	30	-	-	-
Ireland	910	-	910	943	-	943
ITHRAA Oman	-	31	31	-	-	-
Japan	-	927	927	-	1,050	1,050
Kuwait	145	-	145	-	-	-
Mali	-	62	62	-	-	-
Netherlands (the)	-	4,101	4,101	-	60	60
Norway	1,093	-	1,093	-	-	-
Qatar Development Bank	-	81	81	-	-	-
Republic of Korea (the)	-	658	658	-	-	-
Saint Vincent and the Grenadines	-	-	-	-	68	68
South Africa	-	60	60	-	-	-
Sweden	3,859	838	4,698	-	-	-
Switzerland	-	2,543	2,543	-	1,395	1,395
Switzerland/EIF	-	200	200	-	-	-
United Kingdom of Great Britain and Northern Ireland (the)	-	4,653	4,653	-	3,467	3,467
USAID	-	760	760	-	760	760
Business support organizations	-	331	331	-	61	61
Barbados Investment and Development Corporation	-	82	82	-	-	-
Costa Rica CINDE	-	8	8	-	-	-
FEFAC	-	6	6	-	6	6
Fundación Internacional y para Iberoamérica de Administración y Políticas Públicas (FIAPP)	-	-	-	-	18	18
ProCórdoba Argentina	-	20	20	-	-	-
PromPeru	-	20	20	-	-	-
Saint Lucia Trade Export Promotion Agency (TEPA)	-	82	82	-	-	-
Sustainable Agriculture Initiative (SAI Platform)	-	114	114	-	24	24
TradeMalta	-	-	-	-	12	12
International organizations including financial institutions, partnerships and funds, regional organisations, UN system and related and NGOs	60	24,977	25,037	-	8,432	8,432
African Guarantee Fund (AGF)	-	445	445	-	150	150
Caribbean Development Bank	-	129	129	-	-	-
COMESA Clearing House	-	122	122	-	-	-
Enhanced Integrated Framework (EIF)	-	1,059	1,059	-	20	20
European Union	-	19,484	19,484	-	6,104	6,104
FAO	-	228	228	-	15	15
Foundation for the Global Compact	60	-	60	-	-	-
ILO	-	131	131	-	-	-
International Islamic Trade Finance Corporation (ITFC)	-	15	15	-	-	-
IOM	-	-	-	-	266	266
Islamic Centre for Development of Trade	-	40	40	-	-	-
Islamic Development Bank	-	1,040	1,040	-	-	-
Norwegian Refugee Council	-	-	-	-	307	307
One UN Fund	-	-	-	-	392	392
Organisation Internationale de la Francophonie	-	34	34	-	-	-
Trademark East Africa	-	150	150	-	-	-
UEMOA	-	276	276	-	640	640
UNDP	-	27	27	-	27	27
Western NIS Enterprise Fund (WNISEF)	-	5	5	-	-	-
World Bank	-	848	848	-	-	-
WTO-STDF	-	462	462	-	445	445
WWF	-	-	-	-	6	6
Revolving funds	-	484	484	-	60	60
Academia, training and research institutions, foundations and businesses	-	605	605	-	478	478
CITIBANK	-	-	-	-	47	47
DHL	-	70	70	-	37	37
Huawei Technologies	-	-	-	-	60	60
Max Havelaar Foundation	-	-	-	-	52	52
McDonalds Corp.	-	25	25	-	-	-
National Graduate Institute for Policy Studies (GRIPS)	-	113	113	-	165	165
PepsiCo	-	100	100	-	-	-
Physikalisch-Technische Bundesanstalt (PTB)	-	13	13	-	-	-
Swisscontact	-	170	170	-	2	2
The Mo Ibrahim Foundation	-	114	114	-	114	114
Total	8,990	44,619	53,609	4,331	17,924	22,256

2.2 Breakdown of contributions received for the period Jan – Jun 2018

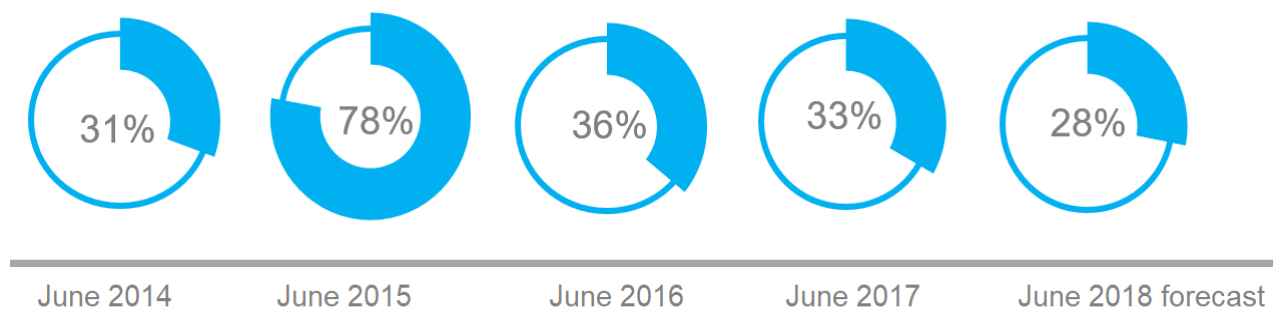
Figure 1: Funder contributions to Window I and Window II of the ITC Trust Fund as of 30 June 2018



2.3 Portion of W1 contributions received in the first six months of the year, 2014-2018

In the period from 2014 to 2018, with an exception in 2015, the amount of Window I contributions received in the first six months of the year was well below 50% of the full-year contributions. The payment in arrears of Window I contributions remains an operational difficulty for ITC and puts strain on ITC's operating reserve.

Figure 2: Percentage of W1 contributions received in the first 6 months of the year, 2014-2018²



² Figures reflect money received in the given period and may include multi-year Window I contributions. 2018 is given as a forecast of total W1 contributions expected and will be reported in actuals next year.

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

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

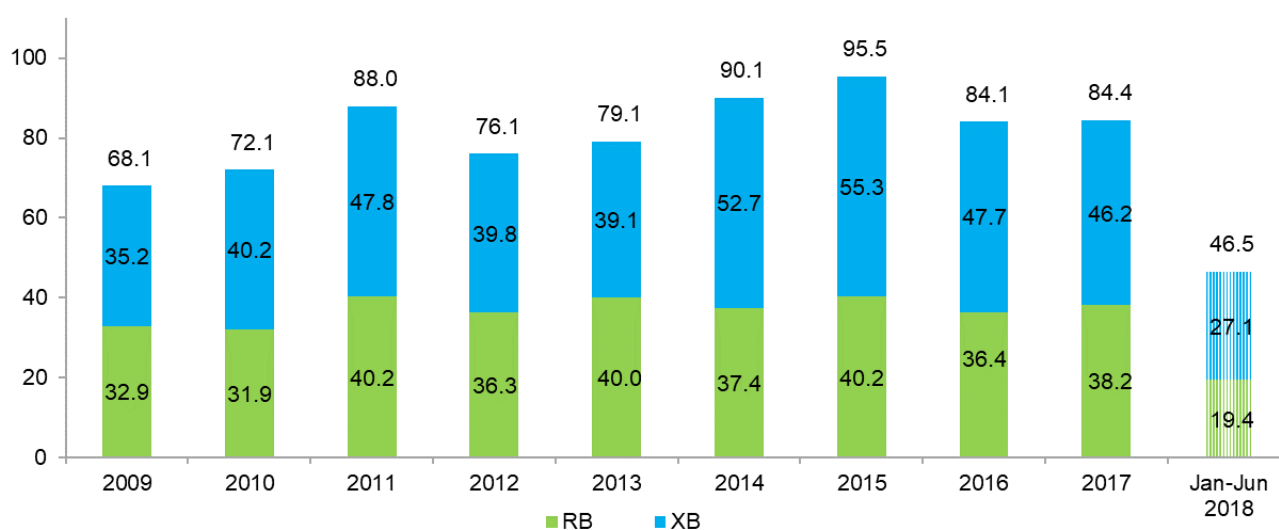
At the end of June 2018, actual delivery of XB stood at 49% and RB delivery stood at 52% of the planned 2018 budget.

Table 2: ITC OP budget, RB and XB delivery for the period Jan - Jun 2018, \$ million

Budget	OP Budget	Delivery	% spent
Extrabudgetary funds	55.7	27.1	49%
Regular Budget*	37.2	19.4	52%
Total	92.9	46.5	50%

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

Figure 3: ITC delivery pattern from 2009 to June 2018, by source of funds, \$ million



4. Regular budget

ITC's regular budget (RB) supports ITC's work in the six focus areas and ensures alignment with country needs. The 'Alignment with country needs' area consists of RB spent on staff working in the Regional Offices of the Division of Country Programmes and a proportionate part of the support cost. At mid-year of 2018, RB delivery was 52% of the target for 2018.

Figure 4: Delivery of RB by focus area, for the period Jan - Jun 2018, \$ million

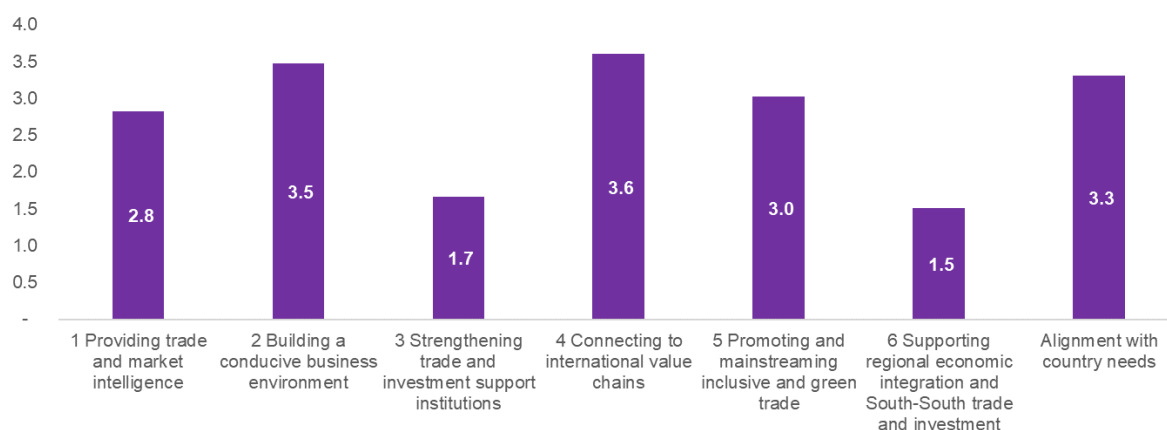


Table 3: RB delivery by focus area, for the period Jan – Jun 2018, \$ million

Focus area	OP budget	Delivery
1 Providing Trade and Market Intelligence	5.4	2.8
2 Building a Conducive Business Environment	6.7	3.5
3 Strengthening Trade and Investment Support Institutions	3.2	1.7
4 Connecting to International Value Chains	6.9	3.6
5 Promoting and Mainstreaming Inclusive and Green Trade	5.8	3.0
6 Supporting Regional Economic Integration and South-South Trade and Investment	2.9	1.5
Alignment with country needs	6.3	3.3
Total	37.2	19.4

Table 4: RB delivery by cost category for the period Jan – Jun 2018, \$ million

Categories	Spent
Staff and other personnel costs	15.2
Operating and Other Direct Costs	3.0
Contractual Services	0.5
Equipment Vehicles and Furniture	0.3
Travel	0.3
Supplies Commodities and Materials	0.1
Total	19.4

Table 5: Biennial RB delivery overview, \$ million

Item	2010-11	2012-13	2014-15	2016-17	2018-19, H1 2018
Appropriations for a biennium*	73.0	79.9	78.2	73.6	75.1
Delivery	72.1	76.3	77.5	74.6	19.4
% spent	99%	95%	99%	101%	26%

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

5. Extrabudgetary funds

5.1 Extrabudgetary funds overview

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

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

1. Client needs / priorities;
2. Prioritization of initiatives according to the ITC Strategic Plan;
3. Synergies and balance with Window II components of the overall work programme;
4. Performance in the execution of the work programme;
5. Funder preferences;
6. 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 is specified in the grant agreements signed with funders for specific projects. The projects must fall within the scope of ITC's Strategic Framework.

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

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

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

5.2 Extrabudgetary delivery by focus area and funding source

In the Operational Plan 2018, the planned XB budget has been set at \$55.7 million and represents an increase of nearly 21 per cent compared to 2017 XB delivery. Mid-year XB delivery reached 49% against plan. Window I delivery was at 52%, while Window II delivery was at 48% of the target.

Table 6: XB budget and delivery, for the period Jan - Jun 2018, \$ million

Window	OP budget	Delivery	% spent
Window I	11.5	6.0	52%
Window II	44.2	21.1	48%
Total XB	55.7	27.1	49%

The mid-year XB delivery is above the 50% target in Focus Area 3 and Focus Area 5. The other focus areas are also on track with percentages ranging from 41% to 48%.

The low delivery in the W1 'Corporate' category is due to accounting: in the Operational Plan, the Business Development Fund (BDF) is initially listed as a 'Corporate' allocation. Once BDF funds are assigned to specific projects, their delivery is reported under the respective project focus area. The individual projects funded by the BDF are listed in Annex I.

Window I delivery in the first half of the year of 2018 stands at an overall satisfactory 52%, with minor variations across focus areas, which pose no significant risk for this year's performance.

Window II delivery in the first half of the year of 2018 stands at an average of 48%. ITC's Focus area 1 is showing a lower delivery of 35% due to the cyclical spending in global public goods, activities planned in the second part of the year as well as the delay in the receipt of funding for one project.

The highest W2 delivery against the budget is in Focus area 3. This is mainly due to a fast start of 'The Global Textiles and Clothing (GTEX)' programme funded by SECO and the receipt of additional funds for a new project, 'Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés'.

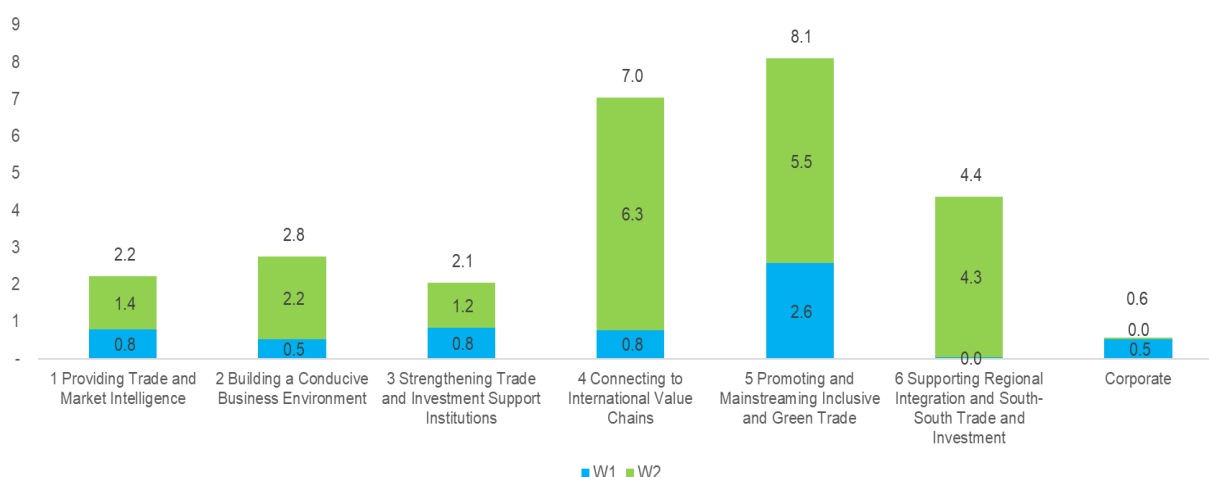
Table 7: XB budget and delivery by focus area and funding source for the period Jan - Jun 2018, \$ million

Focus area	OP W1	Delivery W1	% spent	OP W2	Delivery W2	% spent	Total OP budget	Total Delivery	% spent
1 Providing Trade and Market Intelligence	1.4	0.8	57%	4.1	1.4	35%	5.5	2.2	41%
2 Building a Conducive Business Environment	1.6	0.5	33%	4.7	2.2	47%	6.3	2.8	43%
3 Strengthening Trade and Investment Support Institutions	1.7	0.8	48%	1.7	1.2	70%	3.5	2.1	59%
4 Connecting to International Value Chains	1.5	0.8	53%	13.3	6.3	47%	14.8	7.0	48%
5 Promoting and Mainstreaming Inclusive and Green Trade	3.7	2.6	69%	11.2	5.5	49%	14.9	8.1	54%
6 Supporting Regional Integration and South-South Trade and Investment*	0.0	0.0	592%	9.1	4.3	48%	9.1	4.4	48%
Corporate**	1.7	0.5	32%	0.0	0.0	90%	1.7	0.6	33%
Total	11.5	6.0	52%	44.2	21.1	48%	55.7	27.1	49%

* The high percentage of W1 delivery for focus area 6 'Supporting Regional Integration and South-South Trade and Investment' is due to projects that received BDF allocations during the year. The initial allocation was \$7k (excluding BDF) and delivery is \$40k.

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

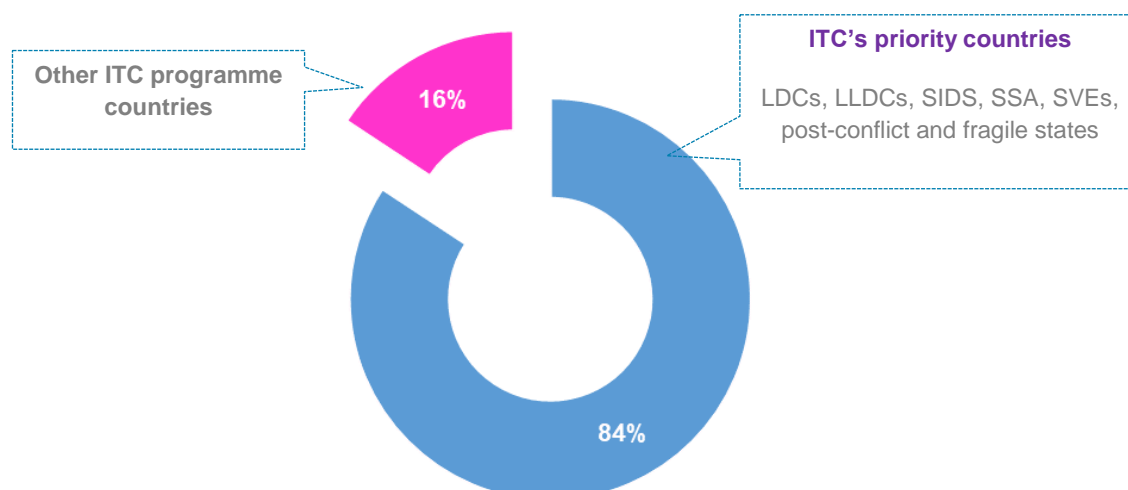
Figure 5: XB delivery by focus area and Window, for the period Jan - Jun 2018, \$ million



5.3 Extrabudgetary delivery by priority countries

Regarding ITC’s delivery by region, for 2018, ITC maintained its target of 80% of country-specific assistance to be delivered in priority countries. In the first half of 2018, 84% of country-specific technical assistance was provided to ITC’s priority countries, which are: least developed countries (LDCs), landlocked developing countries (LLDCs), small island developing states (SIDS), Sub-Saharan African countries (SSA), small, vulnerable economies (SVEs) and post-conflict and fragile states.

Figure 6: XB delivery delivery by priority countries for the period Jan - Jun 2018



5.4 Extrabudgetary delivery by funding source and regions

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

Corporate projects, such as: efficiency and effectiveness initiatives, results-based management, visibility and partnerships or fellowships, are considered global in nature, as they support and enhance the delivery of all trade-related technical assistance projects. These projects accounted for approximately 2% of the total XB delivery for the first half of 2018.

The following table shows the mid-year delivery status by region, against the planned 2018 budget

Table 8: Operational plan and delivery by funding source and region, for Jan - Jun 2018, \$ million

Region	OP W1	Delivery W1	% W1	OP W2	Delivery W2	% W2	Total OP budget	Total Delivery	% Total
Sub-Saharan Africa	0.3	0.6	190%	18.7	9.5	51%	19.0	10.1	53%
Asia-Pacific	0.5	0.7	149%	8.7	2.7	32%	9.1	3.4	37%
Arab States	-	-	-	5.1	2.3	45%	5.1	2.3	45%
Eastern Europe Central Asia	0.0	0.0	54%	4.3	1.9	44%	4.4	1.9	44%
Latin America and the Caribbean	0.2	0.1	85%	1.0	0.9	86%	1.2	1.0	86%
Global	10.6	4.6	44%	6.5	3.7	57%	17.1	8.4	49%
Total	11.5	6.0	52%	44.2	21.1	48%	55.7	27.1	49%

The ratio of global versus regional and country-specific XB 2018 mid-year delivery was 31% to 69%. ITC retained its strong focus on Sub-Saharan Africa and the Asia-Pacific region. The two regions accounted for approximately 72% of region-specific delivery, driven by large W2 projects.

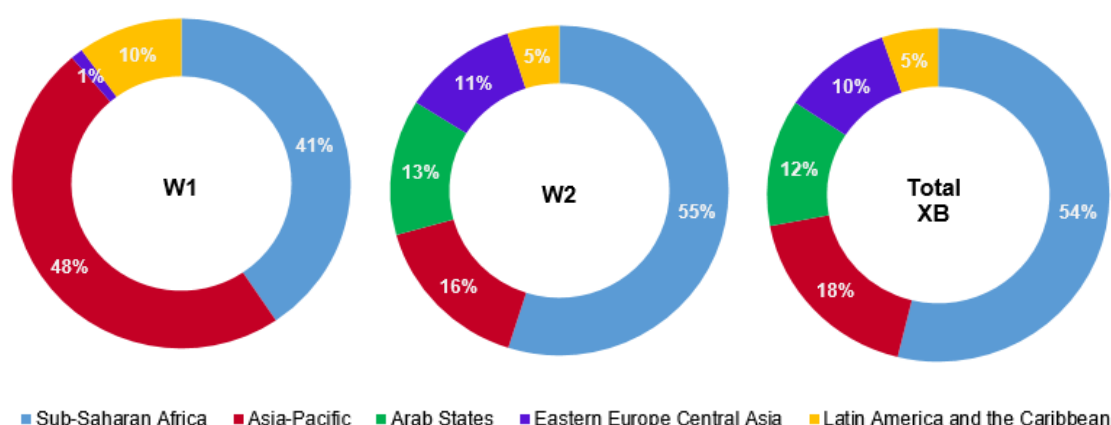
Differentiating by fund, in line with the purposes for which W1 funding is used, the W1 share of Global projects is much higher than for W2 projects. It accounted for 77% of Window I delivery, with region-specific projects in all five ITC regions accounting for the remaining 23%. Of the region-specific W1 activities, 48% were delivered in Asia-Pacific, followed by Sub-Saharan Africa and Latin America and the Caribbean regions (41% and 10% respectively). The high delivery in Sub-Saharan Africa and Asia-Pacific is a result of the BDF allocation and expenditure as of June.

Inversely, for Window II, Global projects accounted for less than 18% of delivery, and region-specific projects for 82%. The distribution of the region-specific W2 delivery shows 55% of delivery focused on Sub-Saharan Africa, followed by the Asia-Pacific (16%), Arab States (13%), Eastern Europe and Central Asia (11%) and Latin America and the Caribbean (5%) regions.

The relatively low mid-year W2 delivery in the Asia-Pacific region was mainly due to two large projects: 'Afghanistan: Ethical Lifestyle Initiative for the Economic Reintegration of Returnees and Internally displaced people' started up in the first half of the year and will accelerate activities in the second half of the year; and 'Sri Lanka: Trade related assistance' that has had delays in implementation based on slower than expected stakeholder decision-making and re-programming of some activities.

Figure 7 provides an overview of the region specific XB delivery in Jan-Jun 2018 by funding source and for the total XB delivery.

Figure 7: XB, W1 and W2 region-specific delivery (excluding global projects), for Jan-Jun 2018



5.5 Extrabudgetary delivery by cost categories

Table 9 shows the six-month delivery of Window I and Window II budgets by cost category.

Table 9: XB delivery by window and cost category for the period Jan - Jun 2018, \$ million

Categories	XB	% spent
Technical experts and other personnel	18.9	70%
Travel	3.1	12%
Operating and Other Direct Costs	3.1	11%
Contractual Services	1.1	4%
Transfers and Grants Issued to Implementing Partners	0.5	2%
Equipment Vehicles and Furniture	0.3	1%
Supplies Commodities and Materials*	0.0	0%
Total	27.1	100%

* Supplies, Commodities and materials amount to \$40.1 thousand.

5.6 ITC cash position

Table 10 shows the resulting ITC's cash position at the end of the first half of 2018. The contributions received in 2018 also include funding for multi-year projects.

Table 10: ITC cash position for the period Jan - Jun 2018, in \$ thousand

	W1	W2	Total XB
Balance as at 1 January 2018 ⁽¹⁾	2,886	28,692	31,578
Add: Contributions received	4,331	16,699	21,031
Funds from international organizations ⁽²⁾	-	1,165	1,165
Contributions from services rendered ⁽³⁾	-	60	60
Sub-total Contributions ⁽⁴⁾	4,331	17,924	22,256
Less: Expenditures	5,343	19,139	24,482
Programme Support Costs	695	1,916	2,610
Sub-total Expenditure	6,037	21,055	27,092
Refund to donors	-	-	-
Transfers to/(from) other funds	-	-	-
Balance available	1,180	25,561	26,741
Add: Operating reserves			6,931
Total available balance as of 30 June 2018			33,672

1) Figures are rounded

2) EIF, One UN and other international organizations

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

4) Excludes interest and transfers to operating reserves

6. Programme Support Costs

The charge collected on trust funds or extrabudgetary expenditures is called Programme Support Cost (PSC) and is expressed as a percentage of direct costs (expenditure). The recovery and use of PSC resources are of central importance to the financing and organization of efficient and effective programme support services.

At mid-year 2018, almost 40% of the PSC budget had been used. PSC are charged to recover incremental indirect costs. These consist of additional costs incurred when supporting activities financed from extrabudgetary contributions (e.g. the central administration of human, financial, physical and ICT resources, staffing, facilities, equipment, activities and legal liabilities related and implementation of UN wide/corporate initiatives such as Umoja, IPSAS, Global Service Delivery Model (GSDM)).

Table 11: PSC budget and delivery by focus area, for the period Jan - Jun 2018, \$ million

Focus area	OP budget	Delivery
1 Providing trade and market intelligence	0.6	0.2
2 Building a conducive business environment	0.8	0.3
3 Strengthening trade and investment support institutions	0.4	0.1
4 Connecting to international value chains	1.1	0.4
5 Promoting and mainstreaming inclusive and green trade	1.0	0.4
6 Supporting regional economic integration and South-South Trade and Investment	0.6	0.2
Alignment with country needs	0.4	0.2
Total	4.8	1.9

Table 12: PSC delivery by cost category, for the period Jan - Jun 2018, \$ million

Categories	Spent	%
Staff and other personnel costs	1.8	97%
Operating and Other Direct Costs	0.1	3%
Supplies Commodities and Materials*	0.0	0%
Total	1.9	100%

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

7. ITC's performance against the Operational Plan commitments

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

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

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

Tier 1: Development context - ITC's results framework aims to track the organization's contribution to the 2030 Agenda for Sustainable Development with its 17 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.

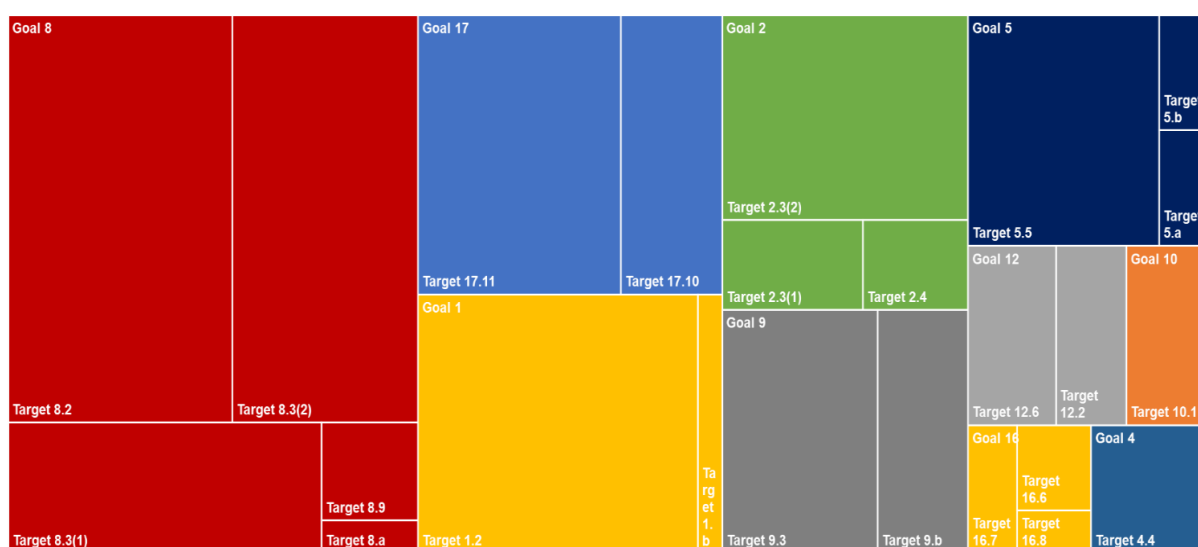
ITC contributes to the 2030 Agenda for Sustainable Development with a focus on 10 global goals, with 24 connected SDG targets. Each ITC project identifies linkages to specific SDG targets at the project impact level in the project logframes. At the end of the year, project managers are expected to report on the contributions made to the SDGs.

In the first half of 2018, a total of 110 projects were linked to 22 SDG targets. The highest number of projects are linked to:

- Target 8.3, which is further sub-divided into two elements '*the promotion of policies that support decent job creation, entrepreneurship, creativity and innovation*' and '*the encouragement of the formalization and growth of micro-, small- and medium-sized enterprises, including their access to financial services*'.
- Target 8.2 ranked in second place, with projects linking to '*achieving higher levels of economic productivity through diversification, technological upgrading and innovation*'.

Figure 8 below shows the frequency of project linkages to SDG goals and targets.

Figure 8: Frequency of ITC project linkages to SDG goals and targets

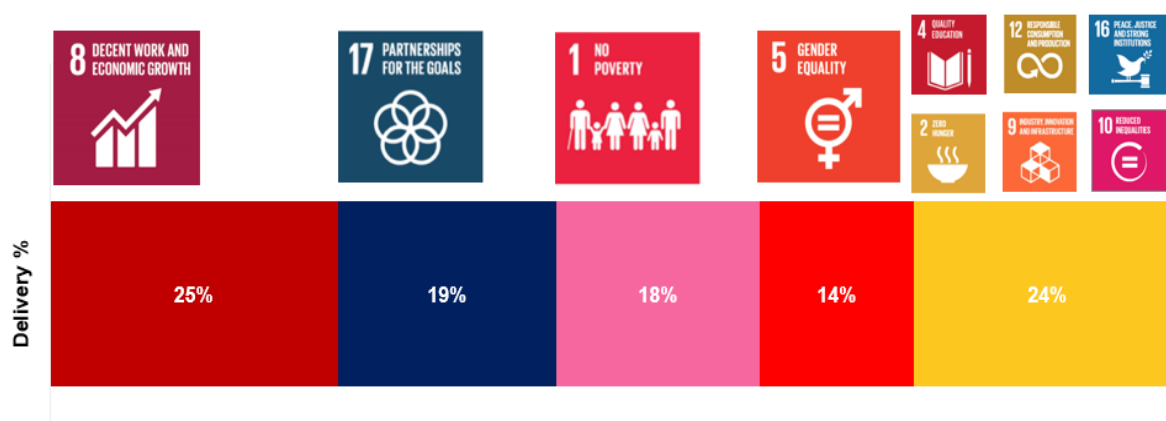


The first narrative reports on the actual contributions to the impact targets were collected from project managers for the year 2017, and were presented in the 2017 CCITF report. Based on the lessons learnt, ITC is currently developing guidelines to harmonize and improve the reporting on ITC's contribution to the SDGs. Therefore, the list of 24 targets and projects' linkages to these targets will be re-validated and a more precise narrative on ITC's contribution to the SDG targets will be introduced in the 2018 year-end report.

Regarding the financial delivery during the first half of 2018, ITC has estimated that approximately 76% of delivery focused on Goals 8, 17, 1 and 5, and 24% were distributed among Goals 2, 4, 9, 10, 12 and 16.

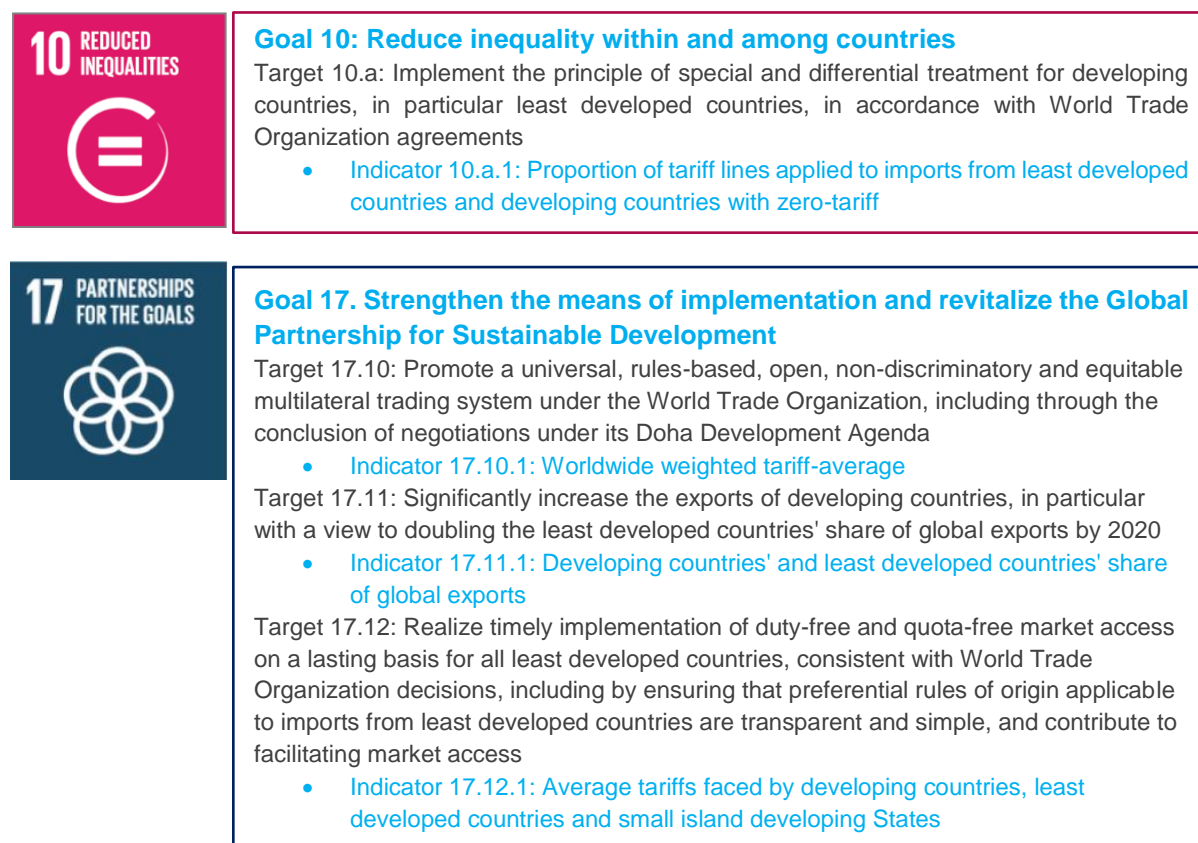
The figure below shows ITC's half-year delivery by SDG.

Figure 9: ITC delivery distribution by SDG for Jan - Jun 2018, in percentages



In addition to ITC's efforts to contribute through its own technical assistance projects to the 2030 Agenda, ITC also contributes to the global effort to track the progress on achieving the SDGs. Together with WTO and UNCTAD, ITC is the custodian agency for the indicators 10.a, 17.10, 17.11 and 17.12.

Figure 10: ITC's direct contribution to SDG monitoring



7.2 ITC's performance against Tier 2 of the Corporate Scorecard

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

ITC's 2018-2019 development results targets were established during the 2017 UN planning process and are split evenly across the two years of the biennium. They were based on certain budgetary assumptions and on projections of the future composition of the project portfolio, with the understanding that these factors may change over the course of the biennium.

Corporate Outcomes

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

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

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

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

Table 13: Corporate outcome indicators and progress for the period Jan - Jun 2018

Corporate outcomes	Outcome indicators	Annual targets 2018	Actuals, as of 30 June 2018	% 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	200,000	14,899	7%
	(A2) Number of cases in which trade-related policies and/or strategies and/or regulations have been introduced or changed in favour of the international competitiveness of small and medium-sized enterprises, with business sector input, as a result of ITC support	50	26	52%
(B) Improved performance of trade and investment support institutions for the benefit of enterprises	(B1) Number of institutions reporting improved operational and managerial performance as a result of ITC support	200	49	25%
(C) Improved international competitiveness of enterprises	(C1) Number of enterprises having made changes to their business operations for increased international competitiveness as a result of ITC support	7,500	2,291	31%
	(C2) Percentile share of enterprises that are owned, operated and controlled by women having made changes to their business operations for increased international competitiveness as a result of ITC support *	50%	28% (equiv. 640)	Not met
	(C3) Number of enterprises having transacted international business as a result of ITC support	2,000	348	17%
	(C4) Percentile share of enterprises that are owned, operated and controlled by women having transacted international business as a result of ITC support	45%	47% (equiv. 162)	Met

Source: ITC's New Project Portal, as of Aug 30, 2018

* ITC has several projects that focus on the empowerment of women, especially in Eastern Africa. While the enterprises are customarily legally owned by men, ITC increasingly uses a 'family approach', focused on training and helping married women to be empowered within the couple.

Table 13 shows annual targets and mid-year actuals for each of the indicators. However, at mid-year, the actuals for most outcome indicators are underreported, since some results are only captured through the annual ITC tools user survey, and others, especially in multi-year projects, are collected through annual outcome assessments.

Corporate outputs

ITC's output categories and indicators follow the standardized UN output categories. An overview of 2018 output targets and results is provided in Table 14.

Table 14: Corporate output indicators and progress for the period Jan - Jun 2018

Output categories	Corporate outputs and indicators	Annual targets 2018	Actuals as of 30 June 2018	% achieved
Servicing of intergovernmental and expert bodies	Substantive servicing of meetings: ³			
	• Joint Advisory Group (annual)	2	-	0%
	• Consultative Committee of the ITC Trust Fund (every six months)	2	1	50%
	Parliamentary documentation:			
	• Annual report on the activities of ITC and annexes	1	1	100%
	• Reports of the Joint Advisory Group	1	-	0%
Other substantive activities	• Reports of the Consultative Committee of the ITC Trust Fund	2	1	50%
	Publications produced or substantially updated			
	• Magazine issues	4	2	50%
	• Books	5	-	0%
	• Technical Papers	20	8	40%
	Newsletters produced	5	7	140%
Technical materials, including web-based tools, produced or substantially updated	13	6	46%	
Technical cooperation	Special events held	4	1	25%
	• World Export Development Forum			
	• SheTrades Global			
	• Forum on Trade for Sustainable Development			
	• Trade Promotion Organization Network World Conference and Awards			
Advisory services provided	1,250	389	31%	
Training courses conducted	500	352	70%	
Participants trained	17,500	11,253	64%	
<i>of which, female training participants</i>	<i>40%</i>	<i>51%</i>	<i>met</i>	

Output delivery is well on track for the categories: ‘Servicing of intergovernmental and expert bodies’ and ‘Technical cooperation outputs’. The Joint Advisory Group meeting was held on 10 July 2018.

The technical papers and the books are expected to catch up due to the launches planned in the second half of the year, spearheaded by the flagship SME Competitiveness Outlook. The SheTrades Global conference took place in Liverpool in June 2018, and three special events will be held in the second half of the year: World Export Development Forum (September); Forum on Trade for Sustainable Development (October); and Trade Promotion Organization Network World Conference and Awards (October).

³ This indicator counts sessions of three hours as one meeting as per UN planning requirements.

7.3 Window I contribution to ITC's corporate results

Window I funding is considered 'core' funding. Its use is by nature fully aligned with ITC's programme of work, and ITC's results framework. The funding purpose of W1 contributions is broadly defined at the level of ITC's mandate or soft-earmarked to focus areas or programmatic areas of work. This enables ITC to respond in the most flexible manner to changing client needs and development environments.

Window I funders can claim very tangible results, ranging from Global Public goods, to new approaches, new tools and innovative methods, and their impact on the ground. Window I funding produces multiplier effects, as its immediate outputs find their application across multiple ITC interventions. Furthermore, the Window I Business development fund mobilizes and leverages restricted types of funding (Window II). From 2012 to date, one dollar invested in W1 Business development fund leveraged on average over \$21 of W2 funding.

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

Examples of results achieved with Window I funding in the first half of 2018 are:

- ITC strengthened the suite of Global Public Goods that increase transparency in trade with the new ITC-WCO Rules of Origin Facilitator, launched on the 28 June 2018, at the World Customs Organization (WCO) Council session in Brussels. This initiative will enable MSMEs to benefit from lower duties under free trade agreements and ensure that businesses in developing countries can take greater advantage of preferential trade arrangements. The new Market Price Information portal was also finalized in June. This is an online database that will provide access to live prices for more than 100 agricultural products. Launched with a view to help improve the decision-making processes for micro, small and medium-sized enterprises, the Market Price Information portal also provides research and up-to-date agricultural commodities news. Knowledge on SMEs and their needs was increased through competitiveness surveys and the creation of competitiveness databases, with data collection in Senegal, Uganda, Rwanda, Algeria and an additional 16 francophone countries (CPCCAF).
- In the space of digital trade, ITC launched a new strategy for using e-commerce and online platforms to foster inclusive growth. ITC's 'e-Trade for Impact' strategy regroups the focus on digital trade into three areas and promotes collaboration inside and beyond the organization: sharing access to information, strategies, learning and platforms (e-networks), empowering MSMEs in online marketplaces (e-commerce) and growing entrepreneurial ability to capture digital business models' potential (e-entrepreneurship). ITC cooperated with DiploFoundation, CUTS International Geneva, the Geneva Internet Platform, and UNCTAD in offering a six-week Digital Commerce course for Geneva-based delegates of developing and least-developed countries. The course covered a wide range of issues that are relevant to current e-commerce discussions, with particular emphasis on the intersection between digital policy and trade.
- Examples for the development of new tools are the development and piloting (in African countries) of three 'access to finance' oriented approaches, to bring MSME beneficiaries closer to financing institutions, to support MSMEs secure financing and to assist them use it correctly. New delivery partnerships with organisations such as Kiva, Root Capital and GrowFin have also been developed in this context. Another example is an updated training guide to material sourcing in the clothing sector. This guide will be tested by ITC in the Global Textiles and Clothing (GTEx) projects in Kyrgyzstan and Tajikistan.

Examples of leveraging Window I funding in 2018:

- A project in Bhutan, aiming to increase export diversification by improving the capacities of trade and investment policy formulation and implementation, and increasing exports in selected value chains i.e. horticulture and textile handicrafts, was conceptualized using the Business Development Fund. This multi-year project has leveraged \$4.9 million of Window II funds, over 164 times the size of Window I investment.
- Trade for Sustainable Development (T4SD) remains a project with a very diversified funding structure. This project is funded by W1 and funding from seven W2 funders (governments, private sector and foundations). Through Sustainability Map, the T4SD Forum, specialized projects (such as the EU Cities for Fair and Ethical Trade Award in June 2018) as well as capacity building in the field, T4SD continues to contribute to awareness raising, access to knowledge and opportunities for value addition linked to the use of voluntary sustainability standards (VSS). Through its unique contributions to the transparency and harmonization of the VSS field, T4SD has impact on market access of certified producers to major markets: a T4SD benchmarking project partner, the European Feed Manufacturers Federation, reported that 41.7% of respondents in a recent survey noted improved access to EU markets for certified soy producers, following the use of the benchmarking support.
- SheTrades in the Commonwealth was launched at the Commonwealth Heads of Government Meeting (CHOGM) on 19 April 2018 in London. The objective of the event was to raise awareness for the challenges of and opportunities for women in international trade, to facilitate an exchange between government and business leaders on successful initiatives they have undertaken and to highlight areas for intervention and action and tools to support change. By the end of June, over 1,300 women entrepreneurs had signed up to be included in the project from the three focus countries in Africa (Nigeria, Kenya, and Ghana). This was possible due to the foundations laid with W1 funds for the SheTrades Programme.

ITC remains committed to further increase the visibility of results achieved by Window I funding, to the funders and in ITC's reports that are available to the general public.

7.4 ITC's performance against Tier 3 of the Corporate Scorecard

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

Table 15: Efficiency and effectiveness key performance indicators and progress for the period Jan - Jun 2018

Tier 3: Efficiency and effectiveness			
General management		Target 2018	Jan - Jun 2018 Actual
Budget	Regular Budget (RB)	\$37 million	\$ 19 million
	Extra-budgetary Budget (XB)	\$55 million	\$ 27 million
Financial planning	Percentage of variation between the forecast and actual outturn for each quarter	10%	3%
Oversight and compliance	Unqualified financial statements	target: achieved	target: achieved
	Percentage of open audit recommendations closed by the Board of Auditors in 2018	60%	70%
Carbon footprint	Share of online learning in ITC's training activities (including blended learning; measured by number of participants)	38%	58%
Operational management	Advanced travel arrangements (16-day rule) compliance rate, in %	50%	33%
Result-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 expenditure dedicated to LDCs, LLDCs, SIDS, sub-Saharan Africa, SVEs and post conflict states	≥ 80%	84%
Gender mainstreaming	Percentage of UN-SWAP 2.0 indicators met or exceeded	71%	end-year monitoring
Risk management	First 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	46%	42%
Talent management	Average days per full-time equivalent employee are invested in learning and developing technical and managerial skills	5	end-year monitoring
	Average time to recruit fixed-term staff (in days)	120	117
	Average vacancy rate as percentage of all posts	5%	5%
Resource mobilization			
Fundraising	XB funds secured for 2019 and beyond	\$125 m	\$154 m
	Total value of projects under development and in discussion with funders	\$180 m	\$162 m
Innovation			
Innovation	Number of innovation actions	8	7
Communications			
Outreach	Annual growth in ITC audience through corporate events, info products, web sites, social media	6%	end-year monitoring
	# of registered accounts to ITC Market Analysis Tools	800,000	770,000

Source: ITC sections – KPI owners

7.5 Status of key Operational Plan deliverables

Table 16: Status of strategic milestones for the period Jan - Jun 2018: technical assistance

Focus area	Milestones	Status 30 June 2018	Comments on Status as at 30 June 2018
Providing trade and market intelligence	Global Trade Helpdesk		
	The helpdesk architecture will be further developed, with two additional international partnership agreements, additional funding, and three new databases to which users can link, on rules of origin, market price information, and quality-related trade information.	In progress	Agreement with WTO and UNCTAD on data sharing finalized; additional funding from Qatar received; new database on rules of origin ready for integration into the Global Trade Helpdesk; the market price information database is progressing well.
	Non-Tariff Measures		
	A first NTM survey on barriers to services trade will be launched and the NTM publication series will cover eight new countries.	In progress	Five new countries were covered: Ecuador, Mali, Uganda, Comoros, Kyrgyzstan.
	SME Competitiveness		
	The 2018 SME Competitiveness Outlook, focusing on the MSME Business Ecosystem 4.0, will be produced and disseminated.	In progress	The production of the 2018 SME Competitiveness Outlook is proceeding smoothly. The draft is at the editing stage.
	SME competitiveness surveys will be conducted in four countries, including Kenya and Zambia.	In progress	The SME Competitiveness Survey is ongoing in Kenya and in Ghana. ITC collaborated with the Conférence Permanente des Chambres Consulaires Africaines et Francophones (CPCCAF), to collect survey data on over 9000 enterprises in 16 countries in Francophone Africa. The SME Competitiveness Survey module on the quality requirements complemented the CPCCAF Barometer survey questions. Finally, SMECS data has been collected in the framework of several ITC projects to date: NTF IV (Uganda and Senegal), W&T Nigeria.
SME Trade Academy			
The number of online course registrations will reach 20,000 (15 per cent annual growth) with registrations from over 150 countries.	In progress	12,155 participants as of end June 2018.	
Building a conducive business environment	Trade-facilitation reforms		
	Support will be provided to the governments of Sri Lanka, to the Central Asian republics and to East and West African countries to help them implement the WTO Trade Facilitation Agreement (TFA) for enhancing the efficiency of cross-border trade.	In progress	<ul style="list-style-type: none"> • Sri Lanka: support to the implementation of a national single window; enhanced capacity of the private sector to advocate for Trade Facilitation reforms (10 trainings focusing on enterprises), delivery of 3 e-learning curricula. • Tajikistan: establishment of a permanent technical secretariat to the NTFC; operationalization of the Trade facilitation Portal. • Afghanistan: TFA categorization; development of a TFA implementation roadmap. • West-Africa: support to the TFA categorization and TFA sequencing in Central Africa and Niger; support to the development of regional trade surveillance reports in UEMOA, development of national and regional action plan for the digitalization of UEMOA certificates of origin.

Focus area	Milestones	Status 30 June 2018	Comments on Status as at 30 June 2018
Building a conducive business environment	National quality strategy and regulatory frameworks		
	National standards bodies and conformity-assessment services will be strengthened in Afghanistan, The Gambia, Burundi and Bhutan to enable better compliance with sanitary and phytosanitary (SPS)/technical standards.	In progress	Afghanistan: 1st draft Working paper of the National Quality Policy developed by ITC in collaboration with Afghanistan National Standards Authority (ANSA); 1st draft law on legal metrology developed by ITC, reviewed by ANSA and translated into Dari. A technical metrology committee (with academia, other experts and stakeholders) will review the draft law prior to submission to President. Afghan Metrology technicians were provided with a 3 weeks training at the National Physical Laboratory of India. The Gambia: The Gambia Standards Bureau, the Food Safety and Quality Authority and the National Agricultural Research Institute supported to conduct training for Youth, in the fields of quality management, food safety and agricultural production.
	Trade and investment development strategies		
	Eighteen national trade roadmaps and sector-export strategies will be launched in The Gambia, Saint Lucia, Sri Lanka, Afghanistan and other countries, covering sectors such as information and communications technology, machinery, and food and beverages.	In progress	20 strategies (13 sector and 7 functional) launched in The Gambia and Afghanistan and finalized for St Lucia.
	Innovative approaches to merged trade and investment strategies will be developed and piloted in at least one country.	In progress	A merged trade and investment strategy is being piloted in Mongolia. This will be finished by end-2018.
Strengthening trade and investment support institutions	Institutional Strengthening		
	At least 100 TISIs in Africa, Asia, Latin America and the Pacific will receive assessments and capacity-building engagements through expert advisory services, workshops, training, coaching, and major events.	In progress	140 institutions have received support ranging from assessments (Benchmarking, Cubed), and capacity building initiatives to building managerial and operational performance of institutions (Advisory, workshop, training, etc.).
	Impact Assessment		
	A new standardized approach for the management of impact reporting by trade-support institutions will be tested, with pilots carried out in five countries, followed by an initial assessment of the approach.	In progress	The pilots were initiated with all five TIPOs (Switzerland Global Enterprise, Senegal ASEPEX, Dubai Export, EDB Sri Lanka and Procomer Costa Rica). Results will be presented at the WTPO conference in October 2018
Connecting to international value chains	Value Added to Trade		
	A new product supporting MSME access to finance and investment will be launched.	Implemented	AFI Mini grants and Mini loans products finalized and launched in The Gambia YEP project in May 2018
	A global textiles and clothing project will be launched in five countries, featuring modernized approaches for sector product development, sourcing, and circular-economy development.	In progress	The GTEX project was launched in three countries. The ITC Fiber, Textile and Clothing team finalized the updated training guide to material sourcing in the clothing sector. This guide will be tested by ITC in the GTEX projects in Kyrgyzstan and Tajikistan in July 2018. The draft position paper for applying the circular economy approach in the clothing industry is under development

Focus area	Milestones	Status 30 June 2018	Comments on Status as at 30 June 2018
Connecting to international value chains	Market Partnerships		
	Alliances for action are extended to three countries (Sierra Leone, Bhutan and Pakistan) and consolidated in Ghana, resulting in 5,000 new beneficiaries.	In progress	In Sierra Leone, 100 beneficiaries were involved in a participatory planning phase. In Ghana and the Gambia, 700 farmers have participated in project activities aimed at improving their sustainable production capacities. Commitments from private sector companies and Farmer Unions for co-investment could be secured.
	e-trade solutions		
	e-commerce support efforts, including a logistics initiative, will be launched in two countries.	In progress	Rwanda: trained 23 coaches, initial training to first batch of 60 enterprises. Logistics strategy developed next steps in development with DHL. National e-Commerce marketing strategy developed. Projects defined for Central America (6 countries) to support Women Entrepreneurs in e-Commerce and Qatar (small manufacturing firms toward B2B marketplaces) for the 2nd half of 2018.
	Training courses on three advanced topics (content management, customer relationship management and digital promotion) will be published.	In progress	Course materials under development. Selected topics changed to Market Research (for e-Commerce), e-Commerce strategy and product engineering, and Understanding marketplaces (due by September 2018). Other topics also underway.
Promoting and mainstreaming inclusive and green trade	SheTrades		
	Commitments from partners will be ensured to connect 1.5 million women to markets by the end of 2018.	In progress	Number of women entrepreneurs committed so far: 1,017,351 Number of partners committing women entrepreneurs: 269
	SheTrades Invest will be launched, a SheTrades initiative to connect women to finance and investment.	In progress	The SheTrades Investment Challenge served as a kick-off of SheTrades Invest. Jury members were: GroFin, Balloon Ventures, MAERSK and Islamic Development Bank. It provided financial firms and investors with a network of investable women entrepreneurs and steered the way forward for more financial instruments catered to women entrepreneurs. Discussions are ongoing with GroFin to establish a long-term partnership to secure funds for women entrepreneurs and provide them with technical assistance.
	Youth and trade		
	Some 2,400 youth in The Gambia, Guinea, Senegal, Afghanistan and Jordan will be provided with market-relevant skills. Twelve technical and vocational education and training (TVET) institutions and incubators in these countries will be better equipped to support the inclusion of youth in economic development.	In progress	Technical and vocational skills training have been provided to 280 youth in The Gambia in ICT, textile, engineering, agriculture and entrepreneurship skill areas; and institutional strengthening support to 3 TVET institutions.

Focus area	Milestones	Status 30 June 2018	Comments on Status as at 30 June 2018
Promoting and mainstreaming inclusive and green trade	Poor Communities in trade		
	Some 2,600 producers in the informal sectors of Haiti, Kenya, Nepal, Ethiopia, Afghanistan, Burkina Faso and Mali will be connected to international ethical fashion markets.	In progress	Number of artisans at work in different countries: - 134 artisans in Haiti; - 759 artisans in Burkina Faso and Mali (1625 artisans are being trained and ready to start working as soon as there is an order from the market); - 302 workers in Ethiopia; - 1,250 artisans and workers in Kenya; Total number of Artisans: 2,009; The number of artisans will grow with development of the project in Afghanistan and the increase of market demand.
	ITC's framework for migration and displacement will be finalized.	In progress	ITC's framework for migration and displacement was finalized and will be launched on 21 September 2018.
	Trade for sustainable development		
	More than 3,000 SME/cooperative profiles across several sectors (tea, coffee, rice, quinoa, cocoa, palm oil, etc.) will be referenced in the ITC Sustainability Network. These SMEs and cooperatives have incorporated sustainable business models into their operations, thus allowing them to better integrate into global value chains.	In progress	Activities in Nepal, Cambodia, Colombia and Peru well on track to reference SME profiles on Sustainability Network, including full self-assessment exercises of the beneficiaries in terms of gap analyses and ensuing roadmaps to attain product-specific certifications. Specific numbers of SME beneficiaries under these activities will be known later in 2018.
	ITC's green hub concept will be piloted in selected countries to support SMEs in incorporating green business practices.	In progress	The preparations for the Viet Nam hub started; first scoping missions to Peru and Kenya were prepared.
	The EU City Award for Fair and Ethical Trade will be presented in June 2018.	Implemented	The Award Ceremony was held in Brussels on 27 June 2018, and saw the city of Ghent becoming the first ever winner of the Award. Four Special Mentions were also awarded in different categories of notable achievement related to fair and ethical trade (laureates: Lyon, Madrid, Dortmund and Saarbrücken). The Ceremony marked a start of a new EU-wide network of cities active in the area of fair and ethical trade, which ITC will manage in a spin-off project.
The first Trade for Sustainable Development (T4SD)/ITC report on demand-side market data related to sustainable and responsible sourcing in EU markets will be released, capturing data from brands and retailers that will inform policymakers, industry, and consumers on demand trends in selected consumer product sectors such as fruit and vegetables, confectionary goods, chocolate, textiles/apparel, and electronics.	In progress	Data-gathering interviews are still under way, managed by T4SD and processed by a service provider (market research company). The release is now previewed for Q1 2019, rather than late 2018.	

Focus area	Milestones	Status 30 June 2018	Comments on Status as at 30 June 2018
Supporting regional economic integration and South-South Trade and Investment	Catalysing regional trade and investment		
	An improved trade environment will be achieved in the CEFTA and UEMOA regions by identifying and addressing non-tariff barriers and trade-facilitation and regulation-harmonization measures.	In progress	<p>In the CEFTA region, six national analyses and consultation workshops with the public and private sectors (at both national and regional levels) provided a list of issues that hamper trade among CEFTA parties. These have been classified, analysed and cross-checked against national and international laws and regulations. This exercise will allow many of the barriers that are regulatory in nature to be resolved using best international practices and EU Acquis as a guideline.</p> <p>In the UEMOA, a regional trade obstacle alert mechanism has been put in place to identify and address non-tariff barriers. Two other key activities are: (i) the development of an online database that improves access to market intelligence and compliance to standards and (ii) the setting up of a network of trade support institutions. Both activities are contributing to facilitate trade and harmonize regulations at the regional level.</p>
	Projects on promoting regional trade and investment will begin implementation in the Economic Community of West African States (ECOWAS), EAC and Central America.	In progress	The EAC MARKUP project that covers 5 countries in East Africa was signed on 22 June 2018 with a budget allocation of EUR 17.2 million. Implementation will start in the third quarter of 2018. Activities under the Central America project focused on TISI capacity assessments in the participating countries.
	Fostering South-South trade and investment		
	South-South trade and investment will be supported through such ITC projects as Promoting Investment for Growth in Africa (PIGA), Supporting Indian Trade and Investment for Africa (SITA), and a new undertaking titled Trade Promotion between China and Other Developing Countries along the Belt and Road Initiative.	In progress	PIGA and SITA have progressed with their implementation, focusing on promoting trade and investment between China, India and selected countries in Africa. Under the Belt and Road Initiative and other ITC projects, around 100 companies were identified for participation in the 1st China International Import Exposition, which will be held in China in November 2018.
Trade and investment deals/leads of at least \$55 million will be concluded.	In progress	By end June, SITA concluded a total of \$44.8 million trade and investment deals and supported the negotiation of pipeline projects with a total value of \$68 million. Investment leads facilitated by PIGA were valued at \$33 million.	

Table 17: Strategic milestones for the period Jan - Jun 2018: impact, effectiveness and efficiency

Improve processes	Status 30 June 2018	Comments on Status as at 30 June 2018
In 2018, ITC will invest in improving business processes to facilitate the implementation of the growing number of larger, more complex projects managed from project offices on the ground. A corporate working group will recommend changes in mission-critical areas including travel, procurement, and operational procedures for field offices.	In progress	A consolidated working paper on how to overcome bottlenecks in key workflows was produced, based on discussions between the projects and administrative teams. Specific changes were implemented in workflows related to legal reviews and procurement processes.
ITC will invest in the development of in-house information technology (IT) services and will revamp its customer-relationship management system to make operations more efficient and to facilitate the work of project managers.	In progress	The CRM-related needs assessment phase was completed, and a proposal developed. The IT team also improved tools or provided new tools, for example in the areas of contract management, project portal functions, data visualisation.
New processes will be introduced for the selection and oversight of implementing partners based on practical assessments of risks and responsibilities.	In progress	A working group with representatives from all divisions was established to coordinate the process. The implementing partner policy and form assessment are being finalized.
Strengthening corporate results management		
ITC will strengthen its corporate results management by further deepening results-based management (RBM) and project-management standards as recommended by the Donor Committee for Enterprise Development (DCED).	In progress	During the first half of the year, ITC started the following initiatives: development of a more defined and structured approach to capture projects' planned and actual contribution to SDGs; harmonization of categories for ITC's clients and partners across different ITC applications in order to be better able to monitor and communicate ITC's aggregate results for different types of beneficiaries and stakeholders; undertaking a review of the monitoring systems applied in the portfolio of new large EU funded projects. The DCED standard for measuring results in private sector development is being used as the criterion against which these projects are assessed.
In 2018, ITC will work towards achieving compliance with the standards of the International Aid Transparency Initiative (IATI), aiming at publishing data for over 60 per cent of its XB delivery by the end of the year.	In progress	The project is progressing as planned. Project data fields have been mapped for export to IATI.
Umoja 2 - expansion of the current Enterprise Resource Planning (ERP) system will require engagement in the development phase and staff training when the new modules on budget planning, reporting, implementing partner management, and resource mobilization are deployed. It will also influence ongoing work on more precise costing.	In progress	ITC participated in initial workshops on the functionalities for the Umoja Extension 2 and the new budget format for 2020, which the UN Secretariat is to roll out in Q4 2018.
ITC will roll-out training for all staff, consultants, and implementing partners on anti-fraud and anti-corruption efforts.	Implemented	The ITC Anti-Fraud & Anti-Corruption Framework Awareness, eLearning course was launched in February 2018.
Bolstering human resources management		
A 360-degree feedback and psychometric testing procedure will be applied in recruitment for key positions on a pilot basis.	Implemented	4 competitions already used the new approach (1xD1, 3xP5s) with very positive feedback from panel members and candidates.
A workforce planning and training strategy will be employed to match the skills needed with recruitment methods and with the development of internal and external resources.	Implemented	The Skill Database / Map project was launched in June 2018.
Staff training will be carried out in areas related to agricultural development, technology, and trade.	Implemented	In January 2018, two major training initiatives were completed: the 'Inclusive and Sustainable Agribusiness and Trade (ITC)' training with 52 participants and the 'Digital Technology and Trade Disruption' training with 50 participants.
Targets on diversity for ITC's workforce will be pursued to meet commitments made as part of ITC's Gender Parity Strategy 2020.	In progress	ITC's corporate ratio stands at 41.6% as at 30 June 2018, up from 40.7% in 2017. Parity was reached at the P2 and P3 levels.

Sparking innovation	Status 30 June 2018	Comments on Status as at 30 June 2018
<p>ITC's innovation lab will continue to focus on two workstreams: 'facilitating project innovation' and 'promoting an innovation culture'.</p>	<p>In progress</p>	<p>The Innovation Lab promoted the training of forty-five ITC professionals in innovation methods and practices while supporting the development of ten new projects or services, through its programmes and activities. It also continued to promote the recognition of innovation through internal programmes and provided inputs to ITC's management regarding actions to foster innovation.</p>
Improving risk management		
<p>ITC will improve its risk management through: developing an approach for monitoring risks concerning all key result areas of the Strategic Plan; publish a risk-management manual detailing protocols, procedures, tools, and techniques to be used at ITC; designing and organizing training sessions for project-level risk management; and preparing the first ever annual report analysing risk management in 2018, including conclusions for improvements to ITC's risk-management work in 2019.</p>	<p>In progress</p>	<p>ITC developed the corporate risk appetite and tolerance statement, drafted the risk register, and guidance on defining levels of risk and types of impact. These components, along with the risk management policy developed previously, complete the risk management framework and lay the foundation for a comprehensive coverage and documentation of risk management.</p>
Engaging in the global conversation		
<p>In 2018, ITC will implement a new communications strategy. Outreach and visibility will be increased through events, media interviews, expanded content and briefings; information products such as publications, technical papers, advocacy material, press releases, web news stories, updates, and videos (including collaboration with key partners within and beyond the UN development system); and through social media platforms to raise awareness of international competitiveness issues and their importance for development. As part of its focus on effective advocacy, ITC also will revamp its corporate website. The organization will track the effectiveness of its communications efforts by measuring and analysing web visits, media mentions and social media activity.</p>	<p>In progress</p>	<p>Over the first half of 2018, ITC agreed on a new communications strategy for 2018-21, which provides for the use of multiple communications channels, events and partnerships to highlight the impact of ITC's work and build support among different constituencies for connecting MSMEs to international markets. A key element of the new plan is a fully revamped website; ITC has initiated the website redesign process. In terms of new outreach initiatives, ITC launched a new corporate newsletter, called ITC News, and has piloted a new mobile application, called 'ITC at Hand', to facilitate access to news, events, and ultimately publications and the International Trade Forum magazine. ITC has continued to demonstrate thought leadership about the importance of MSME competitiveness and predictably open international trade, through media engagement, publications, and events. It monitors website traffic; media mentions and social media reach in order to assess the effectiveness of its communications efforts.</p>

7.6 ITC's Independent Evaluation Unit achievements in the first half of 2018

During the first six months of the year, the IEU completed the following evaluations:

- Final Evaluation Report: Nepal: Pashmina Enhancement and Trade Support (PETS) EIF Tier 2;
- Final Evaluation Report: Non-Tariff Measures Programme 2010-16 (Vols. 1 and 2).

Ongoing evaluations and independent reviews during the period include:

- ITC's participation and performance in the UN Delivery as One System; Corporate-level evaluation;
- Certified Trade Advisers Programme (CTAP); Programme evaluation;
- NTF III PRIME; Programme evaluation (conducted by Wageningen University);
- Trade facilitation; Programme evaluation;
- Review of the Monitoring and Evaluation Systems in the Portfolio of New Large EU Projects.

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

Furthermore, the IEU produced the 2018 Annual Synthesis Report (AESR)⁴, which was presented and discussed at the Joint Advisory Group meeting on 10 July 2018. The main messages of the report that focused on sustainability were: ITC projects are highly relevant and are effective; and in terms of overall performance in sustainability and impact, the trend is positive but ITC should still do better. ITC is recognized as a reliable agency that generates positive change in the situation and performance of its partners and beneficiaries: the organization has triggered improvements in SMEs' marketing capacity, exports and competitiveness, but the majority of evaluations suggested a need for improvements in projects' 'exit strategy' to ensure longer-term results. For Trade and Investment Support Institutions, the focus of evaluation was on their uptake and absorption of good practices, through training, coaching and information systems development. A major challenge continues to be project implementation periods that are too short to allow for the achievement of sustainable outcomes. In future, ITC projects need to benchmark TISI capabilities more systematically, in recognition that many are organizational start-ups, and have, in essence, limited capability and resources (both human and financial). There is a need for a better engagement strategy for longer-term results.

This raised the question of going beyond the constraints of the project framework into an approach that would be more open, flexible and responsive to local situations and risks. Consequently, the recommendations of this year AESR were to further incentivize innovation in projects in a more widespread and systematic way. There were indications provided in the report that ITC is heading in this direction - funders, partners and beneficiaries also have a role to play.

During the period, the IEU also published a revised edition of its Evaluation Guidelines to build a common organizational understanding of the methodology, process and quality standards of evaluations and ensure a level of coherence across the different types of evaluation at the ITC. One of the expected effects of a harmonized quality approach to evaluation is to promote a strong evaluative culture in the organization, facilitating the development of self-reflection and self-examination, evidence-seeking behaviour, experimentation, and innovation.

⁴<http://www.intracen.org/itc/about/how-itc-works/evaluation-publications-and-synthesis/>

As ITC's focal point for the Joint Inspection Unit of the United Nations system (JIU) and for the OIOS Evaluation Division, IEU has been involved with the delivery of the JIU annual Programme of Work, and is currently taking part in three OIOS initiatives:

- Strengthening the role of evaluation and the application of evaluation findings on programme design, delivery and policy directives in the United Nations Secretariat;
- Assessment of evaluation capacity and practice of every entity in the Secretariat for the 2016-2017 biennium;
- Thematic evaluation of preparedness and policy coherence in the United Nations Secretariat to implement, monitor and report on its contributions to the Sustainable Development Goals.

Annex List of projects per focus area⁵ and region

⁵ ITC's Focus areas with their respective full titles are listed in Table 7 of this document. For simplicity reasons they are quoted only with their numbers in this Annex.
Note: Projects with no initial OP budget are not listed in the OP 2018 Appendix I (W1 BDF resources allocated, new signed agreements, etc)

Projects by region	Focus area 1	Focus area 2	Focus area 3	Focus area 4	Focus area 5	Focus area 6	7 Corporate	Funders	OP Initial Budget 2018 (\$'000)	Jan -Jun 2018 Expenditure (\$'000)	% Delivered
Africa											
Associate Expert: Regional Office for Africa (B323)						■		Ministry of Foreign Affairs of the Netherlands	30	36	119%
Burkina Faso et Mali : Création d'emplois équitables et développement durable de microentreprises dans les chaînes de valeur liées au secteur du « lifestyle » (B276)					■			European Commission - Directorate-General for International Cooperation and Development	3,500	1,070	31%
Comoros: Improving the competitiveness of vanilla, ylang-ylang and clove exports (A863)				■				EIF Executive Secretariat	65	62	96%
Indian Ocean Rim Association (IORA): Economic empowerment of women (A285)					■			Australia Agency for International Aid	40	40	101%
Malawi: Improving trade statistics and trade information systems (A864)	■							European Commission - Directorate-General for International Cooperation and Development	44	60	135%
Mano River: Value Chain Development for Cocoa and Associated Crops (NTF IV) (B586)			■	■	■			Ministry of Foreign Affairs of the Netherlands	660	235	36%
NTF IV Kenya (B601)				■				Ministry of Foreign Affairs of the Netherlands	50	-	0%
NTF IV Programme Management (B584)				■	■			Ministry of Foreign Affairs of the Netherlands	200	64	32%
Partnership for Investment and Growth in Africa (Main Phase) (B340)						■		Department for International Development, United Kingdom of Great Britain and Northern Ireland (the)	3,000	1,482	49%
Poor Communities and Trade Programme (A874)					■			Japan International Development Agency	26	1	3%
Poor Communities and Trade Programme (B649)					■			ITF Window I	99	120	121%
Projet d'Appui à la Compétitivité du Commerce et à l'Intégration Régional (PACCIR/ UEMOA) (B216)						■		European Commission - Directorate-General for International Cooperation and Development	1,230	666	54%
Refugee Employment and Skills Initiative (RESI): Linking Refugees in Kenya to Market Opportunities (Components 1 & 2) (B571)					■			Centre for the Promotion of Imports from Developing Countries, Netherlands (the)	260	243	93%
Rwanda: Enabling the future of e-commerce (B330)				■				Federal Ministry for Economic Cooperation and Development, Germany	1,810	585	32%
Senegal: Export development of IT and IT-enabled services (NTF IV) (B390)				■	■			Ministry of Foreign Affairs of the Netherlands	400	341	85%
SheTrades Coffee (B637)				■	■			ITF Window I	200	125	62%
Sub-Saharan Africa: Sustainable Finance Conferences and Trainings for Financial Institutions and SMEs (B319)			■	■	■			African Guarantee Fund	150	113	75%
Supporting Indian trade and investment for Africa (SITA) (A854)						■		Department for International Development, United Kingdom of Great Britain and Northern Ireland (the)	3,420	1,569	46%
Tanzania: Integration of horticulture supply/value chains into tourism - SECO component (B265)				■				Rural Development Administration of the Republic of Korea State Secretariat for Economic Affairs, Switzerland	200	150	75%
The Gambia: Youth empowerment project (YEP) (B179)		■		■	■			European Commission - Directorate-General for International Cooperation and Development	3,000	1,936	65%
UEMOA: Projet de développement des exportations sous AGOA (B414)				■		■		Union économique et monétaire ouest africaine	166	111	67%
Uganda: Export development of IT and IT-enabled services (NTF IV) (B387)				■	■			Ministry of Foreign Affairs of the Netherlands	400	220	55%
Zambia: Green jobs (A813)			■	■				ILO Country Office for Zambia, Malawi and Mozambique	33	30	91%
Benin: Strengthening production and trade capacities (A860)			■	■		■		EIF Executive Secretariat	-	31	-
CEEAC: Appui au commerce intra-africain (B702)	■	■	■					ITF Window I (BDF)	-	28	-
Culture project: Identity Building and Sharing Business Initiative (B542)					■			ITF Window I (BDF)	-	1	-
Guinea: Development of the mango sector (B013)			■	■		■		EIF Executive Secretariat	-	12	-
Guinée: Programme d'appui à l'intégration socio-économique des jeunes (INTEGRA) (B463)		■	■	■	■	■		ITF Window I (BDF)	-	20	-
Lesotho: Horticulture productivity and trade development (B158)				■				EIF Executive Secretariat	-	36	-
Malawi: programing mission (B697)		■	■	■	■			ITF Window I (BDF)	-	25	-
Niger: Projet de renforcement de la compétitivité à l'exportation de certaines filières agricoles oignons « violet de Galmi », viande séchée « kilishi » et niébé du Niger pour un développement économique inclusif et durable (A653)			■	■				ITF Window I (BDF)	-	5	-
Participation of a Malian delegation of Gum Arabic Exporters to Food Ingredients (B617)					■			Direction Nationale du Commerce et de la Concurrence Mali	-	16	-
Renforcement du Management opérationnel des OPC dans 20 Pays moins avancés (B587)			■					French Development Agency	-	287	-
Senegal: Improving the competitiveness of the mango industry (A996)				■				EIF Executive Secretariat	-	17	-
Sénégal: Programme de Compétitivité de l'Afrique de l'Ouest (PCAO) (B461)				■		■		ITF Window I (BDF)	-	8	-
SheTrades Commonwealth Programme (B578)					■			Department for International Development, United Kingdom of Great Britain and Northern Ireland (the)	-	14	-
Sierra Leone: West Africa Competitiveness Programme (B457)						■		ITF Window I (BDF)	-	20	-
Sub-Saharan Africa: Improving food packaging for Small and Medium Agro-Enterprises (A554)				■				Food and Agriculture Organization of the United Nations	-	21	-
Tanzania: Kigoma Joint Programme under UNDAF II (B727)				■	■			MDG Achievement Fund (HQ)	-	67	-

Projects by region	Focus area 1	Focus area 2	Focus area 3	Focus area 4	Focus area 5	Focus area 6	7 Corporate	Funders	OP Initial Budget 2018 (\$'000)	Jan -Jun 2018 Expenditure (\$'000)	% Delivered
Arab States											
Algeria - National trade strategy to support Algeria's economic diversification (AFTIAS) (B603)		■						International Islamic Trade Finance Corporation	200	118	59%
Arab States: Aid for Trade initiative (A895)	■	■	■					International Islamic Trade Finance Corporation	110	57.31	52%
Arab States: Development of SME exports through virtual market places (A676)	■	■		■				World Bank	590	493	84%
Djibouti: Feasibility study to set up a handicrafts export village (AFTIAS) (B604)					■			International Islamic Trade Finance Corporation	15	0	0%
Egypt: Establishing a specialized export promotion department within Export Development Bank of Egypt (AFTIAS) (B606)			■					International Islamic Trade Finance Corporation	200	24	12%
Egypt: Improving the international competitiveness of the textile and clothing sector (GTEX) (B673)				■				State Secretariat for Economic Affairs, Switzerland	250	14	6%
Global: Networking and knowledge management for the textile and clothing sector (GTEX) (B451)				■				State Secretariat for Economic Affairs, Switzerland	224	117	52%
Jordan: Refugee employment and skills initiative (RESI) (B450)				■	■	■		Ministry of Foreign Affairs of Japan	31	103	326%
Lebanon: Export Competitiveness of SMEs in the IT and Nuts sectors (AFTIAS) (B607)	■		■	■		■		International Islamic Trade Finance Corporation	150	20	13%
Libya: Trade Academy (B409)			■		■			Ministère des Affaires étrangères et du Développement international, France	780	376	48%
Morocco: Export development for employment creation (A749)			■	■	■			Foreign Affairs, Trade and Development Canada (DFATD)	130	105	81%
Morocco: Improving the international competitiveness of the textile and clothing sector (GTEX) (B674)				■				State Secretariat for Economic Affairs, Switzerland	200	4	2%
North Africa: Engaging MSMEs and the Arab diaspora to support export-driven economic growth (B438)				■	■			Ministry of Foreign Affairs of Japan	85	74	87%
Overcoming Trade Obstacles related to Non-Tariff Measures in the Arab countries (A538)	■							United States Agency for International Development	1,197	367	31%
Projet de développement et de promotion du tourisme en République de Djibouti (A993)			■	■				EIF Executive Secretariat	129	72	56%
Saudi Arabia: Development of dates sector in Medina region (AFTIAS) (B605)				■		■		International Islamic Trade Finance Corporation	250	-	0%
State of Palestine: Reform and Development of Markets, Value Chains and Producers' Organizations (B580)				■	■			Food and Agriculture Organisation Palestine	150	-	0%
Sudan: Supporting economic stabilization through accession to the World Trade Organization (B446)		■						Ministry of Foreign Affairs of Japan	2	24	1188%
Syria: Developing production capacity and linking internally displaced populations to international markets (B434)				■	■			Ministry of Foreign Affairs of Japan	30	43	144%
Tunisia: Improving the international competitiveness of the textile and clothing sector (GTEX) (B672)				■				State Secretariat for Economic Affairs, Switzerland	350	182	52%
Palestine: Linking refugees and young population in Gaza to market opportunities (B682)			■		■			Ministry of Foreign Affairs of Japan	-	45	-
Promoting Labour Market Integration of Syrians under Temporary Protection and Host Communities in Turkey (B655)				■	■			IOM Mission to Turkey	-	1	-
Sudan: WTO Accession (B683)		■						Ministry of Foreign Affairs of Japan	-	65	-
Asia and the Pacific											
Afghanistan: Ethical Lifestyle Initiative for the Economic Reintegration of Returnees and Internally displaced people (B439)					■			European Commission - Directorate-General for International Cooperation and Development	1,588	313	20%
Afghanistan: Trade-related assistance (A764)		■						European Commission - Directorate-General for International Cooperation and Development	1,600	645	40%
Asian LDCs: Enhancing export capacity for intra-regional trade (A850)						■		Ministry of Commerce, China	258	66	26%
Associate expert: Office for Asia and the Pacific (B221)				■				Ministry of Foreign Affairs of Japan	50	81	163%
Feasibility study for value addition in the fruit and vegetable sector of Sri Lanka (B531)			■	■				World Trade Organisation	20	13	64%
Indian Ocean Rim Association (IORA): Economic empowerment of women (A285)					■			Australia Agency for International Aid	80	81	101%
Myanmar: Improving food safety and compliance with SPS measures to increase export revenues in the oilseeds value chain (A648)				■				World Trade Organisation	327	102	31%
Myanmar: Inclusive tourism development with focus on Kayah state (consolidation) & a new state (extension) (NTF IV) (B386)				■				Ministry of Foreign Affairs of the Netherlands	969	406	42%
Nepal: Pashmina enhancement and trade support (A907)				■				EIF Executive Secretariat	32	5	15%
NTF IV Programme Management (B584)				■	■			Ministry of Foreign Affairs of the Netherlands	50	16	32%
Pacific: Economic empowerment of women (Women and Trade Phase II) (A775)					■			Australia Agency for International Aid	99	2	3%
Poor Communities and Trade Programme (A874)					■			Japan International Development Agency	13	0	3%
Poor Communities and Trade Programme (B649)					■			ITF Window I	201	243	121%
SheTrades Pacific (B644)					■			ITF Window I	250	260	104%
Sri Lanka: Trade related assistance (A306)		■		■				European Commission - Directorate-General for International Cooperation and Development	3,000	814	27%
Supporting Indian trade and investment for Africa (SITA) (A854)						■		Department for International Development, United Kingdom of Great Britain and Northern Ireland (the)	380	174	46%
Trade Promotion between China and other Developing Countries along the Belt and Road Initiative (B568)	■					■		Ministry of Commerce (China)	200	53	26%

Projects by region	Focus area 1	Focus area 2	Focus area 3	Focus area 4	Focus area 5	Focus area 6	7 Corporate	Funders	OP Initial Budget 2018 (\$'000)	Jan-Jun 2018 Expenditure (\$'000)	% Delivered
Bhutan Trade Support (B382)		■		■				European Commission - Directorate-General for International Cooperation and Development	-	42	-
Culture project: Identity Building and Sharing Business Initiative (B542)					■			ITF Window I (BDF)	-	1	-
Nepal Trade and Investment Programme (B731)	■	■	■	■		■		ITF Window I (BDF)	-	18	-
Pacific: Trade development (B346)	■	■				■		ITF Window I (BDF)	-	31	-
Pakistan: Growth for rural advancement and sustainable progress (GRASP) (B466)		■		■	■			ITF Window I (BDF)	-	65	-
SheTrades Commonwealth Programme (B578)					■			Department for International Development, United Kingdom of Great Britain and Northern Ireland (the)	-	9	-
Eastern Europe and Central Asia											
Eastern Partnership: Ready to Trade - an EU4Business initiative (B252)				■				European Commission, Directorate - General for Neighbourhood and Enlargement Negotiations	1,600	570	36%
Global: Networking and knowledge management for the textile and clothing sector (GTEX) (B451)				■				State Secretariat for Economic Affairs, Switzerland	149	67	45%
Kyrgyzstan: Improving the international competitiveness of the textile and clothing sector (GTEX) (B676)			■	■				State Secretariat for Economic Affairs, Switzerland	400	310	77%
Support to Facilitation of Trade between CEFTA Parties (B444)		■				■		European Commission, Directorate-General for Trade	380	88	23%
Tajikistan: Improving the international competitiveness of the textile and clothing sector (GTEX) (B675)		■	■	■	■			State Secretariat for Economic Affairs, Switzerland	400	290	73%
Ukraine National Export Strategy (B614)		■						Deutsche Gesellschaft für Internationale Zusammenarbeit (HQ), Germany	474	171	36%
Ukraine: Linking SMEs in the fruit and vegetables industry to global and domestic value chains (A303)		■		■				ITF Window I Swedish International Development Cooperation Agency	700	413	59%
Tajikistan: Enabling market access for agricultural products through improved food safety system (STDF) (B312)		■	■	■				World Trade Organisation	250	0	0%
Culture project: Identity Building and Sharing Business Initiative (B542)					■			ITF Window I (BDF)	-	2	-
International Trade in Central Asia (B723)		■	■	■		■		ITF Window I (BDF)	-	14	-
Promoting Labour Market Integration of Syrians under Temporary Protection and Host Communities in Turkey (B655)				■	■			IOM Mission to Turkey	-	0	-
Latin America and the Caribbean											
Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts (A325)				■				European Commission - Directorate-General for International Cooperation and Development	250	533	213%
Central America: Linking women business enterprises (WBEs) with the global gifts and home decoration market (A314)				■	■			European Commission - Directorate-General for International Cooperation and Development	400	84	21%
Colombia PUEDE : Peace and unity through rural economic development and exports (B599)				■	■			ITF Window I (BDF)	64	51	80%
Haiti: Ethical fashion initiative (A922)					■			United States Agency for International Development	38	55	144%
Poor Communities and Trade Programme (A874)					■			Japan International Development Agency	7	0	3%
St. Lucia: Strengthening the institutional infrastructure for export promotion (A332)			■					ITF Window I Saint Lucia Trade Export Promotion Agency	408	108	26%
Grenada: supporting the fresh fruit and vegetables food safety management systems (B710)		■	■	■				Caribbean Development Bank	-	123	-
Guatemala: Strengthening the business skills and employability of informal entrepreneurs at the Ciudad Pedro de Alvarado Border (B615)			■		■			ITF Window I (BDF) United States Agency for International Development	-	41	-
Global											
AIM for Results: Improving TISI performance and measurement (B633)			■					ITF Window I	1,000	533	53%
Associate expert: Sustainable and inclusive value chains (B198)					■			Federal Ministry for Economic Cooperation and Development, Germany	13	12	94%
Associate expert: Sustainable and inclusive value chains (B307)				■				Ministry of Foreign Affairs of the Netherlands	148	69	47%
Associate expert: Enterprise and institutions (B412)			■	■	■			Federal Ministry for Economic Cooperation and Development, Germany	142	66	46%
Associate expert: Trade facilitation and policy for business (B699)						■		Federal Ministry for Economic Cooperation and Development, Germany	151	98	65%
Associate expert: Trade facilitation and policy for business (B393)		■						Ministry for Foreign Affairs of Finland	124	79	63%
Business development fund (B532)							■	ITF Window I	586	-	0%
DCP Partnership and Coordination (B650)							■	ITF Window I	260	111	43%
DEI Coordination and Innovation Fund (B647)							■	ITF Window I	50	8	15%
Demonstrating Impact for TIPOs: towards a global standard (B507)			■					ITF Window I	77	40	52%
DMD Partnership & Coordination (B620)							■	ITF Window I	50	4	7%
Economic Partnership Agreements (EPAs) in Asia-Pacific and European Union (EU) Phase II (B500)	■							National Graduate Institute for Policy Studies, Japan	109	75	69%
E-Learning (B648)	■							ITF Window I	108	85	79%
E-solutions (B636)				■				ITF Window I	313	163	52%
Export Potential Map (A341)	■							Centre for the Promotion of Imports from Developing Countries, Netherlands (the)	35	31	87%
Export strategy design and management (B630)		■						ITF Window I	340	105	31%

Projects by region	Focus area 1	Focus area 2	Focus area 3	Focus area 4	Focus area 5	Focus area 6	7 Corporate	Funders	OP Initial Budget 2018 (\$'000)	Jan -Jun 2018 Expenditure (\$'000)	% Delivered
Fellowship: Mo Ibrahim Foundation (B203)			■			■	■	Mo Ibrahim Fondation	114	114	100%
Global Trade Helpdesk (B572)	■							State Secretariat for Economic Affairs, Switzerland	500	125	25%
Improving transparency in trade through embedded market analysis tools (B352)	■							Public Procurement Service of the Republic of Korea	15	-	0%
Improving transparency in trade through market analysis tools as a global public good (B336)	■							European Commission - Directorate-General for International Cooperation and Development ITF Window I Revolving Fund MAR International and Ibero-American Foundation for Administration and Public Policies UNDP	2,066	674	33%
Information Technology Services & Support - 2018 (B625)							■	ITF Window I	185	162	88%
Innovation Lab (B662)							■	ITF Window I	200	35	17%
Market Price Information (B627)	■							ITF Window I	150	144	96%
MLS-SCM Revolving Fund (B189)				■				Revolving Fund MLS-SCM	230	51	22%
Non-tariff measures (B626)	■							ITF Window I	500	111	22%
NY Office (B624)							■	ITF Window I	20	16	79%
OED Cabinet (B623)							■	ITF Window I	200	137	69%
RBM (B622)							■	ITF Window I	100	61	61%
SEC Revolving Fund (B190)				■				Revolving Fund EC	50	25	50%
Secondee Mr Kyunghoon Ahn from Republic of Korea (B600)	■							Public Procurement Service of the Republic of Korea	260	111	43%
SheTrades (B641)					■			ITF Window I	400	866	216%
SheTrades Connect (W&T Phase III) (B638)					■			ITF Window I	400	-	0%
SheTrades Coordination (B642)					■			ITF Window I	350	327	93%
SheTrades Invest (B643)					■			ITF Window I	100	-	0%
SME Competitiveness Survey and Outlook (B631)	■	■	■	■	■	■		ITF Window I	687	281	41%
Support Trade Negotiations (B629)		■						ITF Window I	200	73	37%
TIS Revolving Fund / E-learning (B155)	■							Revolving Fund TS	30	5	16%
Trade Facilitation (B628)		■						ITF Window I	850	183	22%
Trade for Sustainable Development (T4SD) (B036)					■			Deutsche Gesellschaft für Internationale Zusammenarbeit (HQ), Germany European Commission, Directorate-General for Trade European Feed Manufacturers' Federation Finance in Motion GmbH, Germany State Secretariat for Economic Affairs, Switzerland Sustainable Agriculture Initiative Platform United States Agency for International Development	2,498	1,646	66%
Trade for Sustainable Development (T4SD) - Hubs (B694)					■			ITF Window I	900	11	1%
Trade for Sustainable Development (T4SD) - Database (B645)					■			ITF Window I	840	536	64%
Trade in services (B026)		■					■	Ministry of Commerce, China	257	30	12%
Trade in services (B632)		■						ITF Window I	100	58	58%
TS Revolving Fund (B205)			■					Revolving Fund TS	70	65	94%
Value Added to Trade (B635)				■				ITF Window I	938	429	46%
WTPO (TPO Network World Conference and Awards) (B665)			■					ITF Window I	239	37	16%
Guidelines and methodologies for inclusive agri-food system development through Alliances (B693)			■	■	■			Food and Agriculture Organization of the United Nations	100	26	26%
Export potential: methodological extensions (B705)	■							ITF Window I (BDF)	-	15	-
E-trade for Impact: strengthening ITC e-strategy solutions (B738)		■						ITF Window I	-	2	-
Export competitiveness programme management (NTF III) (B197)				■				Ministry of Foreign Affairs of the Netherlands	-	83	-
Improving the business environment for exporting SMEs through trade facilitation (A812)		■						DHL Huawei Technologies ITF Window I Qatar Development Bank United Nations Conference on Trade and Development	-	280	-

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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>

