

Seventh meeting of the Consultative Committee of the ITC Trust Fund Minutes

The Consultative Committee of the ITC Trust Fund (CCITF) met at ITC headquarters on 15 March 2013 at 3:00 p.m. The Committee adopted the following agenda:

1. Introduction and welcome
2. Annual Report 2012
3. CCITF Report 2012
4. Operational Plan 2013 and RBM State of Play
5. Launch of the Beta version of ITC's Development Results Webpages
6. Case for Support 2013-16
7. Any other business

Item 1: Introduction and welcome

The Executive Director, Ms Patricia Francis, welcomed participants and expressed her thanks and appreciation to Switzerland for transferring their contribution for 2013 and to Canada, Sweden, Finland and the Netherlands (CBI) with whom ITC is in the process of negotiating the renewal of important contributions. She expressed a special thanks to Australia with whom ITC signed an agreement that same week, on 11 March for a W2 project aimed at the economic empowerment of women in the Pacific region, which is to be implemented over the next 3 years.

Item 7: Other business

Process for the Appointment of the new Executive Director

In his foreword the Delegate of the Netherlands and coordinator of the CCITF, Mr Taco Stoppels conveyed the general concern of the group on the poor communication and lack of transparency in the process for the appointment of the new Executive Director.

The Executive Director agreed to add this item to the agenda under "Other business".

Moving directly to the new agenda item, she explained that there seems to be a misunderstanding as to the nature of the selection process, which differs from the appointment process of other heads of UN agencies. The appointment of the Executive Director of ITC, as reflected in official WTO/UNCTAD rules is the shared responsibility of the Director General of the WTO and the Secretary General of UNCTAD who make a recommendation to the Secretary General of the United Nations. Member States could certainly have been better informed of these modalities, but they are not to be involved in the selection process per se, which is to remain confidential until the final announcement is made by the Secretary General of the UN.

Item 2: Annual Report 2012

Moving to item 2, Ms Francis gave a brief overview of ITC's Annual Report, as well as an update on the current status of the ITC-wide evaluation process.

Highlights from the Annual Report

As per last year's report the delivery section of the report is organized along the five priorities of ITC's Strategic Plan: *Building awareness; Strengthening TSIs; Enhancing policies; Supporting enterprises; Mainstreaming inclusiveness and sustainability*. Each chapter includes two case studies, which showcase the impact of ITC's TRTA through real life examples.

Key points in this year's report can be summarized as follows:

- Delivery in 2012 was lower than in 2011, which was a record year for ITC. Most large programmes either ended in 2012 or will be ending in the first half of 2013, which explains the winding down in delivery, particularly in the second half of the year.
- In line with the strategic plan, ITC has remained committed to the most vulnerable countries in 2012: 69% of country and region specific delivery went to priority countries. While this represents a slight decrease compared to 2011 and 2010, the proportion remains higher than in any of the preceding years. The goal is to maintain or increase this high ratio of delivery to LDCs as the organisation ramps up to historic 2011 levels of delivery.
- In terms of awareness-raising, 2012 was an important year for ITC: the amount of press coverage increased almost threefold; traffic on the ITC website increased by 45%; and ITC's online market analysis tools now have more than 250,000 registered users, up by a quarter since the previous year.
- ITC's global events, WEDF and WTPO drew record attendance in 2012. The focus was on emerging markets and innovation as forces to power sustainable export growth in volatile economic times.

At the Women Vendors Exhibition and Forum, women-owned businesses signed 60 contracts with a combined value of US\$ 6 million. This represents a small but important step towards giving women more opportunities in international trade.

- The use of social media channels took a significant leap forward in 2012. Twitter, Facebook and LinkedIn accounts are now being used to build networks and stakeholder communities for ten ITC projects. The plenary sessions at WEDF were broadcast live on the Internet for the first time, and a monthly e-newsletter was launched, attracting some 30,000 subscribers.
- ITC has taken a significant step forward in promoting a results-oriented culture throughout the organization. The introduction of the RBM framework that links the intervention logic with ITC's strategic objectives has translated into an IT application that tracks results at both project and corporate levels.

The Executive Director was pleased to inform Members that the corporate level data presented in the Annual and CCITF reports was extracted using the new RBM tool. CCITF Members will be able to access this data in real time as of today.

Update on the ITC-wide Evaluation:

The Executive Director gave a brief update on the process leading to the ITC evaluation. In February the Members of the Steering Committee endorsed the Terms of reference of the evaluation, which served as a basis for the Statement of work and criteria that will be used to select the consultancy firm that will carry out the evaluation. ITC will proceed with the publication of the tender end of March. According to schedule, the contract should be ready for signature in June.

The Executive Director thanked the countries who have committed to financing the evaluation. She asked that all contributions be transferred to ITC accounts by May. She also thanked the Evaluation Unit of the US State Department who has agreed to contribute to the evaluation process by providing technical advice and whose quality check input has been most useful in finalizing the documentation to date.

Comments from Members / Q&A:

The Canadian delegate took the floor to convey a positive message regarding ITC's recent achievements in results-based management. Referring to the table on development results on p.16 of the Annual Report, he noted that targets were very much below actuals.

The Executive Director immediately provided the explanation. As per UN planning and reporting requirements, targets for indicators of achievement are set for the biennium 2012-2013, whereas results at the end of 2012 only reflect achievements for half of the period. ITC is therefore very much on track with predicted results, and in a number of instances actuals exceed targets.

The Delegate of the Netherlands expressed concern with the fact that the position of Chief of the Office of Africa had been filled ad interim for over two years and was currently vacant. He also noted that the Annual Report stated p.83 that only 74% of the budget had been spent for the Trade for Sustainable Development Programme (T4SD) in 2012, which is a concern as the Netherlands was approached by ITC to become a contributor to this programme.

The Executive Director confirmed the strong concentration of ITC's TRTA activities in Sub-Saharan Africa. Projects carried out in the region represent more than 50% of ITC's portfolio, they are managed across the organisation and the Office of Africa plays a key role in overall coordination, needs assessment and programme design. She informed Members that the recruitment process had stalled due to administrative issues with the WTO but that these issues had now been solved and that ITC would soon be recruiting a new head for this very important section.

In response to the question on the underspend for T4SD, Mr Anders Aeroe, Director of the Division of Market Development replied that the figure reported in the Annual Report was no longer accurate and that 97% of the budget had actually been spent. He will be providing donors with more detailed information bilaterally.

Item 3: Report on the ITC Trust Fund 2012

The Director of the Division of Programme Support, Ms Eva K. Murray presented the report for the period 1 Jan to 31 December 2012.

ITC has moved towards a standard report with self-explanatory tables on financial and outcome based performance with less narrative. The report describes the source of funds, their status and their use. An update is also given on the regular budget.

- **Section II** of the report provides a list of contributions to the ITC Trust Fund received over the period and a graph showing the percentage share of these contributions per donor.
- **Section III** provides the status of funds per category of expenditure for Window 1 and Window 2 as well as examples of projects funded by W1 in 2012 for the 4 principle categories of TRTA, both unearmarked and earmarked.
- For those Members who would not be familiar with ITC, the report includes a brief explanation of the difference sources of funding and the process for the allocation of funds. Window 1 Guidelines are provided in Annex 2.
- **Section IV** provides the status of the Programme support account while **Section V** gives a summary of the progression of ITC's Regular Budget Expenditure over the last 3 biennia – 2012 is the 1st year of the current biennium.
- **Section VI** describes project delivery by region as well as for global public goods and corporate efficiency. A graph also presents the evolution of delivery against 2012 target expenditure. At the end of 2012 ITC delivered US\$39.8 million gross, equivalent to around 97% of the revised target of \$41 million.
- Moving from expenditure to outputs and outcomes, section VI also displays actual achievements against ITC's 8 corporate outcome indicators. Targets relate to the 2012-13 biennium of which 2012 represents one half. ITC is largely on track to deliver on its outputs and outcomes.
- Finally **Annex I** provides a detailed list of projects funded by the ITC Trust Fund, highlighting outputs and outcomes for 2012.

The Director of DPS informed Members that they had been provided with a short explanatory document entitled *Understanding Financial Resources*. This document that was first produced in 2008 and made available at previous CCITF and JAG meetings gives an overview on ITC's financial resources, how they are approved, received and managed. The new issue has been updated to reflect the current guidelines for the ITC Trust Funds. ITC trusts that members will find this document useful as a reference tool.

Comments from Members / Q&A:

The Delegate of Mexico inquired about the use of Regular Budget funds at ITC and commented on the opacity within the UN on the distribution of staff costs, administrative costs and overheads between RB and XB sources of funding.

The Director of DPS referred the Mexican Delegate to section 2 of the document on ITC's financial Resources, which reflects ACABQ instructions for the use of RB funds. These funds cover administrative and infrastructure costs; overheads; staff costs that are not attributed to projects; intergovernmental meetings; as well as a share of project design and development and of oversight and backstopping of XB programmes that are not charged to projects. She also referred the Delegate to Figure 2, p. 7 entitled *ITC regular and extra-budgetary funding structure as of 2013*, which clarifies the distribution between XB and RB funding.

To illustrate ITC's efforts towards improved transparency, Ms Murray also explained that the cost efficiency project completed in 2012 has enabled ITC to evaluate the costs of 30 administrative tasks carried out by DPS and to benchmark them against the private sector. This is a unique initiative within the UN system that will prove most useful in managing the 3% cut in RB funding recently announced by the General Assembly.

The Director of DPS informed Members that the data collected is currently being integrated into the RBM dashboard with a view to improve overall transparency. The information will be used to identify areas for savings and further improve the automation of workflows such as the IT system designed in 2012 to manage the hiring of consultants. Other efficiency gains worth mentioning include reduced electricity costs, more system contracts for procurement, and the reengineering of IT processes with a view to facilitate the launch of the ERP.

The Delegate of Denmark inquired about the status of discussions on the reduction of Programme Support Costs (PSCs). She also noted a discrepancy between the information provided on p. 8 of the CCITF Report which states that 32% of XB project expenditure was allocated to Sub-Saharan Africa, while the Annual Report states 53 %. Lastly, referring to the first table in the CCITF Report, she noted the 30% drop in overall income when comparing figures for 2011 and 2012. She also recommended that the purchase of services by beneficiary countries be accounted for separately in the table on voluntary contributions.

The Director of DPS responded that the issue of the reduction of 13% PSC was still under discussion at the General Assembly.

With regard to the discrepancy observed for Sub-Saharan Africa, the Chief of Strategic Planning explained that the 53% reported in the Annual Report relate to expenditure for country/region specific programmes only, while the 32% in the CCITF report refer to the whole of TRTA XB spending, including Global Public Goods and corporate efficiency projects.

The large drop in overall XB revenue can be attributed to the winding down of large programmes funded by Canada and the UK with whom ITC is currently negotiating options for funding for the next generation of large programmes and the fact that contributions from Finland and Australia have not been accounted for in the total for 2012 as they will only be transferred early Q2 2013.

ITC took note of the recommendation to include the purchase of services by beneficiary countries in a separate table.

Item 4: Operational Plan 2013 and RBM State of Play

The Deputy Executive Director, Mr Jean Marie Paugam provided information on where ITC stands with the renewal of its large projects' pipeline and the strategy it is putting in place to ensure continued funding of these programmes.

A lot of work has been carried out since last year to implement the directions set out in the strategic plan. ITC's overall ambition for 2013 as reflected in the Operational Plan is not to develop new initiatives but to make sure that on-going work is finalized and that the initiatives that have been launched deliver results in 2013-14. This translates into two priorities:

1. Investment in the regeneration of ITC's large programme pipeline

Issues related to the sequencing of large programme development are clearly identified. In 2011, large multiyear programmes represented almost 60% of ITC's delivery. This share has diminished in 2012 to stabilize in recent months as the first generation of large programmes is coming to an end.

Independent mid-term evaluations have confirmed that large programmes are more efficient, motivate a higher level of stakeholder engagement and are likely to achieve greater development

impact. Time was needed to evaluate the first generation of large programmes and it would have been premature to start regenerating the pipeline without taking stock of these findings and of lessons learned. A full year at least is needed to develop the next generation of large programmes, and it is expected that the 2011 level of delivery will be matched in 2014.

With regard to fundraising, emergency measures have been taken in 2012 and 2013:

- Drafting of a new Case for Support - the 2013-16 edition is now available.
- Appeal to ITC's closest circle of donors - the dialogue is on-going and promising in terms of donor commitment for 2013.
- While prospects are good, we are not out of trouble for 2014. The risk of falling back into a pattern where the average size of projects continues to decline remains a concern. Such a scenario would jeopardize 4 years of sustained efforts to integrate products and services at corporate level. ITC will continue the dialogue with donors and beneficiaries to ensure that this does not happen.

Structural measures are being taken to ensure a sustained pipeline regeneration effort:

- Design of internal procedures needed to generate bankable projects: The effort was carried out in 2012 through the 4 Management Action Group (MAG) sub-working groups, Needs assessment / Impact assessment / Protocols for enterprises and TSIs. ITC is taking stock of the results and will be moving to implementation in 2013.
- Operational Plan (OP) Investment of W1 funds in an unprecedented effort in needs assessment and project generation. The first generation of large programmes has shown that the successful model brings strong involvement of local stakeholders in programme design, in co-implementation, and a financial commitment of counterparts for delivery.

This strategic shift in the way ITC works with beneficiaries requires a more systematic and in-depth approach to needs assessment. To meet this challenge ITC has decided to invest in the development of a new needs assessment and project design methodology (NAPD) which is to become the foundation for generating new bankable projects and programmes.

- ITC's resource mobilization plan targets traditional donors and new prospects, both public and private. Fundraising will be integrated with NAPD to ensure that both donors and beneficiaries are consulted early in the project development process.
- OP Investment of W1 funds to develop new products and services in the areas of Youth, Trade in Services, Corporate partnerships (PPPs) ...
- In 2013 ITC is looking forward to reviewing the conclusions of two major evaluation exercises which should enable us to capitalize on lessons learned: the on-going OIOS audit of large project management the conclusions of which should be available in May, and the ITC-wide evaluation to be launched beginning Q3 and finalized before the end of the year.

2. Consolidation of ITC's RBM efforts

ITC has taken a significant step forward in the mainstreaming and "routinization" of RBM related procedures:

- The Beta version of ITC's Development Results Webpages (RBM Dashboard) enables donors to access data live as of today. It allows for improved data quality and results management at project and corporate levels, and improved planning and monitoring.
- The impact measurement apparatus is under development and should be rolled out over the next 18 months.
- The mainstreaming of protocols into quality assessment procedures is underway. It greatly facilitates and improves decision-making at Project Appraisal Committee (PAC) and Senior Management (SMC) levels.

Comments from Members / Q&A:

The Delegate of the Netherlands thanked the Deputy Executive Director for the information he provided on resource mobilization. He noted that in times of austerity it is important to consider alternative sources of funding and offered to assist in approaching large corporations in the

Netherlands. The Netherlands have developed concrete plans to further engage the private sector and are looking forward to cooperating with ITC in this regard.

The Delegate of Canada stressed that CIDA is very supportive of ITC's inclusive agenda for private sector development and the complementary focus on women, poverty alleviation, and environmental sustainability in trade.

The Delegate of Denmark commended ITC for the high level of transparency. She noted that ITC "has come a long way" in this regard and that "with transparency come questions". Denmark and several other donors are strongly committed to Window I and would like more clarity on how unearmarked funds can contribute to the regeneration of ITC's large programmes portfolio, which is mostly funded by Window II.

Regarding the need to diversify sources of funding, Mr Paugam confirmed that ITC is very much aware of the challenge ahead. ITC's traditional donor base, composed for the most part of European countries, is not in the best economic shape and ITC is exploring alternative sources of funding, particularly with emerging economic players, some of which have expressed interest. He noted that ITC's private sector mandate puts the organization at a competitive advantage when it comes to developing win-win solutions via public-private partnerships, and that TRTA is an excellent channel to promote shared value with MNEs and their SME counterparts.

Regarding the use of W1 funds the Deputy Executive Director noted that W1 enables ITC to invest in innovation and project development, which in turn feeds into large programme generation and enables ITC to leverage additional funding from multiple sources. Mr Paugam explained that ITC's new fundraising strategy mirrors the NAPD project. The full range of needs assessment and benchmarking tools developed for specific technical services areas, which are funded mostly by W1 are integrated into a coherent approach which allows for the development of customized solutions comprehensively addressing the complex needs of beneficiary countries.

Item 5: Launch of the Beta version of ITC's Development Results Webpages

The Chief of Strategic Planning (SPPG), Mr Robert Whitehead presented a demo of the Beta version of ITC's Development Results Webpages. The tool functions on the basis of a closed network with limited access. Members were provided with a link enabling them to access data in real time as of today.

The purpose of the RBM web pages is to meet both ITC's internal needs and the needs of external stakeholders. The full version should be online in July 2013, and ITC looks forward to receiving feedback from the CCITF members as this is still work in progress.

The tool is the culmination of a year and a half's work on integrating logframes and results to provide users with a simple view on complex data. The Chief of SPPG took Members through the three main routes to access results information and introduced them to the different sub-indicators for each one of these : (1) by project/country; (2) by beneficiary group (i.e. enterprises); (3) by intervention type (i.e. capacity building).

Comments / Q&A:

The delegate of Canada commended ITC on the tool's capacity to aggregate a large quantity of data from a variety of sources in a very user friendly way. He also inquired on the extra burden this represents for the people who are actually managing the projects.

The Chief of SPPG replied that while the alignment of projects with corporate objectives and indicators had been a challenge, the end result is a standardized system that facilitates reporting and simplifies the life of people in the field. Overall feedback from project managers on RBM is very positive.

The delegate of Switzerland also commended ITC for progress in RBM and asked for more information on ITC's quality control processes.

The DED explained that ITC's current quality control architecture has been operating for a full year and has been singled out by the OIOS as a most efficient process that should be replicated in other UN organisations.

Quality control comprises two distinct processes at ITC:

- The Project quality assurance group (PQAG) is a peer review process aimed at supporting project managers in improving the quality of drafting, project design, and ensuring the alignment of project logframes with the corporate logframe.
- The Project Appraisal Committee (PAC) is a control mechanism composed of section chiefs that reviews project ideas and project plans and advises the Senior Management Committee (SMC) on decision making. SMC has the final say on whether a project is approved or not.
- A P3 post of quality advisor was created in September 2012 to improve the quality of staff support and ensure the secretariat of PQAG and PAC.

Item 6: Case for Support 2013-16

The Officer in charge of External Relations presented the 2nd edition of the Case for Support, which sets the stage for period 2013-2016. He reminded Members that this document was designed as a pragmatic entry point for further discussions with donors and beneficiaries on opportunities for large-project generation and multi-donor funding.

The document has changed substantially both in format and in size - from 23 pages to 50:

- Part I entitled *About ITC* gives a brief presentation of ITC's mandate and vision and of its capabilities and potential as a partner.
- Part II introduces large programmes as a means to achieve greater impact. ITC's large programmes are defined by:
 - size and their pluri-annual character- the targeted annual budget is 2.5 million over 3 years
 - their high replication potential - sequencing and phasing
 - a multidimensional approach – bringing various components together to address challenges at policy, TSI and enterprise levels simultaneously.

They also provide the broader scope for focus on inter and intra-regional trade, and mainstreaming inclusiveness and sustainability.

- The Case for Support covers the whole spectrum of ITC's large programme portfolio. It gives a thorough and more structured picture of how large multi-year programmes contribute to the strategic objectives laid out in the Operational Plan. The 2013 edition also includes a new section on the *Needs Assessment and Project Design Project* (NAPD), which can be found at the very end of the document.
- Members were referred to the *Table of Contents*, which now includes a total of 21 programmes and projects classified under 3 main sections as opposed to only 11 programmes in the previous version of the Case for Support:

1. *Developing Regional Value Chains*
2. *Mainstreaming Inclusiveness and Sustainability*
3. *Innovative Trade Promotion and Export Development Tools and Solutions*

Each section is divided in two sub-sections: *Existing programmes / Successor programmes*, and *New initiatives*.

1. Geographic programmes

All geographic programmes fall under a single heading: "*Developing Inclusive Regional Value Chains*", which highlights a strong but non-exclusive focus on intra-and inter-regional trade. The sub-title "*Regional Integration with a Global Reach*" gives a good indication of the rationale which is developed in the introductory pages. The purpose is to develop a coherent approach in support of regional integration worldwide. The overarching goal is to create a new standard for innovative regional approaches to trade promotion and development.

The overall amount of USD 60 million to be funded by multiple donors over a period of 5 years gives an indication of the total amount needed to engage in a new phase of cooperation with donors and beneficiaries, capitalizing on the lessons learned and know-how acquired from PACT II, NTF II, and EnACT. Mid-term evaluations have endorsed the approach and impact of these programmes, which are coming to an end in 2013.

Four different elements have been identified in regional integration, which will be developed and applied in different parts of the developing world:

- One will focus on reducing national and regional non-tariff barriers and other obstacles to trade.
- A second one will address weaknesses in functional areas, such as trade intelligence, trade facilitation, and rationalizing business decisions for value chain efficiency.
- The third will ensure the integration of National Export Strategies into Regional Export Strategies.
- The fourth cross-cutting element which underlies the thrust for the three other approaches will be inclusiveness, with particular focus on integrating youth and women, and promoting sustainable agriculture and food security.

The multifaceted approach builds on the strategies already being pursued by different regional groupings and will be applied to:

- existing and new regional initiatives in Sub-Saharan Africa (successor programmes to PACTII and NTFII),
- as well as to new initiatives in ASEAN, Central America, and the Caribbean

While in some regions it may be appropriate to start from the beginning of the process (Step 1), in others ITC will build on its existing work to intervene further down the intervention logic (Steps 2 and 3).

The Officer in charge of external relations drew attention to the Regional Export Strategy Development Programme, a new initiative which will build on the existing NES programme, with a view to integrate National Export Strategies in a regional approach.

2. Mainstreaming Inclusiveness and Sustainability

The section on Mainstreaming Inclusiveness and Sustainability includes the three existing programmes: *Women and Trade*, *Poor Communities and Trade*, and *Trade and the Environment* as well as a new initiative, the Young Exporters' Project, which is the first project to be launched within ITC's Youth mainstreaming initiative. The youth dimension is a crosscutting theme in other regional initiatives and other youth-specific projects will follow.

Referring to Denmark's question on W1 contributions to large programmes, the External Relations Officer noted that all three programmes are largely funded by W1. Soft-earmarking priorities also contribute to mainstreaming gender and environmental sustainability - and soon the Youth initiative - as crosscutting themes in the design of the next generation of large programmes.

3. Innovative Trade Promotion and Export Development Tools and Solutions

The External Relations Officer drew attention to three new initiatives:

- *The Needs Assessment and Project Design Project*, which I already mentioned and impacts the whole spectrum of ITC's large programme portfolio.
- *The "Creating and Retaining value at source through Branding"*, an innovative project, which should contribute significantly to the value chain approach.
- The new initiative aimed at *"Building Services Export Excellence in Developing Countries and transition Economies"*.

He also drew attention to the *Modular Learning System in Supply Chain Management Programme* (MLS/SCM). Following the recommendations of the 2011 independent evaluation and the market value analysis that was carried out in 2012, a new strategic redeployment plan has recently been approved. The objective is to refocus the programme towards SMEs as main target beneficiaries in the developing world and create regional hubs to improve outreach via a decentralized and self-

sustaining network of licensees and trainers. The remodelled MLS/SCM programme has the potential to engage multinational corporations with SME supplier networks in developing innovative solutions for supply chain management that could be implemented within the broader framework of the next generation of large programmes.

Comments / Q&A:

The Delegate of Switzerland confirmed that MLS/SCM has great potential and invited other donors to join SECO in funding this most interesting programme.

The Delegate of Mexico inquired about concrete steps that are being taken to mainstream the focus on youth in ITC's TRTA agenda.

The External Relations Officer confirmed that ITC views the development of a Youth strategy for export development as one of the main challenges faced by the developing world today. The project idea that was approved in 2012 had triggered considerable interest on the part of beneficiary countries and the donor community. Based on the success of the Woman and Trade programme, youth is being introduced, alongside gender and the environment, as a crosscutting theme in the design of the next generation of large programmes. Youth is also central to the needs assessment and project design project (NAPD).

The Young Exporters' Programme is a first step in that direction. The envisaged programme would be divided into two phases: first, the identification of youth export related needs through the implementation of National Export Strategies in three pilot countries, and second, the development of services required to include youth in export development based on the needs identified.

Final Remarks

Mrs Patricia Francis thanked the Members for coming in such large numbers to this very productive session of the CCITF, which will also be her last as Executive Director of ITC.

Upon closing, she confirmed that the Joint Advisory Group would be meeting at the Palais des Nations on 6-7 May. She was pleased to announce that H.E. Ms. Karen Pierce from the UK will be chairing the JAG this year and that the current Chair, Ambassador Francisco Pirez Gordillo from Uruguay had agreed to continue to play a role as focal point for the Beneficiary Countries in the ITC-wide evaluation process.

The Executive Director thanked the CCITF Members for an excellent meeting. ITC is looking forward to further discussions with donors around the Case for Support and welcomes suggestions to move the multi-donor approach forward to ensure sustained funding of the next generation of large programmes.