
REPORT TO THE CONSULTATIVE COMMITTEE OF THE ITC TRUST FUND

(1 JANUARY – 31 DECEMBER 2022)



International
Trade
Centre

TRADE IMPACT
FOR GOOD

ITC mission:

ITC supports sustainable and inclusive livelihoods by boosting the competitiveness of MSMEs, placing trade-led growth at the centre of public policy and building supportive business ecosystems in developing countries.

May 2023

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CONSULTATIVE COMMITTEE
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Introduction

ITC is pleased to submit the 2022 report to the Consultative Committee of the ITC Trust Fund (CCITF). The report contains information on ITC's budgets, delivery and performance, covering the period of 1 January to 31 December 2022. It focuses on ITC's extrabudgetary resources, providing a detailed description of the source of funds, their status and use. It also presents an update on regular budget and programme support resources, while giving an account of ITC's performance against the targets set in the [Operational Plan 2022](#) that link to [ITC's Strategic Plan 2022-25](#), along with supplementary information on risks and partnerships.

ITC received an "unqualified audit opinion" on the [financial statements for 2021](#), confirming that ITC fully complies with IPSAS accounting and reporting requirements.¹

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

1. Voluntary contributions to the ITC Trust Fund

ITC's work is funded by two sources: the regular budget (RB) and extrabudgetary funding (XB), which includes programme support costs (PSC).

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

Table 1 below reflects the source and size of voluntary contributions to the ITC trust fund in 2022, in comparison with the contributions received in 2021. The amounts shown include funding designated for years beyond 2022, as per individual grant agreement.

Table 1: XB funding received in 2021 and 2022, in \$ thousands

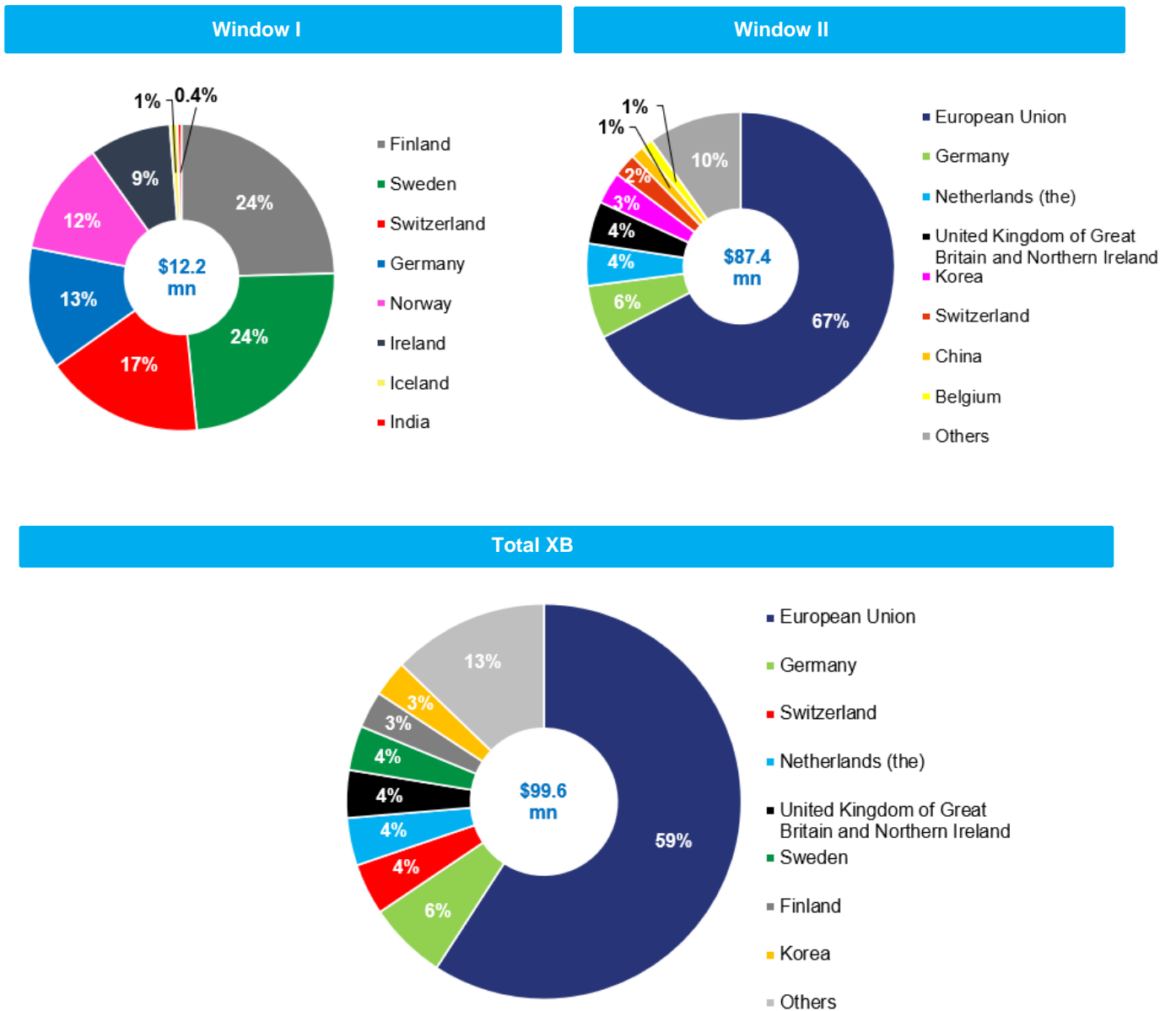
Funders	Jan - Dec 2021 (\$ '000)			Jan - Dec 2022 (\$ '000)		
	Window I	Window II	Total	Window I	Window II	Total
Governments and national development agencies	14,158	29,862	44,020	12,233	22,738	34,970
Australia	-	30	30	-	25	25
Belgium	-	1,112	1,112	-	1,065	1,065
Bhutan	-	56	56	-	-	-
Canada	760	20	780	-	-	-
China	-	850	850	-	1,173	1,173
Curaçao	-	56	56	-	350	350
Finland	2,427	140	2,567	3,006	-	3,006
France	-	149	149	-	-	-
Germany	2,345	3,850	6,195	1,581	4,836	6,417
Iceland	100	-	100	100	-	100
India	50	-	50	50	-	50

¹ The ITC 'Financial report and audited financial statements for the year ended 31 Dec 2021' and 'Report of the Board of Auditors' is available online: <https://intracen.org/about-us/governance/corporate-documents/financial-report-and-audited-financial-statements>

Funders	Jan - Dec 2021 (\$ '000)			Jan - Dec 2022 (\$ '000)		
	Window I	Window II	Total	Window I	Window II	Total
Ireland	1,211	-	1,211	1,056	-	1,056
Japan	-	1,211	1,211	-	691	691
Korea	-	2,148	2,148	-	2,949	2,949
Netherlands (the)	-	2,697	2,697	-	3,881	3,881
Norway	1,797	-	1,797	1,468	-	1,468
Qatar Development Bank	-	327	327	-	362	362
Sweden	4,384	2,749	7,133	2,914	720	3,634
Switzerland	1,085	3,865	4,950	2,058	2,129	4,187
United Kingdom of Great Britain and Northern Ireland	-	10,219	10,219	-	3,879	3,879
United States of America	-	382	382	-	679	679
International organizations including financial institutions, partnerships and funds, regional organisations, UN system and related	-	44,215	44,215	-	62,631	62,631
African Export Import Bank	-	295	295	-	260	260
COMESA	-	1,335	1,335	-	-	-
Enhanced integrated Framework	-	938	938	-	468	468
European Union	-	37,509	37,509	-	58,932	58,932
FAO	-	151	151	-	200	200
ILO	-	142	142	-	47	47
International Islamic Trade Finance Corporation	-	-	-	-	131	131
Islamic Centre for Development of Trade	-	-	-	-	200	200
MPTF	-	1,466	1,466	-	119	119
UNCDF	-	1,129	1,129	-	648	648
UNDP	-	-	-	-	774	774
UNESCO	-	166	166	-	-	-
UNFPA	-	379	379	-	-	-
UNIDO	-	370	370	-	537	537
UN-ESCWA	-	-	-	-	200	200
UN-OHRLLS	-	20	20	-	-	-
World Bank	-	316	316	-	115	115
Academia, training and research institutions, nonprofit organizations and businesses	-	1,974	1,974	-	1,603	1,603
Alibaba Group	-	-	-	-	90	90
Chocolats Halba/ Coop Genossenschaft	-	388	388	-	216	216
CrimsonLogic	-	-	-	-	65	65
Danish Refugee Council	-	211	211	-	497	497
Federated States of Micronesia Petroleum Corporation (FSMPC)	-	180	180	-	-	-
Finance in Motion	-	37	37	-	-	-
Google	-	-	-	-	15	15
Microsoft	-	5	5	-	-	-
Mo Ibrahim Foundation	-	171	171	-	114	114

Funders	Jan - Dec 2021 (\$ '000)			Jan - Dec 2022 (\$ '000)		
	Window I	Window II	Total	Window I	Window II	Total
National Graduate Institute for Policy Studies (GRIPS)	-	103	103	-	75	75
Norwegian Refugee Council	-	408	408	-	-	-
SHI International France	-	25	25	-	20	20
Stichting IDH Sustainable Trade Initiative	-	12	12	-	-	-
Swisscontact	-	38	38	-	61	61
Unilever	-	-	-	-	50	50
UPS foundation	-	396	396	-	400	400
Business support organizations	-	212	212	-	258	258
Austrian Federal Economic Chamber	-	3	3	-	5	5
Chambre de commerce d'industrie d'agriculture et des métiers de Pointe-Noire	-	-	-	-	30	30
Chambre de commerce, d'industrie et des services de Genève	-	-	-	-	13	13
Costa Rican Investment Promotion Agency (CINDE)	-	20	20	-	-	-
Croatian Chamber of Economy	-	-	-	-	2	2
Enterprise Greece	-	6	6	-	-	-
European Brands Association	-	5	5	-	4	4
Federation of U.A.E Chambers of Commerce and Industry	-	10	10	-	5	5
Fédération Européenne des Fabricants d'Aliments Composés (FEFAC)	-	30	30	-	5	5
Flanders Investment & Trade	-	20	20	-	28	28
Fundación Internacional y para Iberoamérica de Administración y Políticas Públicas	-	-	-	-	27	27
Global Coffee Platform	-	-	-	-	26	26
Import Promotion Desk	-	16	16	-	-	-
International Apparel Federation	-	-	-	-	8	8
International Organization for Standardization	-	31	31	-	-	-
International Textile Manufacturers Federation	-	14	14	-	13	13
Marketing and National Import Board of Grenada	-	33	33	-	-	-
New Zealand Trade and Enterprise	-	-	-	-	12	12
Procolombia	-	1	1	-	-	-
Soy Network Switzerland	-	-	-	-	8	8
Sustainable Agriculture Initiative (SAI Platform)	-	24	24	-	56	56
Switzerland Global Enterprise	-	-	-	-	6	6
Undercurrent News - Seafood business news and data	-	-	-	-	9	9
Revolving funds	-	247	247	-	181	181
Total XB funding received	14,158	76,509	90,668	12,233	87,411	99,643

Figure 1: Funder contributions to W1 and W2 of the ITC Trust Fund as of 31 Dec 2022



2. Delivery of technical assistance in Jan-Dec 2022

2.1 Budget overview

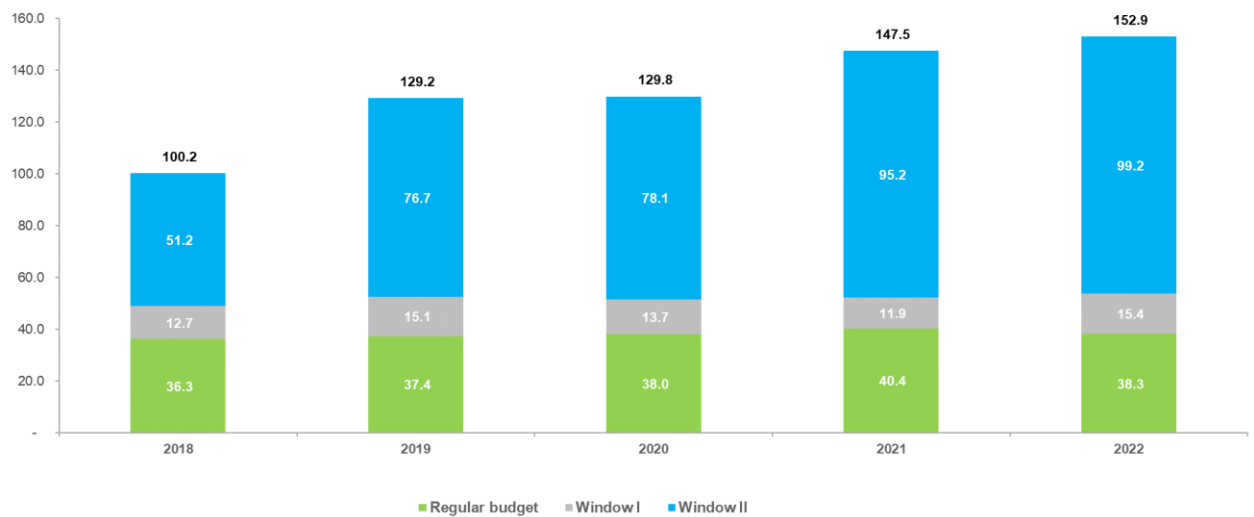
ITC's overall budget for 2022, as per ITC's Operational Plan 2022 (OP budget), amounted to \$145 million, with an RB of \$40 million. The planned 2022 gross XB budget, which includes PSC charges, was set at \$105 million.

At the end of December 2022, actual delivery of XB stood at 109%. The RB delivery in USD was lower than planned (96%), due to the exchange rates fluctuations between the USD and CHF. The RB is denominated in Swiss francs and disbursed during the year in the USD equivalent. Based on the USD appropriation received in 2022, the RB delivery was 100%.

Table 2: ITC OP budget, RB and XB delivery for the period Jan – Dec 2022, \$ mln

Budget	OP Budget	Delivery	% Spent
Extrabudgetary funds	105.3	114.6	109%
Regular Budget	40.0	38.3	96%
Total	145.3	152.9	105%

Figure 2: ITC delivery pattern from 2018 to Dec 2022, by source of funds, \$ mln



2.1.1 Regular budget

ITC's regular budget (RB) is the base of ITC's operational activities for development. It supports ITC's work in its four core service areas and five impact areas of the Strategic Plan 2022-25 and ensures alignment with country needs. ITC uses the RB contribution to fund: 1) core expertise; 2) development, maintenance and expansion of ITC's intangible assets and global offerings (core components of ITC's Global Public Goods offering, databases, tools, publications); 3) programme development, including monitoring and evaluation; and 4) ITC's core management, country coordination and core corporate communications. The RB funding is used to cover salaries and common staff expenditures for 160 staff, as well as non-post expenditure such as general operating expenses, contractual services, furniture and equipment, etc. The 'Alignment with country needs' area consists of RB spent on staff working in the Regional Offices of the Division of Country Programmes and a proportionate part of the management and support cost.

The United Nations General Assembly approved, on a trial basis, a change from a biennial to an annual budget cycle for the United Nations for the period 2020-2023, while WTO has maintained its biennial budget period. Like in 2020 and 2021, ITC's budget proposal for 2022 was put forward under an interim arrangement with the WTO secretariat, whereby ITC submitted to WTO an annual budget for 2022 in the United Nations proposed programme budget format, and twice that amount for the 2022–2023 budget period in the WTO format. The RB is denominated in Swiss francs and remained unchanged. As the functional currency of ITC is the US dollar, the RB appropriation in USD was lower than the planned budget, due to the strong USD dollar vis a vis Swiss franc throughout 2022. RB delivery in 2022 was 100%.

Table 3: Biennial / annual RB appropriation and delivery 2016-2022, \$ mln

Item	2016-17	2018-2019	2020**	2021	2022
Appropriations for a biennium/ year*	73.6	75.1	38.0	40.4	38.3
Delivery	74.6	73.8	38.0	40.4	38.3
% spent	101%	98%	100%	100%	100%

*The appropriation, that is the amount transferred from the parent organizations to ITC, is influenced by three parameters: re-costing, reductions imposed by the UN or WTO budget review bodies and the exchange rate used to convert the CHF figure to USD.

**As of 2020, the General Assembly approved, on a three-year trial basis, a change from a biennial to an annual budget for the United Nations. The trial period was lifted in 2022 (A/RES/77/267) when the General Assembly decided to continue with the annual programme budget for the UN. With an annual budget cycle, unspent balance can no longer be carried forward.

Table 4: RB delivery by cost category for the period Jan – Dec 2022, \$ mln

Categories	Spent	%
Staff and other personnel costs	31.1	81%
Operating and other direct costs	4.7	12%
Contractual services	1.0	3%
Equipment vehicles and furniture	0.9	2%
Travel	0.3	1%
Grants Out	0.2	1%
Supplies Commodities and Materials	0.1	0%
Total	38.3	100%

2.1.2. Programme Support Costs

The charge collected on trust funds or extrabudgetary expenditures is called Programme Support Cost (PSC) and is expressed as a percentage of direct costs (expenditure). PSC are charged to recover incremental indirect costs. These consist of costs incurred when supporting activities financed from extrabudgetary contributions, e.g., for the central administration of human, financial, physical and ICT resources, for facilities, equipment, and contributions to the implementation of UN wide/corporate initiatives such as Umoja, IPSAS, and the UN Global Service Delivery Model (GSDM). The recovery and use of PSC resources are of central importance to the financing and organization of efficient and effective XB project support services.

Table 5: PSC delivery by cost category, for the period Jan - Dec 2022, \$ mln

Categories	Spent	%
Staff Personnel	6.5	76%
Operating and Other Direct Costs	1.8	21%
Contractual Services	0.3	3%
Total	8.6	100%

2.1.3. Extrabudgetary funds

Extrabudgetary funds (XB) are mobilized through the ITC Trust Fund (ITF). ITC works with XB in accordance with United Nations regulations and rules, and internal procedures. The volume of XB funds depends on agreements reached with funders on an ongoing basis, often for multiple years. 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 decided by ITC's Senior Management Committee (SMC) during the preparation of the annual Operational Plan and throughout the year. SMC allocation criteria consider the overall purpose of W1 funds: to support expenditures that contribute to 'preparing the future' of ITC and that are crucial for ITC's corporate performance. SMC also considers the following criteria:

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

Window II allocations are earmarked as specified in the grant agreements signed with funders, for specific projects. The projects must fall within the scope of ITC's Strategic Plan.

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

The analyses presented in the following sections compare total Jan-Dec 2022 delivery, as well as W1 and W2 delivery with the budget allocations reflected in the ITC Operational Plan 2022. The planned OP 2022 XB budget was set at \$105 million. As of December 2022, the total XB delivery stood at \$114.6 million (109% of the plan). W1 delivery was \$15.4 million (99% of the plan) and W2 delivery was \$99.2 million (111% of the plan).

Table 6: XB budget and delivery, for the period Jan - Dec 2022, \$ mln

Window	OP budget	Delivery	% spent
Window I	15.5	15.4	99%
Window II	89.8	99.2	111%
Total XB	105.3	114.6	109%

Table 7: XB delivery by cost category for the period Jan - Dec 2022, \$ mln

Categories	XB	%
Technical experts and other personnel	70.3	61%
Transfers and Grants issued to Implementing Partners	13.2	12%
Operating and Other Direct Costs	11.7	10%
Travel	10.8	9%
Contractual Services	5.6	5%
Equipment, Vehicles and Furniture	2.7	2%
Supplies, Commodities and Materials	0.2	0%
Total	114.6	100%

2.1.4. ITC cash position

Table 8 shows the ITC's cash position at the end of December 2022. The balance and contributions received include multi-year contributions.

Table 8: ITC cash position for the period Jan - Dec 2022, in \$ thousand

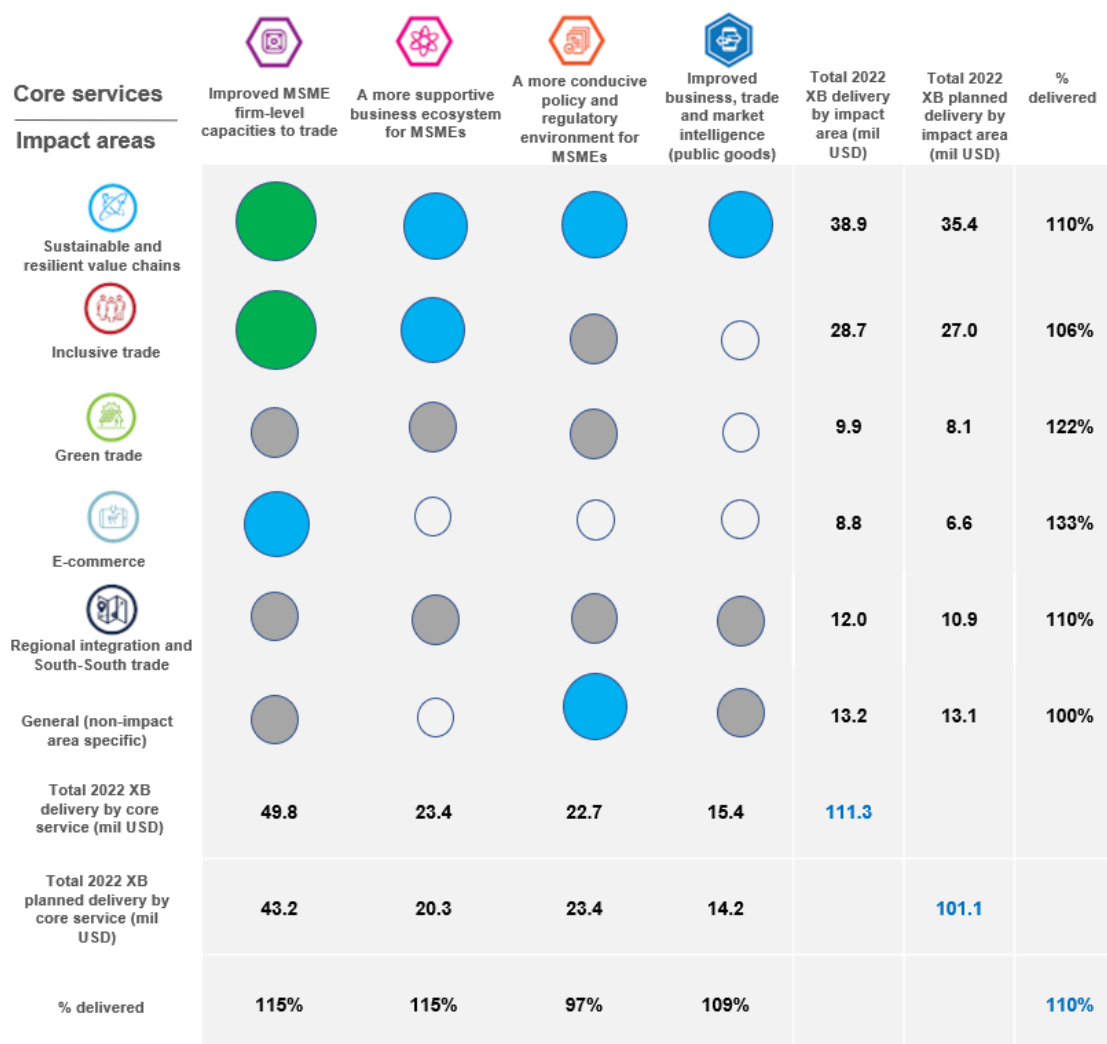
	W1	W2	Total XB
Balance as of 1 January 2022	14,231	82,462	96,693
Add: Contributions received	12,233	84,128	96,360
Funds from international organizations ⁽¹⁾	-	2,640	2,640
Contributions from services rendered ⁽²⁾	-	643	643
Sub-total Contributions ⁽³⁾	12,233	87,411	99,643
Less: Expenditures	13,605	91,209	104,815
Programme Support Costs	1,774	8,037	9,811
Sub-total Expenditure	15,379	99,247	114,626
Refund to donors	-	(176)	(176)
Balance available	11,084	70,450	81,534
Add: Operating reserves			13,463
Total available balance as of 31 Dec 2022			94,997





1) EIF, One UN and other international organizations; 2) Contributions from sales of publications and statistical tools and licenses; 3) Excludes interest and transfers to operating reserves

2.2 Extrabudgetary delivery by impact areas and core services

At the level of core services, XB delivery ranged from 97%-115% against the 2022 Operational Plan targets. At the level of impact areas, XB delivery ranged from 100%-133% against the 2022 Operational Plan targets.

Figure 3: XB planned budget and delivery by impact areas and core services, Jan - Dec 2022, \$ mln, incl. PSC



Legend for 2022 delivery split across Impact areas/ Core services :
 >10%  5-10%  1-5%  <1%

Note: the figure above does not include the 'Corporate' projects that account for approximately 3% of the total 2022 XB planned delivery. These include efficiency and effectiveness initiatives, results-based management, visibility and partnerships initiatives, and some JPOs or fellowships. It also includes initially the Business development funds (BDFs) that are assigned during the year to specific projects and then their delivery is reported under the respective project core service/impact area. The individual projects funded by the BDF are listed in Annex I.

2.3 Extrabudgetary delivery by geography

ITC implements projects in five geographic regions as well as “Global projects”, which deliver globally accessible public goods, and corporate projects that boost innovation, efficiency, and effectiveness across ITC’s portfolio. The following table shows the delivery status against the planned 2022 budget, by region.

Table 9: Plan and delivery by XB funding source and region, Jan - Dec 2022, \$ mln

Region	OP W1	Delivery W1	% W1	OP W2	Delivery W2	% W2	Total OP budget	Total Delivery	% Total
Sub-Saharan Africa	1.2	1.7	138%	34.9	39.9	114%	36.1	41.5	115%
Asia-Pacific	0.1	0.1	80%	25.0	28.4	114%	25.1	28.5	114%
Middle East and North Africa	-	0.0		12.9	12.0	93%	12.9	12.0	93%
Eastern Europe Central Asia	-	0.1		7.7	9.0	118%	7.7	9.1	119%
Latin America and the Caribbean	0.3	0.3	95%	5.3	4.3	81%	5.6	4.6	81%
Global	13.8	13.2	96%	4.0	5.7	140%	17.9	18.9	106%
Total	15.5	15.4	99%	89.8	99.2	110%	105.3	114.6	109%

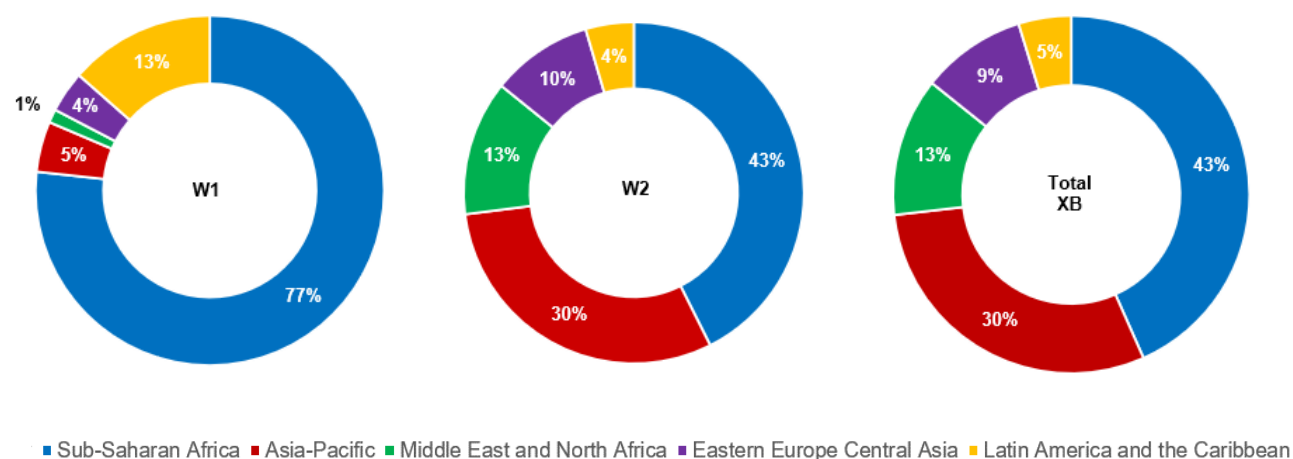
*W1 delivery in Middle East and North Africa was \$27 thousands

The ratio of global versus regional and country-specific XB Jan-Dec 2022 delivery was 16% to 84%. Sub-Saharan Africa accounted for 43% of region-specific delivery. In Africa, large projects were implemented in Guinea, The Gambia, Senegal, Uganda and Ghana. In Asia-Pacific, with a delivery share of 30%, large initiatives took place in Pakistan, Iran (Islamic Republic of), Myanmar, Lao People's Democratic Republic and the Philippines.

In Middle East and North Africa, with a delivery share of 13%, large initiatives took place in Iraq, Jordan, Tunisia, Morocco and Egypt.

Figure 4 provides an overview of the region-specific XB delivery in Jan-Dec 2022 by funding source and for the total XB delivery.

Figure 4: XB, W1 and W2 region-specific delivery (excluding global projects), for Jan-Dec 2022



Delivery in ITC’s priority countries

ITC’s priority countries are least developed countries (LDCs), landlocked developing countries (LLDCs), small island developing States (SIDS), sub-Saharan African countries (SSA), small, vulnerable economies

(SVEs) and countries in armed conflict or at risk of lapsing into conflict ². In Jan-Dec 2022, 73% of country-specific technical assistance was provided to ITC's priority countries.

The lower percentage for the priority countries in 2022 is mostly due to ITC's large project [GRASP](#) in Pakistan and its high delivery (ca.14% of country specific delivery). ITC considers its work under GRASP as directly contributing to ITC's focus on inclusive development, and the overarching objective of the Global Agenda 2030 of 'leaving no one behind'. Despite not being classified as a LDC or a priority country, Pakistan ranked only 161 out of 191 countries in the 2021/22 Human Development Index (HDI), below 16 of the LDCs. The project aims to reduce poverty in Baluchistan and Sindh by helping MSMEs in the horticulture and livestock sectors to become more competitive. Both administrative districts have HDIs even below Pakistan's national HDI. Moreover, Pakistan is also a country that is very much affected by conflict, especially in the border regions to Afghanistan. If Pakistan was included in the calculation of priority countries below, the delivery would be 87%.

Table 10: Planned vs. delivery % by priority country group for Jan-Dec 2022

	LDCs	LLDCs	SIDS	Countries in armed conflict or at risk of lapsing or relapsing into conflict	SSA	Total : Priority countries
Target OP	≥40%	≥30%	≥5%	≥50%	≥40%	≥80%
Actuals Jan-Dec 2022	39%	28%	5%	55%	42%	73%

² ITC's programme country list is fully aligned with the new harmonized UNSDG programme country list and UN Data Cube. The lists of priority country groups are defined as per UN Statistics Division for SSA; UN OHRLLS for LDCs, LLDCs, SIDS. For SVEs and conflict-affected countries there is no definite list. ITC defines 33 countries as SVEs, as per the [WTO 'negotiating group'](#). Countries in armed conflict or at risk of lapsing or relapsing into conflict are defined as per locations for UN Peacekeeping operations (excl. Egypt, India, Pakistan, Morocco); UN Political Missions (excl. Georgia) and countries eligible for the UN Peacebuilding Fund (excl. the Philippines). The exclusions are based on the rationale that in those mentioned countries, the conflicts are very localized and ITC does not work in those affected locations. The list of conflict-affected countries is subject to changes.

3. ITC's Corporate Scorecard performance

ITC's mission is to support sustainable and inclusive livelihoods by boosting the competitiveness of MSMEs, placing trade-led growth at the centre of public policy and building supportive business ecosystems in developing countries.

In its [Strategic Plan 2022-2025](#), ITC sets targets in the form of 'key commitments', reflecting how the organization intends to meet its goals. In each associated annual [Operational Plan](#) over the four years, these targets will be broken down further into quantitative targets in the ITC Corporate Scorecard, and in annual qualitative milestones relating to the key commitments.

The Corporate Scorecard translates ITC's strategic objectives into a coherent set of performance measures, with Tier 1 representing the SDG perspective, Tier 2 tracking ITC's development results through quantitative corporate outcome and output indicators, and Tier 3 monitoring key performance indicators to track corporate efficiency and effectiveness.

The following sections present the results achieved in Jan-Dec 2022 and provide a snapshot of delivery information.

3.1 Corporate scorecard Tier 1: ITC's XB delivery distribution by SDGs

In Tier 1 of the results framework, ITC aims to track its contribution to the 2030 Agenda for Sustainable Development through the contributions to specific Sustainable Development Goals (SDGs).

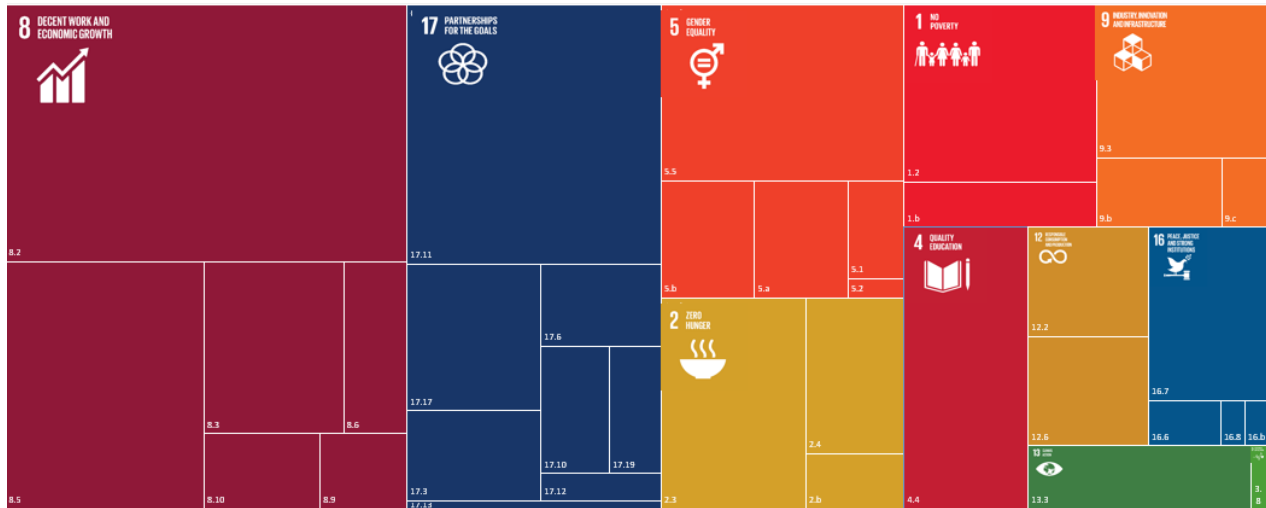
Agenda 2030 recognizes that international trade and investment are a means of achieving the Sustainable Development Goals, stating that "*international trade is an engine for inclusive economic growth and poverty reduction, and contributes to the promotion of sustainable development*" and that "*private business activity, investment and innovation are major drivers of productivity, inclusive economic growth and job creation.*" ITC contributes to the SDGs by working with governments, business support organizations, enterprises and other partners to build the international competitiveness of MSMEs.

Agenda 2030 also states that, "*[the] 17 Sustainable Development Goals with 169 associated targets [...] are integrated and indivisible*". In the [Strategic Plan 2022-2025](#), ITC highlighted its contribution to all SDGs, in view of the overarching objectives of the 2030 Agenda: to end poverty and inequality, protect the planet, and ensure that all people enjoy prosperous lives, supported by peace and partnerships (5 P's). At project level, projects can specify their linkages to any of the SDG targets to which they contribute, which is the basis for the quantitative planning and reporting on ITC's SDG contributions.

In the two figures that follow, ITC reports on its quantitative linkages from projects to SDG goals and targets and the corresponding distribution of its financial delivery towards SDG goals in 2022. Together with WTO and UNCTAD, ITC is the custodian agency for the indicators 10.a, 17.10, 17.11 and 17.12³.

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

Figure 5: Frequency of ITC project linkages to SDG goals and targets in Jan – Dec 2022



Among the goals to which ITC contributes directly, Goal 10 (Reduce inequality within and among countries) has a special status and is therefore not included in the figures above: ITC is the custodian agency for indicator 10.a, which is not reflected in XB budget delivery. Additionally, due to the interconnectedness of the SDGs, ITC contributions to Goals 1,4 and 5, inevitably contribute to Goal 10 (10.1 “By 2030, progressively achieve and sustain income growth of the bottom 40 per cent of the population at a rate higher than the national average” and 10.2 “By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status”).

The following SDG targets are most frequently linked to ITC projects’ objectives in 2022:

8.2	Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high value-added and labor-intensive sectors.
17.11	Significantly increase the exports of developing countries, in particular with a view to doubling the least developed countries’ share of global exports by 2020.
8.5	By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.
5.5	Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.
4.4	By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship

Figure 6: ITC financial delivery distribution by SDG for Jan – Dec 2022, in percentages

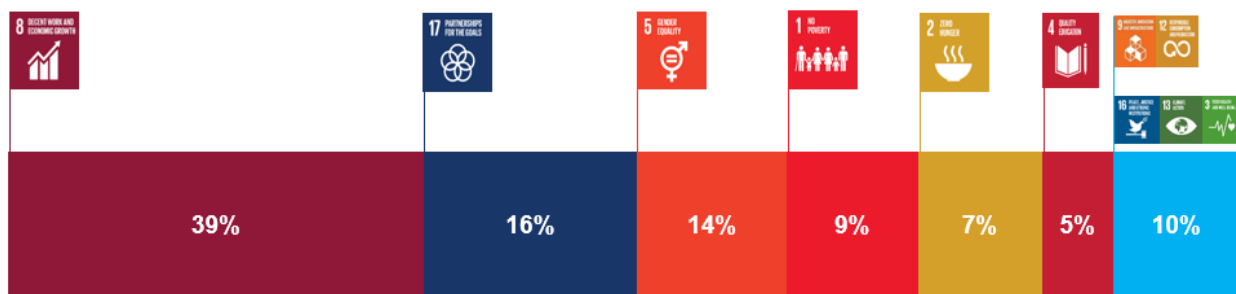


Figure 6 shows that over 69% of ITC’s financial delivery contributed directly to goals 8,17 and 5. Goals 1,2 and 4 accumulated to 21%. These results correspond with ITC’s focus on building the competitiveness of MSMEs, with a strong focus on improving employment and income opportunities especially for women, small-holder farmers, and vulnerable groups such as displaced people; as well as increasing the exports of

developing countries while developing inclusive and productive value chains. The remaining 10% is distributed amongst goals 3, 9, 12, 13 and 16.

Highlights of ITC's SDG contributions

ITC's interventions contribute to multiple SDG targets simultaneously and illustrate how trade and MSME competitiveness support Agenda 2030. **'Development', as expressed in the SDGs, is a manifestation of an interdependent network of results.** ITC's core work contributes in particular to SDGs 8, 17, 5, 1 and 21, and these goals are present in most ITC projects. In addition, projects may link to other SDGs' targets, depending on the nature of the projects. Project managers report annually, in a narrative with supporting data, on the project's contribution to the selected SDG targets. Highlights are presented below, organized around the five 'Ps'.

People



A key objective of the Sustainable Development Goals is to end poverty and hunger in all its forms and dimensions, and to ensure that every human being has the opportunity to fulfill their potential in dignity, equality, and a healthy environment. Through ITC's SheTrades initiative, ITC has focused on inclusivity and improvement of women livelihoods. Through the Youth and Trade initiative, ITC has sought to improve the economic opportunities of young people and to leverage the positive effects that young, innovative and motivated minds can have on an economy. Other target beneficiaries are displaced people and poor communities, be they farmers or artisans. Below are some results snapshots from ongoing projects.

- Over 3000 women-led enterprises transacted international business with the support of ITC. **(5.5)**
- In Egypt, ten women-owned businesses established digital stores on Amazon.com in both local and global markets, in cooperation with the European Bank for Reconstruction and Development (EBRD), benefitting from increased opportunities from e-commerce; and over 30 businesses developed skills on meeting buyer demands through better design, quality, packaging, marketing, access to finance and pricing, which will lead to increased sales and exports. **(5.5)**
- Over 60 Somalian refugees increased their income through a Bootcamp, Amazon MTurk assignment and Study Tours. With the support of the freelancers, in 2022, they earned approximately \$ 60,000 through digital and artisanal value chains **(1.1) (4.4)**
- 350 Zambian farmers adopted cotton doubling yield techniques to increase earnings from the sales of both cotton and seeds. **(2.3)**
- 342 farmers from Ghana adopted proper coffee harvesting and post harvesting techniques, leading to a better quality, and ultimately price, of coffee green beans. **(2.3)**
- The East Africa network of artisans, which includes 67 communities and more than 1,200 artisans, harnessed new weaving skills. In Burkina Faso, seven artisan communities members of social enterprise CABES earned in excess of \$4,800, and 26 artisans from six communities earned upwards of \$5,000. **(2.3)**

Prosperity



All human beings should have prosperous and fulfilling lives. ITC is dedicated to support MSMEs in developing countries and economies in transition to enable them to benefit from international trade. Increased

MSME competitiveness creates more income opportunities for those who run MSMEs and who work in MSMEs.

- In Iran, 100 companies, directly, and more than 400 fisheries cooperatives, indirectly, benefitted from the aquaculture tests conducted in an EU approved laboratory. The tests enabled them to export, being a necessary requirement for authorization to export to the EU as well as non-EU countries **(8.5)**
- In the Gambia, at least 356 jobs for youth were created, and a further 1285 youth, including returning migrants, strengthened their skills through enhanced technical and vocational training **(8.6)**
- The very first Trade Information and Border Assistance Office was established in Guéckédou, Guinea at the border with Sierra Leone and Liberia, supporting small-scale traders, particularly women and youth, on border formalities **(8.2)**
- A new version of the tool- [Marketplace Explorer](#), was launched in Latin America and the Caribbean, benefitting MSMEs and policymakers by opening opportunities in digital markets and increasing understanding of e-commerce trends **(8.3)**
- In Kyrgyzstan, an e-commerce strategy was launched to bolster digital entrepreneurship in the country**(9.b)**
- A National Quality Policy was developed with and for Burundi and approved by the government **(1.2) (8.2) (16.7)**
- The Curaçao National Export Strategy was officially endorsed and launched **(1.b), (8.2) (16.7) (17.13)**
- In Ethiopia, beneficiary tech companies supported 745 jobs in 2022, with a value of annual sales of USD\$12.8 mil representing a 50% increase in comparison with last year **(9.c)**
- The Global Textiles and Clothing Programme (GTEX) and its related work in the Middle East and North Africa (MENATEX) worked with over 200 textiles and garment manufacturers that increased sales by \$75.5 million and created 3,897 jobs during 2018-2022. **(8.2) (9.3) (10.1)**

Planet



Throughout 2022 ITC continued to support MSMEs in reducing their environmental footprints, achieving sustainability standards, increasing their green resilience, and taking advantage of new business opportunities that contribute positively to environmental sustainability. ITC also enabled business support organizations, policymakers and regulators to adapt to new requirements and provide services that support the competitiveness of MSMEs in these areas.

- In Ghana, 174 small holder farmers (of whom 56 were women) adopted climate smart cropping systems for increased incomes, food security and nutrition. In 2022, farmers in the [Sankofa project](#) harvested and sold over USD\$25,000 worth of diversified crops including yam, maize, mucuna, canavalia and pigeon peas. In addition, a total of 556 plots representing 139 hectares of dynamic agroforestry plots were replanted with cocoa seedlings, timber trees and fruit trees by 285 existing smallholder farmers. **(12.6)**
- The capacity of Malaysia's Department of Agriculture was strengthened to support agricultural MSMEs implement sustainable production practices through trainings on Fertilizer Standards and Regulation, on Standards for Supplements and Related Practices and on Plant Biosecurity on Selected Food Crops Through the Whole Production System.**(12.6) (15)**
- The critical role of small businesses in curbing global temperatures was highlighted at COP27, where ITC also signed a memorandum of understanding with the US government to advance the Connecting Climate Entrepreneurs Initiative, and launched the beta version of the [Climate Smart Network tool](#), which links buyers to small businesses that mitigate or adapt to climate change **(13.3)**
- In Jamaica, over 40 farmers increased capacities on the conservation of Land and Marine ecosystems (including Blue Economy); and adaptation to climate risks including rising sea levels, cyclones and unseasonal rains due to an expanded collaboration with the Alligator Head Foundation and Coconut Industry Board to diversify farmer livelihoods, restore communities and increase food production through sustainable environmental management from Ridge to Reef **(12.2)**

Peace



ITC continued to work in conflict-affected countries to foster peaceful, just and inclusive societies. Over half of our country-specific interventions was in countries in armed conflict or at risk of lapsing or relapsing into conflict. A key focus of ITC's work was SDG target 16.7, which calls for ensuring that decisions are made in a responsive, inclusive, participatory, and representative manner at all levels, to support the recovery of affected businesses and communities.

- In Colombia, ITC provided technical assistance for production improvement, farming infrastructure, and commercial advice for 12 Signatory of the Peace Agreement (previous members of Revolutionary Armed Forces of Colombia in the process of reincorporation to the civil society), of which 2 women, who sold 26 metric tons of coconut for 7,000 USD to the national value chains in 2022. **(16.4)**
- In South Sudan, ITC sensitized 838 (392 female, 446 male) cooperative members on cooperative structures and group cohesion. **(16.7)**
- In Iraq, ITC provided technical and advisory support to the Government on World Trade Organization (WTO) accession, that led to the revision of Iraq's tariff structure in collaboration with customs and the revision and submission of Iraq's services offer to WTO by the Ministry of Trade. **(16.7)**
- In the Gaza Strip, State of Palestine, ITC built the technical and freelancing skills of 260 youth to help them generate an income and find online job opportunities in the digital marketplace. Beneficiaries secured 108,778 USD of earnings by delivering 500+ jobs to remote clients through freelancing platforms. In addition, the project resulted in the establishment of 10 start-ups in the ICT sector, of which five started generating revenues and three succeeded in accessing foreign markets. **(1.2, 16.7)**

Partnerships



The Sustainable Development Goals can only be realized with a strong commitment to global partnership and cooperation. During the year, the ITC's collection of Global Public Goods (GPGs) continued to increase transparency on trade, and supported MSMEs gain access to global and regional markets. ITC continued to advocate for the importance of trade for development and for safeguarding the natural environment. Partnerships with public and private entities that commit to extending services to MSMEs have remained important, as has the collaboration with our parent agencies, UNCTAD and the WTO and other UN organizations.






- Uzbekistan progressed toward WTO accession with ITC's support. **(16.8) (17.10) (17.13)**
- Through its free suites of online [Market Analysis Tools](#) (MAT), ITC contributed to significantly increasing the exports of developing countries **(17.11)**. The users' survey indicates that USD 194 million in trade transactions were facilitated by ITC MAT throughout the year 2022 year **(8.2)**

- Kazakhstan, Nigeria, and Uzbekistan launched Trade Information Portals, bringing the total number of such systems to 26. The Trade Information portals contribute to greater transparency in trade. The three new portals received over 500,000 visits in 2022. **(17.10) (17.11)**

3.2 Corporate scorecard Tier 2: Outcome indicators

The corporate Tier 2 indicators reflect the development outcomes and outputs that ITC works towards. The 2022 targets were set as part of the annual operational planning cycle, in line with the estimated extrabudgetary project portfolio for 2022, supported by a stable regular budget. Table 11 shows the 2022 targets and actuals for ITC's corporate indicators.

Table 11: Corporate outcome indicators and progress for the period Jan - Dec 2022

MSMEs trade competitiveness			2022 Target	2022 Actuals	%
	C3	# of MSMEs having transacted international business, including national business transactions that are part of international or global value chains, out of which:	10,000	9,693	97%
	C4	# of MSMEs led by women having transacted international business**	4,000	3,192	80%
Improved MSME firm level capacity trade			2022 Target	2022 Actuals	%
	C1	# of MSMEs having made changes to their business operations for increased competitiveness	18,000	27,264	151%
	C2	# of MSMEs led by women having made changes to their business operations for increased competitiveness**	9,000	10,683	119%
A more supportive business ecosystem for MSMEs			2022 Target	2022 Actuals	%
	B1	# of cases in which BSOs improved their performance and services for the benefit of their members/clients	350	509	145%
	B2	# of MSMEs served by BSOs that were directly supported by ITC	new	87,873	
A more conducive policy and regulatory environment for MSMEs			2022 Target	2022 Actuals	%
	A4	# of policies, strategies, rules or regulations, improved for the benefit of MSMEs with business sector input, and promulgated or implemented	110	58	53%
Improved business, trade and market intelligence			2022 Target	2022 Actuals	%
	A1	# of clients gaining greater awareness of international trade from using ITC's business, trade and market intelligence**	400,000	522,598	131%

* Source: ITC's New Project Portal as of April 2023. **This indicator measures the output "increased awareness".

For indicator A1, the largest part of the measured result comes from the frequent users of ITC's Global Public Goods – ITC's market analysis tools, and Global Trade Helpdesk, Alliances for Action: Coffee Guide. Approximately 40% of registered users of the GPGs in 2022 were women.

For indicator A4, one of the main contributors is ITC's engagement in Curaçao's national export strategy (NES) 2022-2027. The NES is composed of six sector strategies, four trade support function strategies, and a master strategy. Each strategy has a dedicated plan of action. In the Sierra Leone: West Africa Competitiveness Programme, 13 obstacles received through the Trade Obstacles Alert Mechanism (TOAM) were addressed related to export and import transactions within and beyond Africa for goods and services. The lower than expected results in 2022 for indicator A4 is due to various reasons. For example, in Afghanistan, the project was put on hold. In Guinea and Pakistan, the promulgation and/or implementation of planned policies, strategies, rules or regulations could not be finalized in 2022.

For indicator B1, on the number of cases in which business support institutions improved operational and managerial performance due to ITC, the largest contribution came from the projects "Export potential map", Guinée: Programme d'appui à l'intégration socio-economique des jeunes (INTEGRA)" and "Supportive business ecosystem: Institutions and Ecosystems for Business Support".

In terms of improving competitiveness of MSMEs (and sub-indicator MSMEs led by women) that made changes to their business operations, the highest results came from the projects "Enhancing Transparency and Traceability of Sustainable Textile Value Chains", "Culture project: Identity Building and Sharing Business Initiative", "Ethiopia: Building Alliances for Action in Coffee from seed to cup (NTF V)" and "Ghana: Developing cocoa and associated crops through the Sankofa Project empowered by Alliances for Action".

For the indicator on MSMEs that reported having transacted international business, the largest results were achieved in sub-Saharan Africa through the "Ethiopia: Building Alliances for Action in Coffee from seed to cup (NTF V)", "Ghana: Developing cocoa and associated crops through the Sankofa Project empowered by Alliances for Action", and "Culture project: Identity Building and Sharing Business Initiative". Somewhat lower shares women-led businesses under C4 indicator are due to ITC's increasing engagement with micro-entrepreneurs through a "family approach", empowering women working in family business. These women do not always have nominal control or ownership over resources.

During the year, ITC has piloted new indicators formulated in the Strategic plan 2022-2025 and these were included in the [Operational plan 2023](#). For example, the reported value of "*International business transactions of ITC client MSMEs, including national business transactions that are part of international or global value chains, as a result of ITC support*" was approximately \$240 million. Another new indicator is the "*Number of jobs supported and created*". The sum from the projects that reported on this indicator was more than 44 thousands jobs supported and created. As different funders apply different definitions, the current version of the indicator aims to give projects the flexibility needed for reporting to their donor and to use the same data for internal reporting, to be aggregated at corporate level. We do not aim at providing and including estimates for jobs that were indirectly supported and created by ITC, e.g. through new trade strategies or policies.

3.3 Corporate scorecard Tier 2 - Outputs

ITC's output categories and indicators follow the standardized UN quantified and non-quantified output categories.

An overview of the quantified 2022 output categories, targets and results, followed by the non-quantified deliverables, is provided in Table 12 below.

Table 12: Corporate output indicators and progress for the period Jan – Dec 2022

OUTPUTS (Quantified Deliverables)	Corporate outputs and indicators	2022 Target	2022 Actuals	%*
A. Facilitation of intergovernmental process and expert bodies	Substantive servicing of meetings: ⁴			
	• Joint Advisory Group (annual, 6 hours)	2	2	100%
	• Consultative Committee of the ITC Trust Fund (every six months, 2x3 hours)	2	2	100%
	• <i>Meetings of the Advisory Committee on Administrative and Budgetary Questions</i>	1	1	100%
	• <i>Meetings of the Fifth Committee</i>	1	1	100%
	• <i>Meetings of the Committee for Programme and Coordination</i>	1	1	100%
	• <i>Meetings of the WTO Committee on Budget, Finance and Administration (CBFA)</i>	1	1	100%
	• <i>TPO Advisory Board</i>	1	1	100%
	Parliamentary documentation:			
	• Annual report on the activities of ITC and annexes	1	1	100%
• Report of the Joint Advisory Group	1	1	100%	
• Reports to the Consultative Committee of the ITC Trust Fund	2	2	100%	
B. Generation and transfer of knowledge	Publications produced or substantially updated:			
	• Flagship: SME Competitiveness Outlook	1	1	100%
	• Books on trade related subjects	4	4	100%
	• Papers on trade related subjects, such as on Inclusive and Sustainable trade, Trade and Market Intelligence, MSME Competitiveness, Competitiveness of women-led MSMEs, and others	25	26	104%
	Number of trade-related technical assistance field projects*	130	151	116%
Number of days of training courses, seminars and workshops to transfer skills and knowledge on selected trade topics (for a total of approximately 68,000 participants) **	4,000	4,204	105%	

*Some projects are grouped into programmes

**In March 2022, ITC started to roll out a new ITC events application which will help both with events' communication and client information and reporting.

Source: ITC's New Project Portal for 2022, as of end April 2023

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

OUTPUTS (Non-quantified Deliverables)		
	2022 Description of Corporate outputs and indicators and targets	Comments
C. Substantive deliverables	<p>Consultation, advice and advocacy: advice to policymakers, trade support institutions and enterprises to address the international competitiveness challenges for MSMEs in developing countries and countries with economies in transition, to facilitate public-private dialogue on improvements to the business environment and to ensure that trade supports inclusive and sustainable development; advisory services to disadvantaged groups among MSMEs, such as women and youth-owned enterprises, on improving their productive capacity and market access; advisory and advocacy services for policymakers and business support institutions on how to consider the needs of MSMEs and disadvantaged groups and sustainability issues in their service offer; and advocacy that allows for the systematic inclusion such enterprises and disadvantaged groups in policy and strategy processes.</p> <p>Databases and other substantive digital materials: databases and other online tools to make global trade more transparent and facilitate market access and business and policy decisions. Databases cover trade flows, tariffs and non-tariff measures, export potential, procurement opportunities, rules of origin, private standards and knowledge on sustainable trade and youth and women entrepreneurship.</p>	<p>More than 30 databases, websites and tools have been substantially updated, maintained or produced. These include: SheTrades.com with over 100,000 active users, “SheTrades Outlook”, the ITC “SME Trade Academy”, The Yel! Community platform and chapters (with 40,000 young entrepreneurs), eComConnect database, ITC Benchmarking for Trade platform and a suite of trade intelligence tools (including Standards Map, Investment Map, Global Trade Helpdesk, Export Potential Map, Procurement Map, Trade Strategy Map, Sustainability Map, e-Ping, African Trade Observatory, Euromed Trade Helpdesk and Market Access Map).</p>
D. Communication deliverables	<p>Outreach programmes, special events and information materials: special events, including the World Export Development Forum, SheTrades Global, the Trade for Sustainable Development Forum, the world trade promotion organizations network conference and awards; the International Trade Forum; MSMEs Day; newsletters on trade-related subjects; and information materials and outreach, including on export strategy, trade support networks and capacities, entrepreneurship, skills and export development opportunities, world trade trends, the multilateral trading system, regional integration, technical regulations and standards for export, and trade and the SDGs. The printed editions of the International Trade Forum were discontinued and will be reflected on the ITC website under Trade Forum that will group diverse articles under different topics</p> <p>Digital platforms and multimedia content: design, updating and maintenance of websites and social media accounts, including ITC’s website with over 1 million website users until Dec 2022; dedicated websites and active social media presence engaging sustainable micro-, small and medium-sized enterprises, women and youth entrepreneurs, with over 286,700 combined followers of social media accounts.</p> <p>Library services: Library services: on-demand services for ITC clients related to trade information</p>	<p>Special events in 2022:</p> <p>International Women’s Day events –March 2022</p> <p>World Trade Promotion Organizations Conference and Awards - May 2022</p> <p>MSME Day events - June 2022</p> <p>Trade for Sustainable Development Forum –September 2022</p> <p>SheTrades Global – was cancelled due to ongoing concerns over the feasibility of the event in light of global conditions. ITC was still able to deliver a capacity building programme to women led businesses “The Road to Global. Dubai Exports”, our strategic partners in SheTrades Global, remain hosts of the regional SheTrades Hub and in partnership with ITC remain fully committed to supporting women led businesses in the region.</p> <p>The World Export Development Forum – will take place 26-29 June 2023 in Mongolia</p>

Source: ITC’s New Project Portal for 2022, as of end April 2023

3.4 Highlights on Window I contribution to corporate results

Window I funding is considered ‘core’ funding. ITC’s mandate and strategic plan guide the use of this type of funding. Window I funds enable ITC to develop, maintain and replicate solutions for common obstacles to international trade, across its core services and impact areas, and enable ITC to respond in the most flexible manner to client needs. Funders provide ‘unearmarked’ or soft earmarked contributions.

Many results achieved with Window I funding in 2022 were related to building tools and capacities in ITC’s core services areas – for example, provision of Global Public Goods, development of new tools and services, and work with WTO.

Throughout 2022, \$0.87 million was approved by the senior management for innovative projects from ITC’s Business Development Fund which is used to mobilize and leverages additional XB funding (Window II). From 2020 to date, one dollar invested in W1 Business Development Fund leveraged on average \$68 of additional W2 ITC project funding. New large projects leveraged and materialized in 2022 include ‘Trade promotion East: Balkan States and Central Asia’ and ‘Uganda: Strengthening Agribusiness Resilience and Competitiveness (STAR)’.

ITC also invested in initiatives – the so-called “Moonshots” – which aim to give a big push forward to achieving results in four priority areas: gender, youth, green recovery and digital connectivity. –

The examples that follow give a sense of key actions that were supported by W1 funding. They are listed by ITC’s core services areas, as outlined in ITC’s Strategic plan 2022-25.



Improved business, trade and market intelligence: *universally accessible public goods*

ITC maintained and updated its suite of Global Public Goods – including Trade Map, Market Access Map, Export Potential Map, Market Price Information, Investment Map, Rules of Origin, Global Trade Helpdesk, Procurement Map and Euromed Trade and Investment Facilitation Mechanism, to meet the need for transparent trade information.

Along with the COVID-19 temporary measures [dashboard, introduced in 2021](#), Market Access Map introduced in 2022 an additional [Ukraine-related dashboard](#) covering temporary export and import measures enacted by governments in relation to the conflict, with updates on a daily basis. [Procurement map](#), the tool that provides detailed information on public tenders and contract awards, contains additional information on Sustainability standards and Women in procurement. Its user-friendliness was increased through enhanced data visualizations of active tenders and contract awards per target country.

In collaboration with UN-OHRLLS, and building on ITC Trade Map data, ITC started development of [LDC Tracker](#), a tool that allows users to monitor the trade of LDCs through thematic reports and interactive indicators. It was launched during LDC5 in March 2023.

ITC and IATA agreed to cross-link their information offerings, including data, to expand access to strategic information for trade and cargo professionals. Users of multiagency platform Global Trade Helpdesk can now also benefit from the IATA ONE source platform with information on freight forwarders.

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

Window I funding is essential for ITC to achieve its mission, because it allows to “build forward”.

We are committed to providing visibility and recognition for Window I funders. For 2022, they include: Canada, Finland, Germany, Iceland, India, Ireland, Norway, Sweden and Switzerland.

[ITC's trade briefs](#) continued to feature timely analyses and spotlights on current topics, or highlights from ITC's [flagship SME Competitiveness Outlook 2022: Connected services, Competitive Businesses](#).

SME Competitiveness Outlook 2022 was launched in September, at the WTO Public forum. In this issue, the flagship publication conveyed a message, that connected services are emerging as a powerful force for economic transformation. They are also poised to help small firms take part in this change, by giving them the inputs they need to be competitive, so it is important to enable an easier access to these services for small firms in developing countries. Four SMECS papers were published throughout the year: Promoting SME competitiveness series – for South Sudan, Colombia and Eswatini, and a SME Competitiveness in Francophone Africa: Fostering digital transformation. These publications were download over 4,000 times in 2022 alone.



[A more conducive policy and regulatory environment for MSMEs: *innovative strategies*](#)

In the area of innovation of strategies, tools and methodologies, ITC launched a W1 initiative that supported innovation and refinement in the design of 24 strategy products in South Sudan, Viet Nam, Uzbekistan, Kyrgyzstan and Nepal. ITC also refined its Green Trade Strategy methodology, with the intention to pilot it in selected countries. By the end of 2022, the ITC's [Trade Strategy Map](#) database was updated with the latest strategies developed by ITC, national governments, and other international organizations. ITC launched the Strategies Implementation Management Tool ([SIMT](#)), a web-based application available to registered users, providing key functions required to translate strategic plans into measurable results.

SheTrades Outlook, ITC's flagship policy tool on trade and gender, reached 46 countries across all continents. ITC has collected more than 100 good practices and is creating a network of trade and gender focal points across countries to share experiences.

In response to stakeholder demand regarding emerging regulations on 'deforestation-free' products, ITC convened four rounds of private–public consultations on development of concrete action plans for deforestation-free global value chains with upwards of 500 participants from more than 70 countries.



[A more supportive business ecosystem for MSMEs: *leveraging platforms and networks*](#)

In the area of institutions and ecosystems, ITC held its flagship event, [WTPO Conference and Awards](#), in Accra, Ghana, in May 2022. ITC's new [benchmarking platform](#) was launched at the same event. The platform features upgraded tools and functionalities, including a new sustainability deep dive assessment. BSOs can use the platform to make business assessments of their own MSME clients too.

17 YE! Chapters – localized networks of young entrepreneurs and partners – were strengthened to deliver services for youth in Botswana, Burundi, Cameroon, Colombia, the State of Palestine, The Gambia, Ghana, Guinea, Kenya, Malawi, Nigeria, Pakistan, the Philippines, Rwanda, Sierra Leone, Uganda and Zambia.

ITC implemented a new governance structure and built capacity for 11 SheTrades Hubs across Africa, Asia, the Caribbean and Latin America, including through institutional strengthening services on cross-cutting issues (e.g. digitalization) and gender-specific topics (e.g. tailoring services).

MSMEs were also supported by ITC's decentralized network of GreenToCompete Hubs – active in the Caribbean, Ghana, Kenya, Lao People's Democratic Republic, Nepal, Peru and Viet Nam. They are operated by local BSOs with whom ITC collaborates to help them integrate green services in their portfolio of offerings for MSMEs.

ITC has increased outreach to MSMEs in least developed and developing countries, to enhance their capacities to trade digitally, integrating over 6 thousand beneficiaries on its [ecomConnect platform](#)



Improved MSME firm-level capacities to trade: Spotlight on ITC's Moonshots

ITC put the Digital connectivity and trade (Switch ON) vision into practice with a 2022 pilot in Zambia, building on a digital project being implemented there since 2019, called FastTrackTech Africa. ITC held stakeholder consultations with participants from across the e-commerce value chain, engaged a local social enterprise to promote use of social media for online sales, and build capacity of local institutions, MSMEs and tech start-ups. ITC facilitated online sales of nine enterprises, and five have accessed new markets. Micro-entrepreneurs supported by the initiative have received over \$500 thousand of investments. Building on the success of the Zambia pilot, ITC is looking to scale up activities in the country and beyond, starting with the United Republic of Tanzania and Rwanda.

ITC's Gender Moonshot supported women across the world by leveraging trade and public procurement, mobilizing SheTrades Hubs and high-level champions, and tapping into partnerships. In 2022, over 5,800 women entrepreneurs in 28 countries were supported through in-country projects and SheTrades hubs, decentralized platforms of the SheTrades Initiative that are hosted, funded and driven by local institutions and aimed at creating country-level impact.

The Youth Moonshot increased awareness and knowledge on trade topics among the members of the YE! Community, which is counting over 42,000 young entrepreneurs – members of online platform, online social media groups and in-person local communities.

Finally, during the first year of Green Moonshot implementation, ITC built the capacity and knowledge of small firms operating in sectors ranging from tourism and agribusiness to textiles and crafts to implement green business practices. Their actions included installing solar panels, recycling water in production processes, adopting climate-smart agricultural practices and using firewood shade to improve fuel efficiency.

3.5 Major technical assistance milestones

In the Strategic Plan 2022-2025, ITC committed to delivering on key initiatives in each of its four core service areas and five impact areas over the four-year period. In its 2022 Operational Plan, ITC highlighted milestones to achieving the key deliverables of the Strategic Plan. The following table summarizes the implementation status of those milestones as of 31 December 2022.

Improved MSME firm-level capacities to trade

<i>Status</i>	<i>Milestone</i>	<i>Description of milestone status, as of 31 December 2022</i>
Completed	MSME diagnostic tool developed to assess a firm's level of maturity and assist them in identifying areas for improvement in internal operations.	MSME Diagnostic tool designed and implemented as part of the newly upgraded Benchmarking Platform.
Completed	Tools for technical and soft skills training of freelancers developed under the Palestine project, including a summary curriculum, a repository of training materials and exercises under the Go Digital project, and best practices and recommendations.	The State of Palestine supported youth to establish their own businesses and included the training of students from the faculty of education to support them to produce e-learning materials, the first of its kind in Palestine. The technical and soft skills of 45 graduates of schools of education were enhanced through producing and publishing online professional courses. As a result, five young teachers managed to sign long-term contracts with clients from the the United States of America, Saudi Arabia, and Canada. A total of 10 beneficiaries were selected to work with Alison - an online educational and training foundation. Others are currently negotiating contracts with international clients. The project also resulted in the establishment of 10 startups in the Information and Communications Technology sector (ICT), of which five have started generating revenue and three succeeded in accessing foreign markets.
Completed	An integrated "Go to Market" approach launched in at least one new project. The approach consists of developing a new structure for linked work for MSMEs on marketing, communication, sales, negotiations, and trade fairs preparation.	Deployment of a complete experiential learning training and coaching program on sales, negotiation and influencing skills for SME managers and sales staff in the textile and fashion industry in Egypt. The methods used included: face-to-face, virtual and online sessions, online simulations, role plays, quizzes, a wealth of exercises and games, teambuilding activities. Aside from knowledge transfer, the aim was also to develop a strong bond between participating SMEs for them to better work together and approach markets with more power, and to develop their leadership skills toward being more collaborative, communicative and humanistic.

<i>Status</i>	<i>Milestone</i>	<i>Description of milestone status, as of 31 December 2022</i>
		Feedback has been that this program has been “transformative”, a “once in a lifetime experience”, or “beyond all expectations”.
Completed	The 2022 edition of T4SD International Executive Programme (SMEs & corporates) rolled out.	T4SD International Executive Programme on Sustainable Sourcing & Trade implemented, with a total of 82 participants .



A more supportive business ecosystem for MSMEs

<i>Status</i>	<i>Milestone</i>	<i>Description of milestone status, as of 31 December 2022</i>
Completed	An upgraded BSO benchmarking platform launched, incorporating environmental, social and governance (ESG) elements.	Upgraded platform successfully launched to the public including expanded assessment and analytic methodologies that incorporate Environmental, Social and Governance (ESG) elements.
Completed	The 13th World Trade Promotion Organizations (WTPO) conference organized in Ghana, in May 2022, focusing on Bold solutions for resilience and recovery and delivering opportunities for inspiration and learning on ESG and digitalization for senior-level TPO representatives from more than 30 countries.	Conference successfully held in Accra on May 17th and 18th, 2022. A total of 233 participants attended the conference - over 30% of participants were women. Sixty-six organizations were represented, hailing from 62 different countries. Fifty per cent of participating organizations were represented by their Chief Executive.
Completed	To improve ITC’s capacity building offer for BSO ecosystems, MSME-support ecosystems for entrepreneurs in two countries assessed for gaps and overlaps in the overall service offering. The quality of the linkages among ecosystem actors then followed up with specific recommendations for stakeholders and related capacity-building activities.	Mappings conducted and validated in Colombia and Uganda and one additional mapping conducted for AfCFTA Secretariat to identify regional and continental BSOs in Africa and map their connections, services and opportunities for collaboration.
Completed	Three national, or sector-level, governance structures established, or strengthened, in Pakistan, Curaçao, and South Sudan to increase public-private coordination and collaboration for trade development and support of value-chain of institutions and services to MSMEs.	Governance structures in Pakistan established at Provincial (Sindh and Balochistan) level for trade and SME strategy management and monitoring. Governance structure also established in Curaçao. These are public-private platforms to fulfil a number of functions: jointly make recommendations to government on international trade and competitiveness at policy and institutional levels; manage and monitor the implementation of the trade strategies; and ensure that strategies are updated so they respond to current developments.

<i>Status</i>	<i>Milestone</i>	<i>Description of milestone status, as of 31 December 2022</i>
In progress	Twenty-four BSOs strengthened to effectively engage in business advocacy and participate in public- private dialogues (PPDs) on policy issues in Bhutan, Iraq, Myanmar, Pakistan and West Africa.	In Pakistan, under GRASP, ten BSOs were assessed on their capabilities to conduct research and engage in policy advocacy and subsequently trained them on these topics. In Iraq due to a change in government this activity has been moved to 2023. In West Africa (ECOWAS region), four regional BSOs have benefitted from capacity building on business advocacy, specifically on the topic of competition. A first workshop in November 2022 will be followed by a policy paper, on the basis of which the BSOs will engage with national and regional authorities on selected competition issues, in the context of public-private dialogue sessions. In Myanmar, ITC is working with private sector associations to foster greater SME participation in international markets by building the capacity of business and trade associations to engage in advocacy and dialogue. ITC is also helping to increase the capacity of private trade institutions to better deliver trade-policy related services to SMEs. This contributes to enhancing functions of the trade associations related to domestic and international trade policies/agreements, and to the development of a private sector trade strategy that enables them to adapt and operate in a post-covid and coup context. For Bhutan, it has been decided to focus on businesses instead of working with BSOs.



A more conducive policy and regulatory environment for MSMEs

<i>Status</i>	<i>Milestone</i>	<i>Description of milestone status, as of 31 December 2022</i>
Completed	ITC's trade and investment facilitation strategy methodology upgraded and updated; and ITC's strategy methodologies strengthened in relation to impact areas, notably environmental sustainability, green trade and the digital economy.	Trade facilitation methodology completed. Green trade strategy methodology updated and piloted. Peer review mechanism upgraded and applied to 12 strategies.
Completed	Regional and national investment profiles developed to promote and facilitate investment in four sectors in the ECOWAS region; in selected sectors including the coffee and processed wood sectors in Lao PDR; and the ICT, agriculture, wood processing, non-alcoholic beverages, mineral processing and construction sectors in Bhutan.	Regional investment profiles for textiles, mango, ICT and cassava for ECOWAS developed and finalized. 6 investment profiles for ICT, agriculture, wood processing, non-alcoholic beverages, mineral processing and construction sector for Bhutan finalized. Two investment profiles for Lao PDR for coffee and processed wood sector finalized.

Status	Milestone	Description of milestone status, as of 31 December 2022
Completed	Engagement to leverage trade and investment policies for developing modern/sustainable industrial strategies in Nepal and the Philippines.	In the Philippines , a dialogue was held in December 2021 to examine how sustainability considerations are integrated into their industrial development and how greening elements are incorporated into trade negotiations/trade agreements and investment provisions/agreements/policies. An additional dialogue was planned for February 2023, which explored integrating digitalization for an innovation-led industrial policy as well as the relevance of effectively integrating green/sustainable trade developments in order to pursue an innovation-led industrial development. In Nepal , an analysis study has been completed to assess conflicts and interlinkages between trade and complementary policies (industrial, investment, macroeconomic) and recommendations developed for aligning these policies. The work included detailed consultations with public and private sectors to agree on the action plans resulting from the study.
Completed	An African Continental Value Chain Diagnostic developed to identify opportunities and barriers in cross- country value chain development under the AfCFTA.	The results of the value chain diagnostics, including analysis of millions of data points and insights from interviews with over 10,000 businesses across the continent, have been published in the ITC book “Made By Africa: Creating value through integration” and have been feeding into the consultations at the Niamey Summit of African leaders in November 2022. The priority value chains are mentioned in the declaration of the Summit and the action plan following up on the summit. Results of the work is informing TRTA project design, including in ITC.
Completed	Institutional capacity building for business advocacy, with formal structures and support systems (such as National Export Councils or Sector Steering Committees) established in five countries (Lao PDR, Federated States of Micronesia, Nigeria, Uzbekistan, Viet Nam) to steer the implementation of national strategies and policies.	Support structures for business advocacy and public-private sector consultation established or reinforced in Nigeria, Uzbekistan, Viet Nam, Iraq, South Sudan and Nigeria.
In progress	Reformed and strengthened public-private consultative mechanisms put in place to support the process of formulating and implementing institutional, policy, regulatory and operational reforms, contributing to the improvement of the business and investment climate in Comoros, Central African Republic (CAR) and Pakistan.	In Comoros, technical assistance was provided to reinforce and operationalize the newly established public private dialogue (PPD) mechanism. A detailed technical evaluation of the presidential decree instituting the PPD platform, and its draft implementing order was conducted with a view to ensuring that the new PPD mechanism and its functioning is in line with international standards and best practices in terms of PPD processes. The report of this technical study has been submitted to the Ministry of Economy and the technical recommendations proposed therein have been incorporated in the revised draft implementing instrument prepared by private sector organizations.

<i>Status</i>	<i>Milestone</i>	<i>Description of milestone status, as of 31 December 2022</i>
		<p>In CAR, the main national PPD platform has received technical support in relation to investment facilitation for development (IF4D). A first workshop was organized to raise the awareness and strengthen the understanding of the members of the PPD platform (Private sector organizations and Government institutions) on the current WTO negotiations on an investment facilitation agreement, with a view to lay the groundwork and facilitate the institutional, policy, regulatory reforms that will be necessary for the future implementation of the IF4D agreement.</p> <p>In Pakistan, regulatory reform committees (public) and farmer advisory councils (private) have been mobilized to develop policy reforms in livestock sector including in the development of poultry production, slaughter and breeding policies in Balochistan and livestock policy in Sindh. These policies have been submitted to government for approval.</p>
Completed	Two reports developed and launched on the trade effects of LDC graduation and strategies to compensate for the graduation-induced loss in market access (Nepal and Lao PDR).	Both reports for Nepal and Lao PDR have been published. Update of Lao PDR report is ongoing.
Completed	The extension of the Trade Obstacles Alert Mechanism (TOAM) to include services in selected African countries.	The TOAM platform and its Mobile application cover trade in services and are available in 15 African countries.



Improved business, trade and market intelligence

<i>Status</i>	<i>Milestone</i>	<i>Description of milestone status, as of 31 December 2022</i>
In progress	African Union (AU) supported to establish an African Trade Observatory Unit that will monitor implementation and guide economic operators towards a successful AfCFTA.	The AU has integrated the African Trade Observatory (ATO) Unit into its organigram and has launched the hiring process of its staff.
Completed	Eight national and two regional partners' websites enhanced with ITC embedded market analysis tools.	All tools have been developed. An Export Potential Map for all Organisation of Islamic Cooperation (OIC) countries will be launched together with a Help Desk in 2023.

<i>Status</i>	<i>Milestone</i>	<i>Description of milestone status, as of 31 December 2022</i>
In progress	Market Access Map upgraded to include a new import taxes module, a mobile version of the map, and a fourth language (Arabic).	The new imports taxes module for the Market Access Map is developed and available online on Dev server. The launch was postponed due to lack of taxes information processed. It is expected to launch this new module in Q4-2023.
Completed	Expanded reach of ITC's Trade Brief as a key source of information on latest trade trends and analysis.	The Trade Briefs attracted more than 10,000 users in 2022. A feedback form has been implemented to collect the specific views of users which will help us to tailor this product even further to users' interests.
Completed	Five new product-market technical requirements will be mapped on the Quality for Trade Platform, taking the total number of mapped technical requirements from 58 to 63.	Added the targeted 5 product-market combinations including fresh basil (Laos to EU), rice (Laos to EU), watermelon (Laos to China), textiles (Ethiopia-EU), honey (Tanzania-EU). We have also migrated additional mappings where relevant, including coffee and cocoa from the Philippines to the EU.
In progress	ITC's T4SD Standards Map expanded to host 15 additional sustainability standards (December 2021 baseline: 313).	13 new standards were added to Standards Map in 2022.
In progress	50 self-service training modules added to the existing SME Trade Academy catalogue, and 100,000 new enrolments on the SME Trade Academy self-service learning platform achieved, with a 30% completion rate and a minimum of 80% rating the training as useful or very useful.	100 training modules added to the SME Trade Academy-operated platforms; 76,266 new learner enrolments on ITC online courses, virtual and digital workshops; 23.6% of online learners certified (completion rate).
Completed	Under the Central Asia Ready4Trade (R4TCA) project, five national virtual learning space platforms launched, with trainings covering a variety of topics ranging from export process and customs procedures to market analysis, conformity standards, international logistics, and detailed rules that apply for exporting specific products to specific regions.	The R4TCA project successfully launched 5 national virtual learning spaces in Central Asia countries. These eLearning platforms are embedded in national institutions: QazTrade, Chamber of Commerce of Tajikistan, Union of Industrialist of Turkmenistan, Tashkent University, Kyrgyz Economic University.
Completed	An online training curriculum rolled out on trade facilitation for Kazakhstan, Tajikistan and Turkmenistan: 100 trainers in the three countries trained to deliver instructor-led modules of the trade facilitation curriculum and 2,000 MSMEs across the three countries registered and completed at least one instructor- led module.	In 2022, a total of forty-two trainers have been trained to deliver instructor-led modules to MSMEs from the cross-border management curriculum. The total number of trainers has been revised downwards due to the reduced number of operational staff in partner organizations. 2,364 MSMEs have completed at least one module online and received certification, and 2,002 MSMEs received instructor-led trainings on at least one module from the cross-border management curriculum across all five countries in the region.

<i>Status</i>	<i>Milestone</i>	<i>Description of milestone status, as of 31 December 2022</i>
Completed	SME Competitiveness Outlook will focus on connected services, providing direct and actionable input to improve the connectivity of MSMEs. Four country-specific reports on competitiveness will also be produced and disseminated.	SMECO 2022 was successfully finalized and launched at the WTO Public Forum in September 2022. The team published one regional report with the Conférence permanente des chambres consulaires africaines et francophones (CPCCAF) and three country reports (Colombia, Eswatini, South Sudan) in the last quarter of 2022.
In progress	The SME Competitiveness Atlas, a web portal for interactive data exploration on firm competitiveness worldwide piloted, allowing firms to self-assess their competitiveness and visualize their performance and position vis-à-vis their peers and competitors.	The Atlas has been produced, in its first version that is now tested and revised for finalization and translation into other languages. A few additional improvements are required and are ongoing.
Not started	Use of artificial intelligence models to facilitate text-based data analysis and data extraction from official market access intelligence, in collaboration with a research institute specialized in natural language processing. Additionally, a machine learning chatbot to automatically provide users with solutions to policy problems will be piloted.	On hold until further progress and extension of the database as it appears to contain a limited number of observations to properly implement the planned automatized solutions. The second part of this milestone was accomplished. ITC has finalised the development of Trady, an AI-powered trade policy advisor integrated within the TradeAI platform. Several policymakers specializing in trade strategy have piloted the tool. The tool is now accessible as a global public good at the following link: http://ai.intracen.org



Sustainable and resilient value chains

<i>Status</i>	<i>Milestone</i>	<i>Description of milestone status, as of 31 December 2022</i>
Completed	A coffee impact network or industry platform launched convening industry stakeholders based on the Alliances for Action Coffee Guide.	Network active and operational. Coffee Guide launched by network partners in English (Global) Spanish (Global and Peru) and French (Global, Togo, and Madagascar).
Completed	An IT tool to automate OECD's alignment assessment (operationalizing the OECD Due Diligence Guidance on Responsible Supply Chains in Garment and Footwear sector) launched.	The tool has been completed and successfully piloted with the Green Button Initiative in the textiles and garment sector.

<i>Status</i>	<i>Milestone</i>	<i>Description of milestone status, as of 31 December 2022</i>
Completed	Efficacy of auditing procedures in the textile & garment value chains improved through the assessment of factory units in over 50 countries across Asia, Africa and Latin America.	Facility converged assessment framework operational in 59 countries at the end of 2022, utilized by over 10,500 facilities and 68 brands, leading to increased audit efficiency savings.
Completed	Sustainability Standards Guide for Swiss public procurement implemented.	Work on the guide completed, and all consultations held in second half of 2022. The guide is now operational for Swiss public procurers.
Completed	A guide on how to support MSMEs and Value Chain operators understand EU mandatory human rights and corporate sustainability due diligence (CSDD) finalized and disseminated.	The guide was published by the Directorate General for International Partnerships (DG INTPA) and is accessible through EU website.
Completed	The Finance for Action methodology, developed in 2021, piloted in one value chain in the Caribbean in partnership with the Caribbean Development Bank.	Finance for Action methodology tested in Caribbean and presented to Caribbean Development Bank as well as to ITC's internal working group on Finance.
Completed	Funding secured and vaccine investment and trade ecosystems in Africa (VITEA) project launched in Nigeria in partnership with a Nigerian BSO.	Project agreement signed and first field mission completed to launch project.
Completed	2022 T4SD Forum global event delivered; convening a wide range of stakeholders from the trade and development community, including small business owners, high-level government officials, policy makers; and inspiring changemakers to advocate and find solutions for more sustainable trade in global value chains.	T4SD Forum successfully organized in a hybrid setting, with 59 participants in ITC and 1,700 attendees virtually, exploring the topic of corporate sustainability due diligence.



Inclusive trade: women, youth and vulnerable groups

SheTrades

<i>Status</i>	<i>Milestone</i>	<i>Description of milestone status, as of 31 December 2022</i>
Completed	Thirteen SheTrades Hubs strengthened and co-delivered targeted interventions for women in trade with three additional hubs launched in Mauritius, South Africa and Viet Nam.	ITC completed the implementation of the upgraded governance strategy, supporting 13 Hubs with institutional strengthening and co-delivery of capacity building and B2B activities for women.

<i>Status</i>	<i>Milestone</i>	<i>Description of milestone status, as of 31 December 2022</i>
Completed	SheTrades Outlook rolled out to over 50 countries (12 in 2022) to create inclusive ecosystems for women in trade.	As of December 2022, 46 countries rolled out SheTrades Outlook to assess their business and trade environment for women. 4 additional countries were completing the data collection process and finalized in March 2023.
Completed	Fifty Women's Business Associations in Africa empowered to take advantage of trade opportunities under the African Continental Free Trade Area (AfCFTA).	Over 70 Women's Business Associations were supported with intensive consultations and empowered to develop a Continental Strategy for AfCFTA as well as a Roadmap. The Women's Business Associations have also been empowered through export readiness bootcamps, policy dialogues and trainings.
Completed	A gender-lens framework to WTO and a global public-private partnership alliances developed to empower 120 WTO members to make the multilateral trading system work for women.	ITC contributed concretely to the fulfilment of a key pillar of action under the WTO Informal Working Group on Trade and Gender - i.e., considering what a gender lens means in the context of the WTO. In addition to developing a gender-lens framework, the project also applied this analytical lens to trade facilitation, government procurement, investment facilitation, and e-commerce at the WTO and was able to demonstrate the practicality of the framework. The five outputs (one gender lens framework and the four technical papers) benefited significantly from peer reviews by the WTO Secretariat, key international organizations, leading experts in the respective sectors (i.e., trade facilitation, e-commerce, etc.). ITC plans to present the gender-lens framework as well as insights/recommendations from the four companion technical papers to the WTO Informal Working Group in 2023; given considerable interest in the project outputs, discussions are underway to organize a public event to present their findings and recommendations in 2023.
In progress	Two gender-responsive trade facilitation materials (e.g. training package on gender-sensitive border operations and best practices on gender dis-aggregated data collection) embedded in Central Asian institutions for training of customs officers.	Uzbekistan State Customs Committee embedded gender responsive trade facilitation material in its online curriculum, the confirmation is still pending from Tajikistan State Customs Committee.
Completed	10 Programmes/services (e.g. logistics, e-commerce, supplier diversity etc.) successfully established with partner organizations for the benefit of women in trade. Partners include Mercado Libre, Mary Kay, UNCDF, VieTrade, Prospero, Accion, Unilever, UNWomen, Maersk, Sidley Austin, and others.	During Q1-Q3 eight new services were established with partner institutions including Unilever, Maersk, Prospero, Mercado Libre, Absa, and Mastercard Foundation During Q4, ITC developed a webinar series with Sidley and onboarded 4 women in their pro-bono programme; and is working with Visa to develop a programme for the Women's World Cup 2023.

Youth⁵

<i>Status</i>	<i>Milestone</i>	<i>Description of milestone status, as of 31 December 2022</i>
Cancelled	Ten new countries engaged with Ye! chapters or representatives.	Initially proposed in the W1 project plan but removed after consultation with senior management as part of the development of the youth moonshot.
Cancelled	One Youth barometer piloted on the conditions and barriers affecting youth.	Initially proposed in the W1 project plan but removed after consultation with senior management as part of the development of the youth moonshot.
In progress	Access to Finance readiness toolkit for youth piloted and launched.	The investment readiness toolkit has been developed and tested with entrepreneurs through the YE! community and Arise+ project. The toolkit will be rolled out as TOT with BSOs in Q2 2023.
Cancelled	In collaboration with the SME Trade Academy, a new Virtual Learning Space dedicated to capacity building for youth will be added to the Ye! Platform.	Initially proposed in the W1 project plan but removed after consultation with senior management as part of the development of the youth moonshot.
Completed	Three ITC managed partnerships established that deliver value to youth through the provision of services, funding, or other resources. (Examples of partners include Canva, UNCDF, and WIPO).	PricewaterhouseCoopers has developed a strategy on sport as an economic sector for ITC. This partnership has been celebrated during UNLDCV conference in Doha with the signing of an LOI. The UEFA Foundation has supported the renovation of a football pitch in Boffa (Guinea) next to the Waliyetebe centre supported by INTEGRA (support for youth entrepreneurship and employment). Finally, two capstone projects on entrepreneurship opportunities in the green economy and enabling ecosystem for entrepreneurs were successfully conducted with the Graduate Institute.

Vulnerable groups

<i>Status</i>	<i>Milestone</i>	<i>Description of milestone status, as of 31 December 2022</i>
In progress	Vulnerable migration and forced displacement (VMFD) portfolio expanded to three new locations.	Project Concept was approved by Visa Foundation's board, with a plan to implement it in two locations (Kenya and Pakistan). Additionally, with Mastercard Foundation another project will be implemented in Rwanda.

⁵ Regarding the cancelled milestones under the Youth programme: initially, these were intended to be delivered with W1 project funds but following the discussions and development of the 'youth moonshot', in consultation with senior management other deliverables were prioritized.



Status	Milestone	Description of milestone status, as of 31 December 2022
Completed	Publicly accessible information and learning materials expanded, for better understanding the risks and market opportunities arising from environmental/climate change, and other green topics including organic farming and biodiversity.	Beta version of the Climate Smart Network launched at COP27.
Cancelled	The Youth Ecopreneur Awards (first launched in 2021) scaled through deeper engagement with at least one new partner from the private sector. The event will support successful companies to develop business opportunities.	In 2022, the Youth Ecopreneur award was replaced by supporting MSME participation in COP27. In 2023, the Youth Ecopreneur award will be part of World Export Development Forum organized in Mongolia (26 – 29 June 2023).
Completed	Perspective of small businesses highlighted at COP27 through a side event, participation in pre-COP discussions, and preparation of briefing papers.	As part of COP27, ITC brought small businesses and youth-led business support organizations of various sectors to the event to share their perspectives. ITC also co-organized the only session on small business, climate and trade in the official event track organized by the UN, together with UN-OHRLLS, UNCTAD, UNEP, WIPO and WTO. ITC's ED participated in high-level roundtables organized by the COP27 Presidency.
In progress	Sri Lanka and the Philippines supported in the formulation of two industrial strategies to incorporate green and sustainability related elements into trade, investment and industrial policy frameworks.	<p>For the Philippines, consultations were held with Philippines' stakeholders on updated industrial policy - and integration of sustainability and digital considerations into industrial development, and aligning trade and investment policies to achieve goals (resulting in high level dialogue in February 2023). Awareness-raising/capacity building activities were held on emerging green trends in trade and industrial policy, including advisory support on the EU Carbon Border Adjustment Mechanism (CBAM).</p> <p>Sri Lanka was supported in the formulation process of the new National Policy for Industrial Development (NaPID). This involved facilitating a number of dialogues between government agencies and private sector business associations. ITC has also provided input by sharing key examples and analysis of international best practices in order to foster a globally competitive industry for sustainable and inclusive growth in Sri Lanka, particularly in the key areas of green growth and</p>

<i>Status</i>	<i>Milestone</i>	<i>Description of milestone status, as of 31 December 2022</i>
		digitalization. In 2022, ITC supported the Industrial Services Bureau (ISB) in a presentation to the Minister of Industries and Plantation of the Strategic Action Plans for industrial policy covering a range of areas including integration with regional and international markets, green and climate resilient industries, and digitally prepared industries. The NaPID was submitted in 2023 to the Cabinet for their approval.
Completed	Five conformity assessment bodies strengthened to provide better services to MSMEs in support of environmental protection; and 50 MSMEs sensitized on international standards related to greenhouse gas emissions (ISO 14064) (Malaysia, Thailand and Philippines).	<p>In Thailand, ITC supported more than 10 certification bodies who now have strengthened services for SMEs, including to promote organic agriculture (which contributes to environment protection) with 63 International Register of Certificated Auditors (IRCA) certified auditors on ISO 9001 and 24 trained on ISO/IEC 17065 to ensure proper quality management and conformity assessment systems are in place.</p> <p>In the Philippines, 15 conformity assessment bodies were trained on international standards, including uncertainty of measurement and method validation. In Malaysia, the accreditation body as well as suppliers of certified reference materials were trained on the international standard ISO 17034 so that MSMEs are able to get test reports which are recognized for the compliance of the products with market relevant standards. More than 50 governments, certification bodies and SMEs representatives increased their knowledge through trainings on ISO 14060 family of standards on greenhouse gas (GHG) (incl. ISO 14065:2020).</p>



E-commerce

<i>Status</i>	<i>Milestone</i>	<i>Description of milestone status, as of 31 December 2022</i>
In progress	Membership on ecomConnect.org increased to 7,000 active members.	In 2022, the number of registrations on ecomConnect.org reached 6,018 active members. To enhance accessibility, communication, and engagement, technical improvements are planned, and activation of a network of brand ambassadors in countries with a considerable number of members.
In progress	A comprehensive e-commerce legislation developed for Kazakhstan and E-commerce strategies finalized in Kyrgyzstan, Tajikistan and Uzbekistan.	Kyrgyzstan and Uzbekistan e-Commerce strategies finalized, endorsed by government, and publicly launched. Tajikistan e-Commerce strategy in process of

Status	Milestone	Description of milestone status, as of 31 December 2022
		being finalized. Kazakhstan legislation drafted but awaiting endorsement by authorities.
In progress	At least two local hubs to support SMEs trading digitally, through technical assistance, training, access to markets and connection to ITC tools including ecomConnect, established in Central America, Tunisia, Central Asia, or Zambia.	To build a support network for e-commerce entrepreneurs in Nicaragua and Tunisia via local ecomConnect hubs, two memoranda of understanding have been signed in December 2022 with the local partners: the Association of Producers and Exporters of Nicaragua (APEN) and the Tunisian Ministry of Commerce and Export Development (MCDE). The new partnerships have been announced and promoted and the planned activities, schedule, and training methodology have been shared with both partners and approved. In 2023, ITC is planning to launch the "ecomConnect Hubs" VLS to support the e-learning process and provide capacity building for BSOs and SMEs in both countries.
Completed	A multi stakeholder working group convened on SME connectivity for digital entrepreneurship and ecommerce for broadband commission members and MSMEs in developing and least developed countries.	ITC and GSMA launched a new Broadband Commission Working Group to drive digital inclusion of micro, small and medium-sized enterprises, together with 18 other organizations. Deliverables and a roadmap will be presented in a report and the results announced at the UN General Assembly in September 2023.
In progress	Support provided for three new E-commerce related laws/strategies/guidelines in Malaysia.	In 2022, an assessment of Malaysia's domestic regulatory framework related to E-commerce was undertaken to identify and address gaps to align it better with international best practices. Follow up support based on the recommendations developed through this assessment is currently being considered
Completed	Two hundred youth-led digital entrepreneurs/businesses in the State of Palestine supported in the areas of entrepreneurship, innovation and digital literacy.	The project supported a total of 250 refugees and youth in Gaza Strip with the objective of helping them to generate income and find online job opportunities within a short timeframe. This has been achieved by building the technical and freelancing skills of selected beneficiaries to take up jobs in the digital marketplace. By the time the project ended, beneficiaries secured \$108,778 of earnings by delivering 500+ work orders to remote clients through freelancing platforms.
In progress	Digitalized border formalities introduced to support e-commerce growth in Central Asia, Jordan, Pakistan and Sri Lanka.	The digitalization work in Sri Lanka progressed well. The electronic Certificate of Origin system has been developed and being tested by stakeholders. The development of the e-payment gateway and the e-registration system is being finalized. The National Trade Facilitation Committee (NTFC) members validated

<i>Status</i>	<i>Milestone</i>	<i>Description of milestone status, as of 31 December 2022</i>
		the software requirements specifications of the NTFC monitoring and reporting tool and the development work started.
In progress	AI solutions, such as an AI enabled enquiry point and AI-enabled risk management systems leveraged to create a more effective cross-border environment for traders in Jordan.	The integrated risk management (RM) diagnostic report for Jordan is being finalized containing a blueprint of recommendations towards smart and modernized RM operations. A study tour was conducted to Japan to learn about success factors and best practices of Japan in implementing a more, efficient and technology-driven RM system.



Regional integration and South-South trade and investment

<i>Status</i>	<i>Milestone</i>	<i>Description of milestone status, as of 31 December 2022</i>
In progress	\$15 million of South-South investment and trade flows between China, and selected countries in Asia and Africa facilitated.	Over \$9 million of trade flows realized in 2022.
In progress	The Afreximbank Academy expanded delivery of trainings to African MSMEs on how to export under the AfCFTA from 3 to 54 African countries, jointly with OneTrade Africa and the Afreximbank.	The "How to Export with the AfCFTA" training program underwent significant updates in late 2022 with the addition of an 8th module developed with ARSO, increasing the learning hours to 14. The program was initially available in English and French but was later translated into Arabic. As of early 2023, the program had 5,463 registered users with 38% identifying as female. National workshops were implemented in Nigeria, Côte d'Ivoire, and Rwanda (pilot phase) as well as Ghana, Zimbabwe, South Africa, Kenya, Egypt, Morocco, and Tunisia (implementation phase), with 5 countries yet to implement them.
In progress	More support provided to the AfCFTA implementation through the enhancement of the African Trade Observatory (ATO) with new data (minimum of 5 new countries), new indicators (minimum of 5 new indicators), new languages (minimum of Spanish version), new data upload and trade obstacles features.	The Spanish version of the ATO Dashboard and 17 indicators on Trade and Market Access were published online. The work on new data and new features is ongoing. There has been only 1 new country added to ATO in 2022; work is ongoing to complement it in 2023.
Completed	A new Euromed Trade Helpdesk, which provides access to information, a strengthened support service, and an enhanced interface to	A new upgraded Euromed Trade Helpdesk was launched on 20th July 2022. The regional online tool now includes more extensive data and features to further

<i>Status</i>	<i>Milestone</i>	<i>Description of milestone status, as of 31 December 2022</i>
	economic operators in four languages, launched to support regional trade integration between Southern Mediterranean countries.	strengthen regional integration and accelerate trade development among Euro-Mediterranean partners.
In progress	Ten countries assisted in implementing their regional trade and investment related commitments into their domestic regulatory framework to foster policy coherence and economic integration (CEFTA party countries, Lao PDR, Malaysia, Myanmar, the Philippines and Thailand).	7 CEFTA parties have been supported to implement their trade in services commitments undertaken under regional trade agreement CEFTA (Additional Protocol 6). Capacity building for Malaysia on ISDS insights and international trends and United Nations Commission on International Trade Law Working Group II, new trends on free trade agreements (FTAs) and investment agreements (IA), and rules of origin (RoO) and self-certification workshops to further strengthen economic integration. Through the ARISE Plus projects, ASEAN countries - Lao PDR, Myanmar, Malaysia, Philippines and Thailand – were supported to enhance regional integration on areas such as trade in services, investments, e-commerce, trade negotiations, competition policy and public procurement etc.

4. Managing for results

4.1 Responding to country needs

For ITC, being responsive to partner needs is fundamental to catalysing good trade and sustainable economic growth through evidence-based, effective, and fit-for-purpose Trade Related Technical Assistance (TRTA).

ITC committed to [six key actions](#) in 2022, aiming to effectively respond to country needs. By end-year, all the action points are implemented, while the Country engagement strategy is still in progress:

- The [Country Engagement Strategy](#) is pending finalization and will be launched in 2023. It will help understand country needs in a more systematic and timely manner.
- In order to [raise visibility and its profile](#) in Eastern Europe and Central Asia (EECA region, ITC organized a regional meeting through the Ready4Trade Central Asia project, as part of its “Addressing obstacles to trade” component, with participants from Kazakhstan, Kyrgyzstan, Tajikistan and Uzbekistan, along with representatives of European Union delegations, to discuss common challenges associated with customs and border management;
- ITC’s Division of Country Programmes has collaborated with technical teams to develop and implement projects, including by [providing feedback on country needs, to help customize ITC’s offering](#);
- ITC’s Office for Latin America and the Caribbean carried out [a country-level needs-assessment in Ecuador](#), to validate supply and demand data, and to determine relevant criteria in identifying non-traditional export opportunities, including in the exotic fruits sector, (NEXT Ecuador);
- Development of a [coherent approach to country needs assessments](#) is in progress;
- Country-level concept papers and project proposals were developed [in response to priority development needs and in collaboration with UN Country Teams](#) (and RCOs). For the MENA region, development of seven project documents was completed, in collaboration with key stakeholders and UNRC Offices, and submitted for funding (two for Algeria, Tunisia BSO strengthening, NES development for Lebanon, SheTrades Egypt, SheTrades Morocco, digital skills Palestine) - five of them are funded. Three project concepts were completed: two responding to KOICA call for proposals (Mauritania and Tunisia), one to support e-commerce in Tunisia submitted to the EU. Two regional proposals were developed on Youth empowerment and the twin digital and green transition. For the OEECA region, a concept note for Turkmenistan was prepared and shared with EU. The project document for Balkan states and Central Asia was finalised and approved by SECO. A project document for Armenia was developed and submitted to EU.

4.2 Engaging with the WTO and the UN

ITC continued its fruitful collaboration with parent agencies, UNCTAD and the WTO, as well as with other partners in the UN Sustainable Development Group. In December 2022 ITC’s ED was appointed to co-chair the UNSDG working group on ‘Our Common Agenda’ together with UNDP in 2023. ITC organized and participated in a number of sessions at the WTO Aid for Trade Global Review in June 2022.

- ITC has remained engaged in the implementation of the WTO-Trade Facilitation Agreement, for example, by assisting countries to make notifications to WTO about their categorization commitments, and helping countries comply with transparency requirements or strengthening National Trade Facilitation Committees;
- ITC supported WTO negotiations on Investment Facilitation, by building negotiation capacity and providing ground-level perspectives and analytical expertise, in particular through 24 events of various types, including 4 high-level regional roundtables at ministers’ level, training for negotiators, commentary group meetings, expert network seminars, training for IPAs and general public webinars

- ITC co-developed, with other international organizations, an investment facilitation self-assessment toolkit, and pilot assessments in Laos, Togo and Zambia, and developed policy advisory papers on legal issues in the negotiations.
- In the area of WTO accession, ITC has collaborated with WTO's Accessions Division in assisting developing and least developed countries in their bid for WTO membership. Currently, ITC is assisting the accession process of Iraq, Uzbekistan, Turkmenistan, Lebanon and Timor-Leste. ITC's Executive Director and WTO DDG co-chaired the first meeting of the Accessions-related Coordination Group. ITC remained engaged in WTO's informal working groups on trade and gender, and on trade and environment.
- Under the umbrella of trade policy, ITC organized a 'Trends in Services Negotiations' Workshop, with a trainer from the WTO Secretariat For Lao PDR. ITC also engaged with the WTO Institute for Training and Technical Cooperation (ITTC) to organize a training on WTO agreements and outcomes of MC12 in Nepal for government officers.
- ITC has signed the Cooperation Frameworks (CFs) in the Central African Republic, Kenya, Mozambique, Zambia, Iran, Mongolia, Thailand and Barbados. ITC engaged in the Common Country Analysis (CCA) process in: Central African Republic, Mozambique, Uganda, Bangladesh, Nepal, Papua New Guinea, Trinidad and Tobago and Haiti.
- ITC also contributed to several working groups of the UN Sustainable Development Group (UNSDG) in areas like SDGs, Output Indicator Framework and Gender.
- Within the Inter-Agency Consultative Groups for LDCs and LLDCs, ITC contributed to the Roadmap for Accelerated Implementation of the Doha Programme of Action (DPoA) for LDCs and updating the one for the Vienna Programme of Action (VPoA) for LLDCs. ITC also provided inputs for the SG's reports on VPoA for LLDCs and SAMOA Pathway for SIDS and the effectiveness of the UN system support provided to LDCs.
- ITC partnered with UNOHRLLS to develop an [LDC Trade Tracker platform](#), building on ITC's GPG data. It was launched during 5th United Nations Conference in the least developed countries (LDC5) in 2023.
- ITC published the [2022 edition of World Tariff Profiles](#), in partnership with WTO and UNCTAD.
- In collaboration with WTO and UN DESA, ePing SPS&TBT database was updated, with a mobile version available for download in App store and Google Play.

4.3 Partnering for purpose

ITC committed to [three key actions](#) in 2022, focused on effective internal processes for building and scaling partnerships, due diligence and for creating synergies between project-level and corporate partnerships:

- In the area of [optimization of internal processes and workflows](#), ITC's internal Partnerships4Purpose (P4P) Engagement Strategy was finalized and endorsed by Senior Management.
- ITC's Internal P4P Knowledge Community held regular meetings in 2022 to provide a platform for projects to present specific partnership results and to consult on partnership related developments. A small working group was formed to discuss issues related to internal processes and workflows on developing and monitoring partnerships.
- Regarding [ITC's stocktaking exercise on existing partnerships](#), that includes enhancing internal visibility, ITC developed a partnerships dashboard which will facilitate reporting, analysis and information sharing at the project and corporate level on partnerships. The dashboard was refined in second half of 2022 and will be launched in early 2023.
- To better communicate [the results and impact of ITC's partnerships](#), a [#Partnerships4Purpose](#) social media campaign was launched in April 2022 with a specific ITC partnership story highlighted on all of ITC's media and outreach channels weekly. By the end of December, the campaign had published thirteen dedicated Partnership4Purpose stories. All project teams have been encouraged to use the hashtag to showcase their partnerships.
- In one example of [Partnerships4Purpose](#) initiative, ITC and [GSMA](#) launched new Broadband Commission Working Group to drive digital inclusion of micro, small and medium-sized enterprises. The initiative was announced at the Broadband Commission for Sustainable Development's annual meeting in New York on 18 September 2022. It will support the Broadband Commission's Advocacy Target #6, which aims to reduce the number of unconnected small businesses by 50% before 2025.

- In another example, [ITC and Unilever](#) partnered to increase gender-responsive procurement and advance women's economic empowerment in Indonesia, through ITC's SheTrades Initiative in collaboration with the Womanpreneur Community.
- Similarly, ITC and the [UN Capital Development Fund \(UNCDF\)](#) strengthened their partnership to promote sustainable finance solutions for micro, small and medium-sized enterprises (MSMEs), focusing on supporting businesses in frontier markets, emerging economies and least developed countries and leveraging the capabilities of both United Nations entities.

4.4 Leading the global conversation

In 2022, ITC implemented three key actions to increase communication and outreach:

- ITC's [new corporate website](#) went live in English French and Spanish;
- The [communications strategy](#) phases 1 (Research) and 2 (Orientation) were completed. Phases 3 (Articulation) and 4 (Completion) are pending.
- ITC continued to engage in events, including the WTO Ministerial, the WTO Aid for Trade Review and the WTO Public Forum. The highlight at the WTO Public Forum (among the numerous sessions that ITC organized with partners) was the launch of the annual flagship publication for small firms, the SME Competitiveness Outlook, on the topic of connected services. At the same time, ITC in 2022 renewed its preparations for the World Export Development Forum. This annual event held since 2019 had been postponed due to the pandemic and will take place in 2023. ITC was also deeply involved in the first Africa-Caribbean development forum in early September, as well as in a major African Union development summit in Niamey in November.

4.5 Gender equality, diversity and inclusion within ITC

In support of ITC's strategic efforts towards strengthening gender equality, diversity and inclusion within ITC delivered fully or partially on the three key milestones:

- [ITC's Mentoring Programme](#): In 2022, 134 people - 66 mentors and 68 mentees (8 of whom were men) - participated in ITC's Mentoring Programme. Some 89 mentoring pairs completed the six-month cycle. In addition to the one-on-one mentoring, the programme delivered Building SMART Goals and Active Bystander Behaviour trainings, supplemented by two participant led "pop-up" sessions on storytelling. Rolling-out an UN-wide male engagement programme remains under discussion. Within ITC, the MenEngage participants, in partnership with HR, coordinated a HR Talks session on gender parity efforts
- [Tailored mandatory Performance Management goals on gender and diversity](#): this milestone was postponed, to be introduced in the 2023/24 performance management cycle. Core values will be included in the performance management system to strengthen accountability.
- [An updated / finalized Gender Parity Action Plan](#), aimed at strengthening parity at all underrepresented grades, was shared with UN Women in January 2023. ITC's new Gender, Diversity & Inclusion (GDI) Strategy and updated Gender Parity Policy were drafted in November 2022 and are under review.

4.6 Environmental sustainability of ITC operations

The four key 2022 deliverables for ITC to contribute to environmental sustainability were:

- [A CO2 emissions annual inventory](#) was completed in July 2022: 669 residual tons CO2 equivalent (from 2021) were offset by contributing to the Salkhit Wind Farm project that is the first grid connected wind farm in Mongolia.
- [ITC achieved carbon neutrality, through purchasing carbon credits](#) – the certificates were obtained in October 2022.
- [For ITC's building renovation](#), the options for the internal remodelling have been completed in Q4 2022. Approval and negotiations with building owner is currently undertaken.

- Following UNEP's recommendation to assess feasibility of putting in place the Environmental Management System, ITC has reached a conclusion that with current resources, a major undertaking for setting up a EMS system is not feasible.

4.7 Corporate Scorecard Tier 3: Efficiency and effectiveness KPIs

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

Table 1313: Efficiency and effectiveness KPIs and progress in Jan-Dec 2022

Tier 3: Efficiency and effectiveness		2022 OP Targets	2022 Actuals
General management			
Oversight and compliance	Unqualified financial statements	Target: achieved	achieved
	Percentage of open audit recommendations closed by the Board of Auditors	47%	43%*
Carbon footprint	Achieve a climate-neutral ITC	Target: achieved	achieved
Operational management	Advanced travel arrangements (21 day rule) compliance rate, in %	100%	66.5%
Results-based management and risk management			
Client satisfaction	Percentage of clients that rate ITC services positively	≥ 85%	91%
Focus on priority countries	Percentage of country-specific extrabudgetary expenditures dedicated to LDCs, LLDCs, SIDS, sub-Saharan Africa, SVEs, and conflict-affected countries	≥ 80%	73%
Gender mainstreaming	Percentage of UN-SWAP 2.0 indicators met or exceeded	94%	88%**
Risk management	ITC annual report on risk management completed	1	1
Transparency	% of XB delivery published to IATI for TRTA projects	90%	92%
Human resources management			
Staff engagement	Average overall rating provided in the annual staff satisfaction survey (out of 5)	≥ 3.3	Under development***
Diversity	Percentage of women in professional and senior level positions	50%	48.4%
Talent management	More than 75% of the staff members to have used their established minimum 5 days per year for professional development	75%	73%
	Average time to recruit fixed-term staff (in days)	80	76
	Average vacancy rate as percentage of all posts	≤ 5%	7.8%
Resource mobilization			
Fundraising	XB funds secured for the following year and beyond	\$280 million	\$250 million
	Total value of projects under development and in discussion with funders (at mid-year, for the next period, L2, L3)	\$80 million	\$175 million
Communications			
Outreach	Growth in ITC audience through social media followership	10% growth (228,091 total followers)	26% (286,700 total followers)
	# of ITC's corporate website views	4,88 million	2.63 million****
	# of registered accounts to ITC Market Analysis Tools	1,327,578	1,404,456
Partnerships			
	Number of signed United Nations Sustainable Development Cooperation Frameworks (UNSDCFs) (cumulative)	30-	37

Source: ITC sections – KPI owners.

* The preliminary percentage of audit recommendations closed after the audit of the financial statements for the year ended 31 December 2022 is 53%.

**Due to the removal of the mandatory gender equality and the women's empowerment (GEWE)-related goal for all staff in the 2021/2022 performance management cycle, the 2021 and 2022 rating for indicator "Gender-responsive performance management" was downgraded from 'exceeds requirements' to an 'approaches requirements' rating.

*** Following the decision on the 2023 'Moving Forward' action plan, to ensure the feedback of this action plan is incorporated in the next survey, the Employee Engagement Survey was rescheduled from Q1 to take place in Q4 2023.

**** The lower number in views is due to the launch of the new ITC website. The number of web pages was reduced to improve the users' experience, so the new website has fewer pages (resulting in fewer views). However, users find the information more easily and with fewer clicks. Also, until December 2022, the new website was available only in English. Since then, the French and Spanish versions became available.

4.8 Maintaining our organizational strengths

ITC's mandate combines a focus on expanding trade opportunities for MSMEs with the aim of achieving sustainable development. Our value proposition pools a unique set of technical and operational capacities to respond to client needs. The ongoing initiatives in four areas of value creation are given below.

ITC's value proposition



Reliable procedures and protocols: ITC continued upgrading its results-based management, risk management, reporting and evaluation

- In accordance with ITC's project development process, TRTA projects are quality controlled by the project design taskforce, including for alignment with the Strategic Plan 2022-25. ITC introduced new pilot indicators – with first results that were published in the OP 2023.
- Under the data management initiative, ITC enabled monitoring of impact areas including youth, environment and disability inclusion, by adding specific fields in reporting templates piloted in Q3-Q4 2022. ITC updated its catalogue of survey questions and piloted machine-readable reporting templates in Q4-
- and first version of a new events management application, with the aim to automate reporting and collect better data on participants.
- A new management dashboard that informs middle and senior management decision-making was tested during Q4 2022 and was launched in beta version in early 2023.
- ITC performed year-end risk assessments and revised its Enterprise Risk Management Framework with a new risk typology. .
- ITC presented the new EU operational system for external action (OPSYS) to ITC project managers. All necessary e-learnings and other resources were shared within ITC. The ITC self-help group for EU projects provides one-to-one support on how to use OPSYS and report as per EU requirements.
- The development of phase two for the ITC open data website is on-going and will be finalized in 2023.
- For Independent Evaluation Unit milestones and results, see [chapter 4.9](#) of this report.



ITC attracts expertise and builds unique knowledge, including through talent management strategy, innovation and data management

- ITC continues to manage talent, and is in process of conceptualizing a career development framework to clarify roles, responsibilities and expectations of personnel, managers and to ITC more broadly. ITC's Innovation lab launched Innovation challenges and a "Solutions bakery" platform, and offered services such as facilitated workshops, Lab

incubator – using a lean startup methodology and, HelPeer – as an internal knowledge and experience- sharing platform.

ITC's value proposition (continued)



Connectedness allows ITC to magnify the impact of its interventions, including through a systemic approach on shaping integrated solutions, enabled by its unique position between the UN and WTO.

- ITC has advanced “Moonshot” initiatives that represent integrated solutions for gender, youth, environment and digital connectedness issues of our beneficiaries.
- In collaboration with WTO, ITC continued to complement work on MSMEs, for example, by collaborating with the Informal Working Group of WTO Members that negotiates support for MSMEs, the STDF Working Group, and with the WTO Trade Facilitation Committee. ITC produced and shared specific knowledge related to the WTO trade facilitation agreement, and gender-responsive trade facilitation.
- Within the UN, ITC continues to play an active role in UN Country Teams, including through shaping the UN country-level reporting on contributions towards the SDGs, by leading on methodological developments for several key performance indicators that will have system-wide use.
- Ongoing work on strengthening operational approaches to ITC’s interaction with partners were described in chapters [4.2](#) and [4.3](#).



ITC is an agile organization that can respond fast and effectively to changes in the marketplace, including through streamlined and accelerated internal processes, hybrid delivery models and decentralized decision-making.

- ITC upgraded and tested several management dashboards, and was gradually rolling them out in beta versions at the end of 2022.
- The Inspira platform for recruitment is now integrated at ITC, and aligned with the UN practices.
- Several new system contracts were put in place, including for translation and interpretation services; voluntary sustainability standards market data, online training materials and certification, youth training and diverse logistical services.
- ITC upgraded its existing procurement tools and processes, by implementing an online bidding system.
- Video-tutorials in all administrative areas on core processes have been created and available to all personnel.

4.9 Independent evaluation: supporting learning and accountability

The Independent Evaluation Unit (IEU) is the custodian of ITC's evaluation function and provides advisory services on evaluation matters within the organization. In 2022, a total of 27 evaluations and reviews were undertaken and 51 project completion reports (PCRs) were finalized for ITC projects. Of the 27 evaluations and reviews, 11 were independently initiated or completed by the IEU, three self-evaluations were conducted by project managers with IEU support and 13 evaluations were funder-led.

In line with the United Nations Evaluation Group (UNEG) Norms and Standards and the ITC Evaluation Guidelines, the IEU monitors the implementation status of IEU recommendations. By the end of 2022 of 31 recommendations, one third were implemented and two thirds were in progress.

The IEU supports project teams in their PCR preparations, reporting on project performance and lessons-learned for future interventions. In 2022, all completed projects submitted PCRs within the six-month deadline.

The Unit contributed to corporate reporting on ITC's participation in the UN System-wide Action Plan (UN-SWAP) on Gender Equality and the Empowerment of Women and the implementation of the UN Disability Inclusion Strategy (UN-DIS). The IEU also participated in three evaluations carried out by the Office of Internal Oversight Services (OIOS), and contributed to the completion of two Joint Inspection Unit (JIU) reviews and facilitated ITC participation in eight ongoing JIU reviews.

During 2022, the IEU completed the following evaluations and reviews:

- [Annual Evaluation Synthesis Report \(AESR\)](#): The AESR (presented to the Joint Advisory Group (JAG) in September 2022) summarizes and compiles findings and lessons learned from the Strategic Plan 2022-25, and evaluations and reviews from 2020 and 2021, to support organizational learning by synthesizing the key messages.
- [Evaluation of the SheTrades Initiative](#): SheTrades aims to promote women in trade, with a focus on increasing the participation of women entrepreneurs from small businesses in developing countries. The programme evaluation was carried out to summarize findings on the quality and achievements since its inception in 2015 and to support its future implementation.
- [Final Evaluation of the Netherlands Trust Fund Phase IV \(NTF IV\) Programme](#): The programme was implemented from October 2017 to June 2021 with the purpose to increase the competitiveness of producers and exporters in selected sectors in priority developing countries. The programme evaluation assessed the overall performance.
- [Midterm Evaluation of the ITC MENATEX Programme](#): The programme aims to strengthen international competitiveness of the textile and clothing sector in selected Middle East and North Africa (MENA) countries. The programme evaluation assessed progress and determined a potential need to readjust the intervention logic following the impact of the COVID-19 pandemic on the textile and clothing sector.
- **Final evaluation of the project Colombia PUEDE**: This project, which ended in 2022, aimed to contribute to improving the income of small farmers and their families in rural areas, affected by decades of armed conflict. The final project evaluation assessed the project's quality and achievements.
- **Sustainability Reviews of export strategies**: The reviews focused on assessing three national strategies: Saint Lucia National Export Strategy (NES) 2020-2024, Sri Lanka NES 2018-2022, and Burkina Faso National Shea Development Strategy 2015-2019.
- **Developmental Evaluation Reviews (DER)**: The reviews aimed to support real-time learning from the M&E systems of three large projects (Jobs Creation and Trade Development Project in South Sudan, Promoting growth through competitive alliances II in Eswatini, SAAVI in Iraq) at their inception phase. These learnings also informed the development of the corporate system DER proposal – a companion output of the DER initiative – to institutionalize good M&E practices for large ITC projects.

Also during 2022, the IEU launched the following evaluations and reviews:

- **Evaluation of ITC's Work on Agricultural Value Chains**: Projects to support value chains make up a large part of ITC's activities. This programme evaluation was initiated to provide a comprehensive overview of the ITC portfolio in this area and to assess the quality and effectiveness of related activities. In 2022, the assessment focused on an analysis of the portfolio, with a more in-depth assessment of specific activities to follow in 2023.
- **Midterm Evaluation of Linking Ukrainian SMEs in the Fruits and Vegetables Sector to Global and Domestic Markets and Value Chains – PHASE II**: The evaluation aims to assess project implementation progress and make recommendations for adjustments if necessary. It covers all project activities, results achieved, and lessons learned to guide the project's activities during the second half of its life cycle.

Other activities carried out in 2022 included:

- **Review of Knowledge Management in the ITC Evaluation Function:** The review found that the IEU is optimizing its knowledge management to meet user needs, resources, and experience. It has a wide range of evaluation products and is focusing on accessibility, dissemination, and use of evaluation findings.
- **Project Completion Report (PCR) Synthesis Review 2022:** The review found that the main lessons learned from PCRs submitted in 2021 were the need to incorporate flexibility into project implementation, identify and engage with project beneficiaries, coordinate with donors and other development partners, reduce overlap of interventions, replicate the project approach, access to finance, and ensure value for money. The review noted that the quality aspects of the PCRs continued to improve.
- **Advisory Services:** Beyond these evaluations and reviews, the IEU provided direct support and advisory services to ITC colleagues, primarily on self-evaluations, preparation for funder-led evaluations, and PCRs.

4.10 Resource Mobilization

The key deliverables in the resource mobilization area were:

- ITC updated its internal Resource Mobilization Strategy (RMS) in Q2-2022, focusing on ITC's traditional funders, diversifying ITC's funding base and strengthening in-country resource mobilization.
- Diversification of ITC's funding base was advanced through new partnerships and ITC has surpassed the target to enlist at least four new funders in 2022. New funders in 2022 include the United Nations Economic and Social Commission for Western Asia (UN-ESCWA), Google, Unilever and Alibaba Group. ITC is leading advanced discussions with other new funders including the VISA foundation and the Mastercard foundation, which would come to a conclusion in 2023. ITC also made considerable efforts to leverage in-country funds, establishing partnerships with entities that have complementary strengths to tap into Multi Partner Trust Funds (MPTFs).
- ITC advocated for Aid for Trade in the international fora with like-minded partners. ITC co-hosted events with the European Union, the Netherlands, Japan, the United Kingdom of Great Britain and Northern Ireland, the World Bank Group, AU Commission, and the United States, among others at the occasions of the WTO's Ministerial Conference, the WTO Aid for Trade Global Review, the European Development Days, COP27 and the AU Summit on Industrialization and Economic Diversification.

Annex I: List of projects by country / region and impact areas

Note: The projects highlighted in green were added to the portfolio in the course of the year.

The global/regional/country information for the OP budget and delivery split is based on the percentages allocated by project/programme managers for each project. These percentages may change during the year for multi-country projects, e.g. if specific activities cannot take place in a country as planned. Projects with Jan-Dec 2022 expenditures below \$5k and no OP budget are not listed. The projects highlighted in green were not included in the initial Operational plan 2022.

Country / Region	LDCs	Priority countries	Project Title	Sustainable and resilient value chains	Inclusive trade (women, youth, other vulnerable groups)	Green trade	E-commerce	Regional integration and South-South	General (non-impact area specific)	Corporate	Funders	Budget 2022 (\$'000)	Delivery 2022 (\$'000)	% Delivered	
Afghanistan	■	■	Afghanistan: Advancing trade (Phase II) (B946)	■	■	■	■				European Commission, Directorate-General International Partnerships	513	264	51%	
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■			United Nations Conference on Trade and Development	6	5	86%
			OIC: Trade and market intelligence for ICDT (C175)						■			Islamic Centre for Development of Trade	-	2	
Albania			CEFTA - Support to regional integration (B973)					■			Deutsche Gesellschaft für Internationale Zusammenarbeit	38	22	58%	
			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	-	2		
			Trade promotion East: Balkan States and Central Asia (C178)	■	■	■	■					Business Development Fund - ITC	-	6	
Algeria			AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■			European Commission, Directorate-General International Partnerships	4	4	90%	
			Euromed: Providing trade and market intelligence for better informed decisions (TIFM 2) (A340)						■			European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	92	54	59%
			Post Covid-19 economic recovery in the South Mediterranean Region: Strengthening SMEs' capacity to lead the twin transitions to a green and digital economy (C187)			■	■	■	■			Business Development Fund - ITC	-	4	
Antigua and Barbuda		■	Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)	■	■	■		■			European Commission, Directorate-General International Partnerships	123	113	92%	
			CARIFORUM: UK Trade Partnerships Programme (B900)	■	■	■	■					Foreign, Commonwealth and Development Office of the UK	56	44	79%
			Trade Intelligence: UK Trade Partnerships Programme (B906)							■		Foreign, Commonwealth and Development Office of the UK	8	11	147%

Country / Region	LDCs	Priority countries	Project Title	Sustainable and resilient value chains	Inclusive trade (women, youth, other vulnerable groups)	Green trade	E-commerce	Regional integration and South-South	General (non-impact area specific)	Corporate	Funders	Budget 2022 (\$'000)	Delivery 2022 (\$'000)	% Delivered
Argentina			SheTrades Latin America: Supporting women businesses' transition towards the post COVID digital age (B999)		■		■				ITF Window 1	55	59	106%
Armenia		■	Trade and market intelligence for the Eastern Partnership Countries (B802)					■			European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	205	282	137%
Azerbaijan			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	-	2	
		■	Trade and market intelligence for the Eastern Partnership Countries (B802)					■			European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	205	282	137%
Bahamas		■	Non-ODA: UK Trade Partnerships Programme (C166)	■							Foreign, Commonwealth and Development Office of the UK	3	4	118%
			Trade Intelligence: UK Trade Partnerships Programme (B906)						■		Foreign, Commonwealth and Development Office of the UK	8	11	147%
Bangladesh			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	-	2	
	■	■	SheTrades Commonwealth + (C185)		■		■				Foreign, Commonwealth and Development Office of the UK	-	134	
			SheTrades Commonwealth Programme (B578)		■						Foreign, Commonwealth and Development Office of the UK	-	128	
Barbados			Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)	■	■	■		■			European Commission, Directorate-General International Partnerships	123	113	92%
		■	Non-ODA: UK Trade Partnerships Programme (C166)	■							Foreign, Commonwealth and Development Office of the UK	3	4	118%
			Trade Intelligence: UK Trade Partnerships Programme (B906)						■		Foreign, Commonwealth and Development Office of the UK	8	11	147%
Belize			Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)	■	■	■		■			European Commission, Directorate-General International Partnerships	123	113	92%
		■	Trade Intelligence: UK Trade Partnerships Programme (B906)						■		Foreign, Commonwealth and Development Office of the UK	8	11	147%
Benin			ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion and alliances (B807)	■	■	■		■			European Commission, Directorate-General International Partnerships	246	269	109%
											ITF Window 1	2	-	0%
	■	■	Benin, Côte d'Ivoire, Mali and Uganda: Building Resilient Trade Competitiveness by Fast Tracking the Digital Technology Sector (NTF V) (C154)		■	■	■	■			Ministry of Foreign Affairs of the Netherlands	64	116	181%
			Bénin: Stratégie Nationale d'Exportation - Élaboration et gestion mise en oeuvre (C096)	■	■	■					Enhanced Integrated Framework	-	38	

Country / Region	LDCs	Priority countries	Project Title	Sustainable and resilient value chains	Inclusive trade (women, youth, other vulnerable groups)	Green trade	E-commerce	Regional integration and South-South	General (non-impact area specific)	Corporate	Funders	Budget 2022 (\$'000)	Delivery 2022 (\$'000)	% Delivered		
			Burkina Faso et Bénin: Création d'activités génératrices de revenu alternatives pour les communautés vivant autour du complexe w-arly-penjari (C108)	■	■	■					European Commission, Directorate-General International Partnerships	-	127			
			ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	103	123	120%		
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	6	5	86%		
			NTF V Programme Coordination (C094)						■		Ministry of Foreign Affairs of the Netherlands	17	16	91%		
			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	-	2			
			SheTrades: Empowering Women in the AfCFTA (Phase II) (C101)		■			■			Deutsche Gesellschaft für Internationale Zusammenarbeit	52	58	112%		
Bhutan	■	■	Bhutan Trade Support (B382)	■			■				European Commission, Directorate-General International Partnerships	855	624	73%		
											Ministry of Economic Affairs of Bhutan	-	16			
			Bhutan: Implementing support for Brand Bhutan among MSMEs (C226)	■			■					Enhanced Integrated Framework	-	87		
Bosnia and Herzegovina		■	CEFTA - Support to regional integration (B973)					■			Deutsche Gesellschaft für Internationale Zusammenarbeit	38	22	58%		
Botswana		■	South-South Trade and Investment (C106)				■	■	■		ITF Window 1	8	5	67%		
Brunei Darussalam			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	-	2			
Burkina Faso	■	■	ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion and alliances (B807)	■	■	■		■			European Commission, Directorate-General International Partnerships	246	269	109%		
											ITF Window 1	2	-	0%		
			AfCFTA Export Training Programme for African SMEs (B972)						■			African Export-Import Bank	-	26		
			Burkina Faso et Bénin: Création d'activités génératrices de revenu alternatives pour les communautés vivant autour du complexe w-arly-penjari (C108)	■	■	■							European Commission, Directorate-General International Partnerships	-	127	
			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 International Partnerships	-	88	
			ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■					■			European Commission, Directorate-General International Partnerships	103	123	120%
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	6	5	86%		

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			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	-	2		
Burundi	■	■	Burundi: Market Access Upgrade Programme - MARKUP (B718)	■				■			European Commission, Directorate-General International Partnerships	599	872	146%	
			EU- EAC MARKUP Phase II (C189)	■		■		■			Business Development Fund - ITC	-	23		
			EU-EAC Market Access Upgrade Programme - MARKUP (B383)	■				■				European Commission, Directorate-General International Partnerships	149	193	129%
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■			United Nations Conference on Trade and Development	6	5	86%
Cabo Verde		■	ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■			■		European Commission, Directorate-General International Partnerships	103	123	120%		
Cambodia	■	■	Cambodia, Lao PDR, Mongolia and Viet Nam: Conversion of ITC e-learning courses into national language versions (C024)				■	■	■		Deutsche Gesellschaft für Internationale Zusammenarbeit	-	15		
Cameroon		■	ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion and alliances (B807)	■	■	■		■			European Commission, Directorate-General International Partnerships	246	269	109%	
			ITF Window 1									2	-	0%	
			Cameroon: UK Trade Partnerships Programme (B899)	■	■	■						Foreign, Commonwealth and Development Office of the UK	136	266	196%
			OIC: Trade and market intelligence for ICDT (C175)					■				Islamic Centre for Development of Trade	-	2	
			Programme Management: UK Trade Partnerships Programme (B908)	■								Foreign, Commonwealth and Development Office of the UK	40	49	123%
Trade Intelligence: UK Trade Partnerships Programme (B906)								■		Foreign, Commonwealth and Development Office of the UK	8	11	147%		
Central African Republic	■	■	République Centrafricaine: Programme d'appui à la promotion de l'entreprenariat en milieu urbain et rural (PAPEUR) (B867)	■	■					European Commission, Directorate-General International Partnerships	4,445	1,737	39%		
Chad	■	■	OIC: Trade and market intelligence for ICDT (C175)					■		Islamic Centre for Development of Trade	-	2			
Chile			Chile: Enabling policymakers to evaluate new trade agreements (C102)		■			■			ITF Window 1	34	36	105%	
			SheTrades Latin America: Supporting women businesses' transition towards the post COVID digital age (B999)		■		■					ITF Window 1	55	59	106%
China			Partnership for enhancing export capacity of Africa to China (PEECAC) (C040)	■	■			■			Department of Commerce of Hunan Province China	38	37	95%	
Colombia		■	Colombia PUEDE: Peace and unity through productive development and commercialization (B599)	■	■	■					European Commission, Directorate-General International Partnerships	375	387	103%	

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			SheTrades Latin America: Supporting women businesses' transition towards the post COVID digital age (B999)		■		■				ITF Window 1	55	59	106%
			Comoros: Improving public-private dialogue and quality management systems to benefit from Economic Partnership Agreement with the EU (B963)						■		European Commission, Directorate-General International Partnerships	-	94	
Comoros	■	■	Comoros: UK Trade Partnerships Programme (B901)	■							Foreign, Commonwealth and Development Office of the UK	75	120	159%
			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	-	2	
			Programme Management: UK Trade Partnerships Programme (B908)	■							Foreign, Commonwealth and Development Office of the UK	40	49	123%
			Trade Intelligence: UK Trade Partnerships Programme (B906)						■		Foreign, Commonwealth and Development Office of the UK	4	6	147%
			AfCFTA Export Training Programme for African SMEs (B972)					■			African Export-Import Bank	-	26	
			Africa Fashion and Textile Network (Africa FAN) (C208)	■	■	■	■				Deutsche Gesellschaft für Internationale Zusammenarbeit	-	26	
			Alliance for Product Quality in Africa (B928)	■	■						Deutsche Gesellschaft für Internationale Zusammenarbeit	28	43	153%
			Benin, Côte d'Ivoire, Mali and Uganda: Building Resilient Trade Competitiveness by Fast Tracking the Digital Technology Sector (NTF V) (C154)		■	■	■	■			Ministry of Foreign Affairs of the Netherlands	64	116	181%
Côte d'Ivoire		■	Côte D'Ivoire: UK Trade Partnerships Programme (B902)	■	■						Foreign, Commonwealth and Development Office of the UK	206	252	122%
			Culture project: Identity Building and Sharing Business Initiative (B542)	■	■						European Commission, Directorate-General International Partnerships	412	436	106%
			ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	103	123	120%
			NTF V Programme Coordination (C094)						■		Ministry of Foreign Affairs of the Netherlands	17	16	91%
			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	-	2	
			Programme Management: UK Trade Partnerships Programme (B908)	■							Foreign, Commonwealth and Development Office of the UK	40	49	123%
			SheTrades West Africa (B610)	■	■						Korea International Cooperation Agency	314	424	135%
			Trade Intelligence: UK Trade Partnerships Programme (B906)						■		Foreign, Commonwealth and Development Office of the UK	12	17	147%
Cuba		■	Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	43	37	86%

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Curaçao		■	Curaçao: National Export Strategy and Implementation Management (B896)	■	■	■	■				Ministry of Economic Development of Curaçao	237	104	44%	
Democratic Republic of the Congo (the)	■	■	ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion and alliances (B807)	■	■	■		■			European Commission, Directorate-General International Partnerships	246	269	109%	
			AfCFTA Export Training Programme for African SMEs (B972)					■			African Export-Import Bank	2	-	0%	
			COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)		■		■				Common Market for Eastern and Southern Africa	130	114	87%	
Djibouti	■	■	AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■			European Commission, Directorate-General International Partnerships	4	4	90%	
Dominica	■	■	Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)	■	■	■		■			European Commission, Directorate-General International Partnerships	123	113	92%	
			CARIFORUM: UK Trade Partnerships Programme (B900)	■	■	■	■				Foreign, Commonwealth and Development Office of the UK	56	44	79%	
			Trade Intelligence: UK Trade Partnerships Programme (B906)						■		Foreign, Commonwealth and Development Office of the UK	8	11	147%	
Dominican Republic	■	■	ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion and alliances (B807)	■	■	■		■			European Commission, Directorate-General International Partnerships	246	269	109%	
			ITF Window 1									2	-	0%	
			Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)	■	■	■		■				European Commission, Directorate-General International Partnerships	139	127	92%
			CARIFORUM: UK Trade Partnerships Programme (B900)	■	■	■	■					Foreign, Commonwealth and Development Office of the UK	56	44	79%
Ecuador	■	■	Trade Intelligence: UK Trade Partnerships Programme (B906)					■			Foreign, Commonwealth and Development Office of the UK	12	17	147%	
			Ecuador: Promoting new non-traditional exports (NEXT Ecuador) (B452)	■	■			■				European Commission, Directorate-General International Partnerships	756	427	57%
Egypt			Business Development Fund - ITC									-	0		
			AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■				European Commission, Directorate-General International Partnerships	4	4	90%
			AfCFTA Export Training Programme for African SMEs (B972)					■				African Export-Import Bank	-	26	
			Egypt: Improving the international competitiveness of the textile and clothing sector (GTEX/MENATEX) (B673)	■	■		■	■			State Secretariat for Economic Affairs of Switzerland	541	523	97%	
											Swedish International Development Cooperation Agency	131	217	165%	

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			Egypt: SheTrades (AFTIAS) (B821)		■						International Islamic Trade Finance Corporation	-	117	
			Euromed: Providing trade and market intelligence for better informed decisions (TIFM 2) (A340)					■			European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	92	54	59%
			Global: Networking and knowledge management for the textile and clothing sector (GTEX) (B451)	■		■		■			State Secretariat for Economic Affairs of Switzerland	39	57	145%
			MENATEX Regional: Regional component of the Textiles and Clothing Programme for the MENA region (B696)	■				■			Swedish International Development Cooperation Agency	57	116	206%
			Post Covid-19 economic recovery in the South Mediterranean Region: Strengthening SMEs' capacity to lead the twin transitions to a green and digital economy (C187)		■	■	■	■			Business Development Fund - ITC	-	4	
El Salvador		■	El Salvador: Export promotion and diversification (C157)	■	■		■				Business Development Fund - ITC	50	12	24%
Eritrea	■	■	South-South Trade and Investment (C106)				■	■	■		ITF Window 1	8	5	67%
Eswatini		■	Eswatini: Promoting growth through competitive alliances I (B978)	■					■		European Commission, Directorate-General International Partnerships	981	1,307	133%
			Eswatini: Promoting growth through competitive alliances II (B992)	■							European Commission, Directorate-General International Partnerships	693	538	78%
			Africa Fashion and Textile Network (Africa FAN) (C208)	■	■	■	■				Deutsche Gesellschaft für Internationale Zusammenarbeit	-	7	
			Alliance for Product Quality in Africa (B928)	■	■						Deutsche Gesellschaft für Internationale Zusammenarbeit	28	43	153%
			COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)		■			■			Common Market for Eastern and Southern Africa	130	114	87%
			Ethiopia: Building Alliances for Action in Coffee from seed to cup (NTF V) (C148)	■							Ministry of Foreign Affairs of the Netherlands	513	722	141%
Ethiopia	■	■	Ethiopia: Building Resilient Trade Competitiveness by Fast Tracking the Digital Technology Sector (NTF V) (C149)		■	■	■	■			Ministry of Foreign Affairs of the Netherlands	257	395	154%
			NTF V Programme Coordination (C094)						■		Ministry of Foreign Affairs of the Netherlands	92	84	91%
			Partnership for enhancing export capacity of Africa to China (PEECAC) (C040)	■	■			■			Department of Commerce of Hunan Province China	35	33	95%
			South-South Trade and Investment (C106)				■	■	■		ITF Window 1	8	5	67%
			Textile and Apparel Network for Africa (TANA) (C027)	■		■	■				Deutsche Gesellschaft für Internationale Zusammenarbeit	35	35	100%

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Fiji	■		Fiji: UK Trade Partnership Programme (B905)	■	■						Foreign, Commonwealth and Development Office of the UK	53	40	76%	
			Programme Management: UK Trade Partnerships Programme (B908)	■								Foreign, Commonwealth and Development Office of the UK	40	49	123%
			Trade Intelligence: UK Trade Partnerships Programme (B906)							■		Foreign, Commonwealth and Development Office of the UK	8	11	147%
Gabon	■		OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	-	2		
Georgia			Trade and market intelligence for the Eastern Partnership Countries (B802)					■			European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	205	282	137%	
Ghana	■		ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion and alliances (B807)	■	■	■		■			European Commission, Directorate-General International Partnerships	246	269	109%	
			ITF Window 1										2	-	0%
			AfCFTA Export Training Programme for African SMEs (B972)						■			African Export-Import Bank	-	26	
			Africa Fashion and Textile Network (Africa FAN) (C208)	■	■	■	■					Deutsche Gesellschaft für Internationale Zusammenarbeit	-	26	
			Alliance for Product Quality in Africa (B928)	■	■							Deutsche Gesellschaft für Internationale Zusammenarbeit	28	43	153%
			ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■				■			European Commission, Directorate-General International Partnerships	103	123	120%
			Ghana: Building Alliances for Action in Cocoa from bean to bar (NTF V) (C150)	■								Ministry of Foreign Affairs of the Netherlands	513	571	111%
			Ghana: Building Resilient Trade Competitiveness by Fast Tracking the Digital Technology Sector (NTF V) (C151)	■	■	■	■					Ministry of Foreign Affairs of the Netherlands	300	394	131%
			Ghana: Developing cocoa and associated crops through the Sankofa Project empowered by Alliances for Action (B766)	■	■	■						HALBA - Division of Coop Genossenschaft	257	108	42%
			Ghana: UK Trade Partnerships Programme (B903)	■	■							Foreign, Commonwealth and Development Office of the UK	241	250	103%
			NTF V Programme Coordination (C094)							■		Ministry of Foreign Affairs of the Netherlands	79	72	91%
			Programme Management: UK Trade Partnerships Programme (B908)	■								Foreign, Commonwealth and Development Office of the UK	40	49	123%
			SheTrades Commonwealth Programme (B578)			■						Foreign, Commonwealth and Development Office of the UK	-	128	
	SheTrades: Empowering women and boosting livelihoods through agricultural trade: Leveraging the AfCFTA (C100)			■				■		Food and Agriculture Organization of the United Nations	97	98	100%		

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			South-South Trade and Investment (C106)				■	■	■		ITF Window 1	8	5	67%
			Textile and Apparel Network for Africa (TANA) (C027)	■		■	■				Deutsche Gesellschaft für Internationale Zusammenarbeit	35	35	100%
			Trade Intelligence: UK Trade Partnerships Programme (B906)						■		Foreign, Commonwealth and Development Office of the UK	8	11	147%
			Trade Training Hub (TTH) (B736)		■				■		ITF Window 1	10	65	660%
Grenada	■		Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)	■	■	■		■			European Commission, Directorate-General International Partnerships	123	113	92%
			CARIFORUM: UK Trade Partnerships Programme (B900)	■	■	■	■				Foreign, Commonwealth and Development Office of the UK	56	44	79%
			Trade Intelligence: UK Trade Partnerships Programme (B906)							■	Foreign, Commonwealth and Development Office of the UK	8	11	147%
Guatemala	■		Guatemala: Strengthening the business skills and employability of informal entrepreneurs at the Ciudad Pedro de Alvarado Border (B615)		■		■			United States Agency for International Development	599	234	39%	
Guinea	■		ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	103	123	120%
			Guinea: Improving sustainable livelihoods for border communities (C035)	■	■			■			MPTF - Start-up Fund for Safe, Orderly and Regular Migration	119	268	224%
			Guinea: Relance de la filière ananas (REFILA) (B803)	■	■			■			United Nations Industrial Development Organization	257	300	117%
			Guinée: Programme d'appui à l'integration socio-economique des jeunes (INTEGRA) (B463)	■	■		■				European Commission, Directorate-General International Partnerships	3,765	3,107	83%
			OIC: Trade and market intelligence for ICDT (C175)						■		Islamic Centre for Development of Trade	-	2	
			SheTrades West Africa (B610)	■	■						Korea International Cooperation Agency	314	424	135%
Guinea-Bissau	■		ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	103	123	120%
			OIC: Trade and market intelligence for ICDT (C175)					■		Islamic Centre for Development of Trade	-	2		
Guyana	■		Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)	■	■	■		■			European Commission, Directorate-General International Partnerships	139	127	92%
			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	-	2	
			Trade Intelligence: UK Trade Partnerships Programme (B906)							■	Foreign, Commonwealth and Development Office of the UK	8	11	147%
Haiti	■	■	Haiti: Feasibility study exports of mango, horticulture and cereals (B964)	■				■		Enhanced Integrated Framework	-	16		

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Honduras		■	El Amatillo-Honduras: Creating Resilience and Employment for Communities in Remote Environments (CRECER) (C074)		■						United States Agency for International Development	342	228	67%
India			South-South Trade and Investment (C106)				■	■	■		ITF Window 1	8	5	67%
Indonesia			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	-	2	
			SheTrades Commonwealth + (C185)		■		■				Foreign, Commonwealth and Development Office of the UK	-	101	
Iran (Islamic Republic of)			Culture project: Identity Building and Sharing Business Initiative (B542)	■	■						European Commission, Directorate-General International Partnerships	229	242	106%
			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	-	2	
			Iran: Trade-Related Technical Assistance (B782)	■	■	■	■				European Commission, Directorate-General International Partnerships	2,231	2,324	104%
Iraq		■	Iraq: Strengthening the Agriculture and Agri-Food Value Chain and Improving Trade Policy (SAAVI) (B960)	■	■	■			■		European Commission, Directorate-General International Partnerships	6,977	4,797	69%
			SheTrades: Accelerator Programme for women entrepreneurs in the Apparel, Accessories and Home Décor sector (C052)		■						Deutsche Gesellschaft für Internationale Zusammenarbeit	70	80	115%
Jamaica			ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion and alliances (B807)	■	■	■		■			European Commission, Directorate-General International Partnerships	246	269	109%
											ITF Window 1	2	-	0%
		■	Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)	■	■	■		■			European Commission, Directorate-General International Partnerships	154	141	92%
			CARIFORUM: UK Trade Partnerships Programme (B900)	■	■	■	■				Foreign, Commonwealth and Development Office of the UK	56	44	79%
			Programme Management: UK Trade Partnerships Programme (B908)	■							Foreign, Commonwealth and Development Office of the UK	44	54	123%
			Trade Intelligence: UK Trade Partnerships Programme (B906)						■		Foreign, Commonwealth and Development Office of the UK	8	11	147%
Jordan			Euromed: Providing trade and market intelligence for better informed decisions (TIFM 2) (A340)					■			European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	92	54	59%
		■	Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	6	5	86%
			Jordan: Improving the international competitiveness of the textile and clothing sector (MENATEX) (B811)	■	■	■					Swedish International Development Cooperation Agency	246	363	148%
			Jordan: Trade for Employment Project: "Improving Business Environment for SMEs Through Trade Facilitation" (B639)	■	■	■			■		Deutsche Gesellschaft für Internationale Zusammenarbeit	1,238	923	75%

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			MENATEX Regional: Regional component of the Textiles and Clothing Programme for the MENA region (B696)	■				■			Swedish International Development Cooperation Agency	57	116	206%
			Post Covid-19 economic recovery in the South Mediterranean Region: Strengthening SMEs' capacity to lead the twin transitions to a green and digital economy (C187)		■	■	■	■			Business Development Fund - ITC	-	4	
			SheTrades: Accelerator Programme for women entrepreneurs in the Apparel, Accessories and Home Décor sector (C052)		■						Deutsche Gesellschaft für Internationale Zusammenarbeit	56	64	115%
Kazakhstan	■		Central Asia: Developing entrepreneurial skills and providing access to international market to lifestyle sector artisans, micro-producers (Ethical Fashion Initiative) (C084)	■	■			■			United Nations Educational, Scientific and Cultural Organization - Almaty Cluster Office	-	41	
			Central Asia: Ready4Trade (R4TCA) (B723)				■		■		European Commission, Directorate-General International Partnerships	804	896	111%
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	6	5	86%
			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	-	2	
Kenya	■		ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion and alliances (B807)	■	■	■		■			European Commission, Directorate-General International Partnerships	246	269	109%
			AfCFTA Export Training Programme for African SMEs (B972)					■			African Export-Import Bank	-	26	
			COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)		■			■			Common Market for Eastern and Southern Africa	130	114	87%
			Culture project: Identity Building and Sharing Business Initiative (B542)	■	■						European Commission, Directorate-General International Partnerships	344	363	106%
			EU- EAC MARKUP Phase II (C189)	■		■		■			Business Development Fund - ITC	-	23	
			EU-EAC Market Access Upgrade Programme - MARKUP (B383)	■				■			European Commission, Directorate-General International Partnerships	149	193	129%
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	6	5	86%
			Partnership for enhancing export capacity of Africa to China (PEECAC) (C040)	■	■			■			Department of Commerce of Hunan Province China	35	33	95%
			Refugee Employment and Skills Initiative: Building Solutions for Somali Refugees in a Fragile Protracted Displacement Scenario (RESI Dadaab II) (B864)		■						Ministry of Foreign Affairs of Japan	-	1	
									Norwegian Refugee Council	201	160	80%		
									Danish Refugee Council – Kenya	338	535	158%		

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			SheTrades Commonwealth Programme (B578)		■						Foreign, Commonwealth and Development Office of the UK	-	128	
			SheTrades: Accelerator Programme for women entrepreneurs in the Apparel, Accessories and Home Décor sector (C052)		■						Deutsche Gesellschaft für Internationale Zusammenarbeit	56	64	115%
			South-South Trade and Investment (C106)				■	■	■		ITF Window 1	8	5	67%
			Trade Training Hub (TTH) (B736)		■				■		ITF Window 1	10	67	660%
Kiribati	■	■	Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	6	5	86%
			Central Asia: Developing entrepreneurial skills and providing access to international market to lifestyle sector artisans, micro-producers (Ethical Fashion Initiative) (C084)	■	■			■			United Nations Educational, Scientific and Cultural Organization - Almaty Cluster Office	-	41	
			Central Asia: Ready4Trade (R4TCA) (B723)				■		■		European Commission, Directorate-General International Partnerships	804	896	111%
Kyrgyzstan		■	Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	6	5	86%
			Global: Networking and knowledge management for the textile and clothing sector (GTEX) (B451)	■		■		■			State Secretariat for Economic Affairs of Switzerland	39	57	145%
			Kyrgyzstan: Improving the international competitiveness of the textile and clothing sector (GTEX) (B676)	■	■						State Secretariat for Economic Affairs of Switzerland	-	296	
			OIC: Trade and market intelligence for ICDDT (C175)					■			Islamic Centre for Development of Trade	-	2	
			Cambodia, Lao PDR, Mongolia and Viet Nam: Conversion of ITC e-learning courses into national language versions (C024)				■	■	■		Deutsche Gesellschaft für Internationale Zusammenarbeit	-	15	
Lao People's Democratic Republic	■	■	Lao PDR: ASEAN Regional Integration Support (Laos-ARISE Plus) (B505)	■				■			European Commission, Directorate-General International Partnerships	1,560	1,107	71%
											ITF Window 1	-	26	
			Systematic Mechanism for Safer Trade (SYMST) (B695)	■							European Commission, Directorate-General International Partnerships	317	444	140%
			Euromed: Providing trade and market intelligence for better informed decisions (TIFM 2) (A340)					■			European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	92	54	59%
Lebanon		■	Lebanon - E-Commerce for Women Entrepreneurs (B820)		■		■				World Bank	71	100	142%
			Post Covid-19 economic recovery in the South Mediterranean Region: Strengthening SMEs' capacity to lead the twin transitions to a green and digital economy (C187)		■	■	■	■			Business Development Fund - ITC	-	4	

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			SheTrades: Accelerator Programme for women entrepreneurs in the Apparel, Accessories and Home Décor sector (C052)		■						Deutsche Gesellschaft für Internationale Zusammenarbeit	56	64	115%
Lesotho	■	■	Lesotho: Empowerment of public and private stakeholders on the implementation of NES Roadmap (C064)		■	■	■				Enhanced Integrated Framework	22	62	276%
			Lesotho: Increasing competitiveness and decent work in the T&C sector (C192)	■							Business Development Fund - ITC	-	27	
			Lesotho: Promoting International Market Linked Cottage Industries (C209)		■	■					Business Development Fund - ITC	-	14	
			South-South Trade and Investment (C106)				■	■	■		ITF Window 1	8	5	67%
Liberia	■	■	ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion and alliances (B807)	■	■	■		■			European Commission, Directorate-General International Partnerships	246	269	109%
			ITF Window 1	2	-	0%								
			Conducive policy and regulatory environment: Trade negotiations and policy reform (C128)	■	■	■	■	■	■		ITF Window 1	19	56	296%
			ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	103	123	120%
			Liberia: Developing the tourism sector with a focus on surfing and destinations (B555)							■	Enhanced Integrated Framework	180	178	99%
			SheTrades West Africa (B610)	■	■						Korea International Cooperation Agency	314	424	135%
			SheTrades: Empowering Women in the AfCFTA (Phase II) (C101)		■			■		Deutsche Gesellschaft für Internationale Zusammenarbeit	52	58	112%	
Libya	■	■	AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■			European Commission, Directorate-General International Partnerships	4	4	90%
			Libya: Increasing trade transparency through the EuroMed Trade Helpdesk (B951)					■	■		Expertise France	103	129	125%
			Post Covid-19 economic recovery in the South Mediterranean Region: Strengthening SMEs' capacity to lead the twin transitions to a green and digital economy (C187)		■	■	■	■			Business Development Fund - ITC	-	4	
Madagascar	■	■	Madagascar: UK Trade Partnerships Programme (B904)	■	■		■	■			Foreign, Commonwealth and Development Office of the UK	257	343	134%
			Partnership for enhancing export capacity of Africa to China (PEECAC) (C040)	■	■			■			Department of Commerce of Hunan Province China	35	33	95%
			Programme Management: UK Trade Partnerships Programme (B908)	■							Foreign, Commonwealth and Development Office of the UK	40	49	123%
			Trade Intelligence: UK Trade Partnerships Programme (B906)							■	Foreign, Commonwealth and Development Office of the UK	8	11	147%

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Malawi	■	■	COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)		■			■			Common Market for Eastern and Southern Africa	130	114	87%		
			SheTrades: Empowering women and boosting livelihoods through agricultural trade: Leveraging the AfCFTA (C100)		■				■			Food and Agriculture Organization of the United Nations	100	101	100%	
			SheTrades: Empowering Women in the AfCFTA (Phase II) (C101)		■				■			Deutsche Gesellschaft für Internationale Zusammenarbeit	52	58	112%	
			South-South Trade and Investment (C106)					■	■	■		ITF Window 1	8	5	67%	
Malaysia			Malaysia: Trade-Related Assistance (Arise + Malaysia) (B872)	■		■	■		■		European Commission, Directorate-General International Partnerships	1,196	920	77%		
			OIC: Trade and market intelligence for ICDT (C175)						■			Islamic Centre for Development of Trade	-	2		
Maldives		■	OIC: Trade and market intelligence for ICDT (C175)						■		Islamic Centre for Development of Trade	-	2			
Mali	■	■	Benin, Côte d'Ivoire, Mali and Uganda: Building Resilient Trade Competitiveness by Fast Tracking the Digital Technology Sector (NTF V) (C154)		■	■	■	■			Ministry of Foreign Affairs of the Netherlands	64	116	181%		
			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 International Partnerships	-	88		
			Culture project: Identity Building and Sharing Business Initiative (B542)	■	■							European Commission, Directorate-General International Partnerships	321	339	106%	
			ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■					■			European Commission, Directorate-General International Partnerships	103	123	120%
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)				■		■	■	■		United Nations Conference on Trade and Development	6	5	86%
			NTF V Programme Coordination (C094)								■		Ministry of Foreign Affairs of the Netherlands	17	16	91%
Mauritania	■	■	OIC: Trade and market intelligence for ICDT (C175)						■		Islamic Centre for Development of Trade	-	2			
			AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■			■			European Commission, Directorate-General International Partnerships	4	4	90%	
			ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■				■			European Commission, Directorate-General International Partnerships	171	206	120%	
Mauritius		■	Partnership for enhancing export capacity of Africa to China (PEECAC) (C040)	■	■			■			Department of Commerce of Hunan Province China	35	33	95%		
			SheTrades Commonwealth + (C185)		■		■					Foreign, Commonwealth and Development Office of the UK	-	101		
			Trade Intelligence: UK Trade Partnerships Programme (B906)							■		Foreign, Commonwealth and Development Office of the UK	16	23	147%	

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Micronesia (Federated States of)		■	Micronesia: Coconut Export Strategy (C058)	■	■						Federated States of Micronesia Petroleum Corporation	120	66	55%	
Mongolia		■	Cambodia, Lao PDR, Mongolia and Viet Nam: Conversion of ITC e-learning courses into national language versions (C024)				■	■	■		Deutsche Gesellschaft für Internationale Zusammenarbeit	-	15		
Montenegro			CEFTA - Support to regional integration (B973)					■			Deutsche Gesellschaft für Internationale Zusammenarbeit	38	22	58%	
Morocco			AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■			European Commission, Directorate-General International Partnerships	4	4	90%	
			AfCFTA Export Training Programme for African SMEs (B972)					■			African Export-Import Bank	-	26		
			Africa Fashion and Textile Network (Africa FAN) (C208)	■	■	■	■				Deutsche Gesellschaft für Internationale Zusammenarbeit	-	7		
			Euromed: Providing trade and market intelligence for better informed decisions (TIFM 2) (A340)					■			European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	92	54	59%	
			Global: Networking and knowledge management for the textile and clothing sector (GTEX) (B451)	■		■		■			State Secretariat for Economic Affairs of Switzerland	39	57	145%	
			MENATEX Regional: Regional component of the Textiles and Clothing Programme for the MENA region (B696)	■				■			Swedish International Development Cooperation Agency	57	116	206%	
			Morocco: Improving the international competitiveness of the textile and clothing sector (GTEX/MENATEX) (B674)	■		■					State Secretariat for Economic Affairs of Switzerland	141	469	333%	
											Swedish International Development Cooperation Agency	105	134	127%	
				Post Covid-19 economic recovery in the South Mediterranean Region: Strengthening SMEs' capacity to lead the twin transitions to a green and digital economy (C187)		■	■	■	■			Business Development Fund - ITC	-	4	
				SheTrades Morocco (B937)		■						International Islamic Trade Finance Corporation	191	228	119%
			Textile and Apparel Network for Africa (TANA) (C027)	■		■	■				Deutsche Gesellschaft für Internationale Zusammenarbeit	35	35	100%	
Mozambique			AfCFTA Export Training Programme for African SMEs (B972)					■			African Export-Import Bank	-	26		
		■	OIC: Trade and market intelligence for ICDDT (C175)					■			Islamic Centre for Development of Trade	-	2		
		■	Partnership for enhancing export capacity of Africa to China (PEECAC) (C040)	■	■			■			Department of Commerce of Hunan Province China	35	33	95%	
			South-South Trade and Investment (C106)				■	■	■		ITF Window 1	8	5	67%	

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Myanmar	■	■	Myanmar: Trade-Related Technical Assistance (ARISE+ Myanmar) (B567)	■	■			■			European Commission, Directorate-General International Partnerships	856	1,871	219%		
			Myanmar: Upgrading horticulture supply and sustainable tourism to develop business linkages (B566)	■	■							State Secretariat for Economic Affairs of Switzerland	357	340	95%	
			NTF V Programme Coordination (C094)							■		Ministry of Foreign Affairs of the Netherlands	24	22	91%	
Namibia		■	South-South Trade and Investment (C106)				■	■	■		ITF Window 1	8	5	67%		
Nauru		■	Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	6	5	86%		
Nepal	■	■	Nepal Trade-Related Assistance (B731)	■							European Commission, Directorate-General International Partnerships	2,034	1,396	69%		
Niger	■	■	ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	103	123	120%		
			OIC: Trade and market intelligence for ICDT (C175)					■				Islamic Centre for Development of Trade	-	2		
			SheTrades: Empowering Women in the AfCFTA (Phase II) (C101)		■			■				Deutsche Gesellschaft für Internationale Zusammenarbeit	52	58	112%	
			AfCFTA Export Training Programme for African SMEs (B972)					■			African Export-Import Bank	-	26			
			ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	103	123	120%		
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	6	5	86%		
Nigeria	■	■	Nigeria: Vaccine Investments and Trade Ecosystems in Africa (VITEA) (C107)	■				■			Ministry of Foreign Affairs of Japan	-	91			
			OIC: Trade and market intelligence for ICDT (C175)					■				Islamic Centre for Development of Trade	-	2		
			SheTrades Commonwealth + (C185)		■		■					Foreign, Commonwealth and Development Office of the UK	-	101		
			SheTrades Commonwealth Programme (B578)		■							Foreign, Commonwealth and Development Office of the UK	-	128		
			SheTrades: Empowering African women through e-commerce (C098)		■							Deutsche Gesellschaft für Internationale Zusammenarbeit	94	108	115%	
			SheTrades: Empowering women and boosting livelihoods through agricultural trade: Leveraging the AfCFTA (C100)		■				■			Food and Agriculture Organization of the United Nations	97	98	100%	
			SheTrades: Empowering Women in the AfCFTA (Phase II) (C101)		■				■			Deutsche Gesellschaft für Internationale Zusammenarbeit	59	66	112%	
			South-South Trade and Investment (C106)						■	■	■		ITF Window 1	8	5	67%

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			Trade Training Hub (TTH) (B736)		■				■		ITF Window 1	10	65	660%
North Macedonia		■	CEFTA - Support to regional integration (B973)					■			Deutsche Gesellschaft für Internationale Zusammenarbeit	38	22	58%
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	6	5	86%
			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	-	2	
Pakistan			Pakistan: Growth for rural advancement and sustainable progress (GRASP) (B466)	■	■	■	■				European Commission, Directorate-General International Partnerships	7,921	12,321	156%
											ITF Window 1	88	30	35%
			Pakistan: Revenue Mobilisation for Investment and Trade (ReMIT) (B938)		■				■		Foreign, Commonwealth and Development Office of the UK	1,498	839	56%
			ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion and alliances (B807)	■	■	■		■			European Commission, Directorate-General International Partnerships	246	269	109%
											ITF Window 1	2	-	0%
Papua New Guinea		■	PNG: UK Trade Partnerships Programme (B967)	■		■					Foreign, Commonwealth and Development Office of the UK	162	195	120%
			Programme Management: UK Trade Partnerships Programme (B908)	■							Foreign, Commonwealth and Development Office of the UK	40	49	123%
			Trade Intelligence: UK Trade Partnerships Programme (B906)						■		Foreign, Commonwealth and Development Office of the UK	8	11	147%
Philippines			Philippines: Trade-Related Assistance (Arise + Philippines) (C007)		■			■	■		European Commission, Directorate-General International Partnerships	1,121	1,508	135%
Qatar			Qatar: Export Acceleration Pilot Programme to improve SME competitiveness and market access (Qatar EAP) (B996)	■							Qatar Development Bank	148	173	117%
			Qatar: Export Acceleration Programme II (C158)	■							Qatar Development Bank	-	220	
Republic of Moldova (the)		■	CEFTA - Support to regional integration (B973)					■			Deutsche Gesellschaft für Internationale Zusammenarbeit	38	22	58%
			Trade and market intelligence for the Eastern Partnership Countries (B802)					■			European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	205	282	137%
			AfCFTA Export Training Programme for African SMEs (B972)					■			African Export-Import Bank	-	26	
Rwanda	■	■	Alliance for Product Quality in Africa (B928)	■	■						Deutsche Gesellschaft für Internationale Zusammenarbeit	28	43	153%
			EU- EAC MARKUP Phase II (C189)	■		■		■			Business Development Fund - ITC	-	23	

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			EU-EAC Market Access Upgrade Programme - MARKUP (B383)	■				■			European Commission, Directorate-General International Partnerships	149	193	129%
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	6	5	86%
			Partnership for enhancing export capacity of Africa to China (PEECAC) (C040)	■	■			■			Department of Commerce of Hunan Province China	35	33	95%
			Rwanda: Value Added Initiative to Boost Employment for Refugees (C225)		■	■					Business Development Fund - ITC	-	7	
			Rwanda: Value Added Initiative to Boost Employment for Women-led Businesses (C195)		■		■				Business Development Fund - ITC	-	42	
			SheTrades Rwanda (B950)		■						Enhanced Integrated Framework	56	99	177%
			SheTrades: Empowering Women in the AfCFTA (Phase II) (C101)		■			■			Deutsche Gesellschaft für Internationale Zusammenarbeit	52	58	112%
			South-South Trade and Investment (C106)				■	■	■		ITF Window 1	8	5	67%
Saint Kitts and Nevis		■	Non-ODA: UK Trade Partnerships Programme (C166)	■							Foreign, Commonwealth and Development Office of the UK	3	4	118%
			Trade Intelligence: UK Trade Partnerships Programme (B906)						■		Foreign, Commonwealth and Development Office of the UK	8	11	147%
Saint Lucia		■	Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)	■	■	■		■			European Commission, Directorate-General International Partnerships	123	113	92%
			CARIFORUM: UK Trade Partnerships Programme (B900)	■	■	■	■				Foreign, Commonwealth and Development Office of the UK	56	44	79%
			St. Lucia: Strengthening the institutional infrastructure for export promotion (A332)	■	■		■	■	■		Export Saint Lucia	39	111	288%
			Trade Intelligence: UK Trade Partnerships Programme (B906)						■		Foreign, Commonwealth and Development Office of the UK	8	11	147%
Saint Vincent and the Grenadines		■	Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)	■	■	■		■			European Commission, Directorate-General International Partnerships	123	113	92%
			CARIFORUM: UK Trade Partnerships Programme (B900)	■	■	■	■				Foreign, Commonwealth and Development Office of the UK	64	50	79%
			Trade Intelligence: UK Trade Partnerships Programme (B906)						■		Foreign, Commonwealth and Development Office of the UK	8	11	147%
Samoa		■	Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	6	5	86%
Senegal	■	■	AfCFTA Export Training Programme for African SMEs (B972)					■			African Export-Import Bank	-	26	

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			Africa Fashion and Textile Network (Africa FAN) (C208)	■	■	■	■				Deutsche Gesellschaft für Internationale Zusammenarbeit	-	7	
			ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	103	123	120%
			NTF V Programme Coordination (C094)						■		Ministry of Foreign Affairs of the Netherlands	79	72	91%
			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	-	2	
			Senegal: Alliances for Value Addition in Cashew Nut (NTF V) (C152)	■							Ministry of Foreign Affairs of the Netherlands	257	285	111%
			Senegal: Building Resilient Trade Competitiveness by Fast Tracking the Digital Technology Sector (NTF V) (C153)		■	■	■	■			Ministry of Foreign Affairs of the Netherlands	342	451	132%
			Sénégal: Programme d'appui à la Compétitivité de l'Afrique de l'Ouest (PACAO) (B461)	■	■		■	■			European Commission, Directorate-General International Partnerships	621	1,784	287%
			SheTrades: Accelerator Programme for women entrepreneurs in the Apparel, Accessories and Home Décor sector (C052)		■						Deutsche Gesellschaft für Internationale Zusammenarbeit	56	64	115%
			Textile and Apparel Network for Africa (TANA) (C027)	■		■	■				Deutsche Gesellschaft für Internationale Zusammenarbeit	35	35	100%
Serbia			CEFTA - Support to regional integration (B973)					■			Deutsche Gesellschaft für Internationale Zusammenarbeit	48	28	58%
			Trade promotion East: Balkan States and Central Asia (C178)	■	■	■	■				Business Development Fund - ITC	-	6	
Seychelles		■	Non-ODA: UK Trade Partnerships Programme (C166)	■							Foreign, Commonwealth and Development Office of the UK	157	185	118%
			Trade Intelligence: UK Trade Partnerships Programme (B906)						■		Foreign, Commonwealth and Development Office of the UK	4	6	147%
			AfCFTA Export Training Programme for African SMEs (B972)					■			African Export-Import Bank	-	70	
			ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	103	123	120%
Sierra Leone	■	■	OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	-	2	
			SheTrades West Africa (B610)	■	■						Korea International Cooperation Agency	314	424	135%
			Sierra Leone: West Africa Competitiveness Programme (B457)	■	■			■			United Nations Industrial Development Organization	685	389	57%
Solomon Islands	■	■	Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	6	5	86%
Somalia	■	■	AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■			European Commission, Directorate-General International Partnerships	4	4	90%

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			Somalia: Economic self-reliance through digital work for displacement affected communities (C019)		■						Ministry of Foreign Affairs of Japan	188	208	111%
South Africa	■		AfCFTA Export Training Programme for African SMEs (B972)					■			African Export-Import Bank	-	26	
			SheTrades: Accelerator Programme for women entrepreneurs in the Apparel, Accessories and Home Décor sector (C052)		■						Deutsche Gesellschaft für Internationale Zusammenarbeit	56	64	115%
			SheTrades: Empowering African women through e-commerce (C098)		■						Deutsche Gesellschaft für Internationale Zusammenarbeit	94	108	115%
South Sudan	■		EU- EAC MARKUP Phase II (C189)	■		■		■			Business Development Fund - ITC	-	23	
			South Sudan: Jobs Creation and Trade Development (B910)	■	■						European Commission, Directorate-General International Partnerships	1,298	1,739	134%
			South Sudan: National Export and Investment Strategy (AfCFTA) (C029)	■				■			African Export-Import Bank	222	268	120%
			South-South Trade and Investment (C106)				■	■	■		ITF Window 1	30	20	67%
Sri Lanka	■		Conducive policy and regulatory environment: Trade negotiations and policy reform (C128)	■	■	■	■	■	■		ITF Window 1	19	56	296%
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	6	5	86%
			Sri Lanka: Trade Facilitation for SMEs (B986)	■	■	■	■		■		Deutsche Gesellschaft für Internationale Zusammenarbeit	385	279	73%
State of Palestine	■		Euromed: Providing trade and market intelligence for better informed decisions (TIFM 2) (A340)					■			European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	92	54	59%
			State of Palestine: Enhancing self-employment of refugees and youth in Gaza through digital channels (C055)		■						Ministry of Foreign Affairs of Japan	195	186	95%
Sudan	■	■	AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■			European Commission, Directorate-General International Partnerships	4	4	90%
Suriname	■		Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)	■	■	■		■			European Commission, Directorate-General International Partnerships	123	113	92%
			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	-	2	
			Trade Intelligence: UK Trade Partnerships Programme (B906)							■		Foreign, Commonwealth and Development Office of the UK	8	11
Tajikistan	■		Central Asia: Ready4Trade (R4TCA) (B723)				■		■		European Commission, Directorate-General International Partnerships	804	896	111%
			Culture project: Identity Building and Sharing Business Initiative (B542)	■	■						European Commission, Directorate-General International Partnerships	321	339	106%

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			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	6	5	86%
			Global: Networking and knowledge management for the textile and clothing sector (GTEX) (B451)	■		■		■			State Secretariat for Economic Affairs of Switzerland	39	57	145%
			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	-	2	
			Tajikistan: Enabling market access for agricultural products through improved food safety system (STDF) (B312)	■		■					Standards and Trade Development Facility	41	48	118%
			Tajikistan: Improving the international competitiveness of the textile and clothing sector (GTEX) (B675)	■	■						State Secretariat for Economic Affairs of Switzerland	-	393	
			Trade promotion East: Balkan States and Central Asia (C178)	■	■	■	■				Business Development Fund - ITC	-	6	
Thailand			Thailand: Trade-Related Assistance (Arise + Thailand) (B873)	■		■		■	■		European Commission, Directorate-General International Partnerships	1,032	946	92%
			ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	103	123	120%
			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	-	2	
			The Gambia - Building resilience of vulnerable communities (C095)	■	■	■					United Nations Development Programme - The Gambia	114	234	205%
			The Gambia: Addressing the drivers and causes of vulnerability in migration among border communities along the Trans-Gambia transport corridor (C071)		■			■			MPTF - Start-up Fund for Safe, Orderly and Regular Migration	214	222	104%
			The Gambia: Build 4 Good (C028)	■		■					European Commission, Directorate-General International Partnerships	-	63	
											ITF Window 1	-	14	
			The Gambia: COVID-19 recovery through digitalisation and market access for women horticulture producers (C022)	■	■		■				Enhanced Integrated Framework	71	89	125%
											ITF Window 1	38	25	66%
			The Gambia: Improving skills and employment opportunities for youth and women (C086)		■						Deutsche Gesellschaft für Internationale Zusammenarbeit	463	496	107%
			The Gambia: Jobs, Skills and Finance (JSF) for Women and Youth (B664)	■	■	■					European Commission, Directorate-General International Partnerships	581	566	97%
			The Gambia: Localizing SDGs - Improving the livelihoods of vulnerable women and youth around the Senegambia Bridge (C036)		■						MPTF - United Nations Trust Fund for Human Security	300	219	73%
			The Gambia: PBF, Strengthening Sustainable and Holistic Reintegration of Returnees (B786)		■	■					MPTF - Peacebuilding Fund	6	1	23%

The Gambia ■ ■

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			The Gambia: Strengthening community coping mechanisms to mitigate risks of conflicts and reduce climate-related tensions (B945)			■					MPTF - Peacebuilding Fund	-	24	
			The Gambia: Youth empowerment project (YEP) (B179)	■	■	■					European Commission, Directorate-General International Partnerships	1,627	1,884	116%
											ITF Window 1	-	1	
Togo	■	■	ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	103	123	120%
			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	-	2	
			SheTrades: Empowering Women in the AfCFTA (Phase II) (C101)		■			■			Deutsche Gesellschaft für Internationale Zusammenarbeit	52	58	112%
Tonga		■	Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	6	5	86%
			Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)	■	■	■		■			European Commission, Directorate-General International Partnerships	123	113	92%
Trinidad and Tobago		■	Non-ODA: UK Trade Partnerships Programme (C166)	■							Foreign, Commonwealth and Development Office of the UK	7	8	118%
			Trade Intelligence: UK Trade Partnerships Programme (B906)						■		Foreign, Commonwealth and Development Office of the UK	8	11	147%
			AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■			European Commission, Directorate-General International Partnerships	4	4	90%
			AfCFTA Export Training Programme for African SMEs (B972)					■			African Export-Import Bank	-	26	
			Alliance for Product Quality in Africa (B928)	■	■						Deutsche Gesellschaft für Internationale Zusammenarbeit	28	43	153%
			Euromed: Providing trade and market intelligence for better informed decisions (TIFM 2) (A340)					■			European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	92	54	59%
Tunisia			Global: Networking and knowledge management for the textile and clothing sector (GTEX) (B451)	■		■		■			State Secretariat for Economic Affairs of Switzerland	39	57	145%
			MENATEX Regional: Regional component of the Textiles and Clothing Programme for the MENA region (B696)	■				■			Swedish International Development Cooperation Agency	57	116	206%
			Post Covid-19 economic recovery in the South Mediterranean Region: Strengthening SMEs' capacity to lead the twin transitions to a green and digital economy (C187)		■	■	■	■			Business Development Fund - ITC	-	4	
			Textile and Apparel Network for Africa (TANA) (C027)	■		■	■				Deutsche Gesellschaft für Internationale Zusammenarbeit	35	35	100%

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			Tunisia: E-Commerce for Women Entrepreneurs (B971)		■		■				World Bank	-	52	
			Tunisia: Improving the international competitiveness of the textile and clothing sector (GTEX/MENATEX) (B672)	■	■						State Secretariat for Economic Affairs of Switzerland	513	668	130%
											Swedish International Development Cooperation Agency	13	-3	-24%
			Tunisia: Increasing knowledge of economic operators on AfCFTA opportunities (C147)					■			Deutsche Gesellschaft für Internationale Zusammenarbeit	94	103	110%
			Tunisia: Market Intelligence within CEPEX (C160)						■		Deutsche Gesellschaft für Internationale Zusammenarbeit	194	188	97%
Türkiye			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	-	2	
			Central Asia: Developing entrepreneurial skills and providing access to international market to lifestyle sector artisans, micro-producers (Ethical Fashion Initiative) (C084)	■	■			■			United Nations Educational, Scientific and Cultural Organization - Almaty Cluster Office	-	42	
Turkmenistan		■	Central Asia: Ready4Trade (R4TCA) (B723)				■		■		European Commission, Directorate-General International Partnerships	804	896	111%
			Conducive policy and regulatory environment: Trade negotiations and policy reform (C128)	■	■	■	■	■	■		ITF Window 1	19	56	296%
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	6	5	86%
			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	-	2	
Tuvalu	■	■	Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	6	5	86%
			Benin, Côte d'Ivoire, Mali and Uganda: Building Resilient Trade Competitiveness by Fast Tracking the Digital Technology Sector (NTF V) (C154)		■	■	■	■			Ministry of Foreign Affairs of the Netherlands	64	116	181%
			Culture project: Identity Building and Sharing Business Initiative (B542)	■	■						European Commission, Directorate-General International Partnerships	321	339	106%
Uganda	■	■	EU- EAC MARKUP Phase II (C189)	■		■		■			Business Development Fund - ITC	-	23	
			EU-EAC Market Access Upgrade Programme - MARKUP (B383)	■				■			European Commission, Directorate-General International Partnerships	149	193	129%
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	6	5	86%
			NTF V Programme Coordination (C094)						■		Ministry of Foreign Affairs of the Netherlands	17	16	91%
			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	-	2	

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			Partnership for enhancing export capacity of Africa to China (PEECAC) (C040)	■	■			■			Department of Commerce of Hunan Province China	35	33	95%					
			South-South Trade and Investment (C106)				■	■	■		ITF Window 1	8	5	67%					
			Uganda: Business acceleration for young entrepreneurs in the film sector 'Opportunities Are Here' (OAH) (C227)		■						Business Development Fund - ITC	-	9						
			Uganda: Handicraft and Souvenir Development Project (HSDP) (B764)	■	■						Enhanced Integrated Framework	71	97	136%					
			Uganda: Strengthening Agribusiness Resilience and Competitiveness (STAR) (C017)	■	■	■					Korea International Cooperation Agency	-	231						
																Business Development Fund - ITC	-	52	
			Uganda: Youth Startup Academy in Africa (C026)	■	■						Ministry of SMEs and Startups of the Republic of Korea	-	1,220						
																Business Development Fund - ITC	-	32	
																ITF Window 1	20	-	0%
Ukraine		■	Trade and market intelligence for the Eastern Partnership Countries (B802)					■			European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	205	282	137%					
			Ukraine: Linking SMEs in the fruits and vegetable sector to global and domestic markets and value chains (Phase II) (C044)	■							Embassy of Sweden to Ukraine	685	539	79%					
			COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)		■			■			Common Market for Eastern and Southern Africa	130	114	87%					
			EU- EAC MARKUP Phase II (C189)	■		■		■			Business Development Fund - ITC	-	29						
United Republic of Tanzania (the)	■	■	EU-EAC Market Access Upgrade Programme - MARKUP (B383)	■				■			European Commission, Directorate-General International Partnerships	149	193	129%					
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	6	5	86%					
			South-South Trade and Investment (C106)				■	■	■		ITF Window 1	8	5	67%					
			Tanzania: Developing the Beekeeping Value Chain (B924)	■	■						Enabel – Agence Belge de développement	951	996	105%					
			Tanzania: Kigoma Joint Programme under UNDP II (B727)		■		■				MPTF - MDG Achievement Fund	342	339	99%					
Uruguay			SheTrades Latin America: Supporting women businesses' transition towards the post COVID digital age (B999)		■		■				ITF Window 1	55	59	106%					
Uzbekistan		■	Central Asia: Ready4Trade (R4TCA) (B723)				■		■		European Commission, Directorate-General International Partnerships	804	896	111%					
			Culture project: Identity Building and Sharing Business Initiative (B542)	■	■						European Commission, Directorate-General International Partnerships	344	363	106%					

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			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	6	5	86%	
			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	-	2		
			Trade promotion East: Balkan States and Central Asia (C178)	■	■	■	■				Business Development Fund - ITC	-	6		
			Uzbekistan: Facilitating the Process of Accession to the WTO (B915)	■	■				■		European Commission, Directorate-General for Trade	856	609	71%	
Vanuatu	■		ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion and alliances (B807)	■	■	■		■			European Commission, Directorate-General International Partnerships	370	404	109%	
											ITF Window 1	3	-	0%	
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■			United Nations Conference on Trade and Development	6	5	86%
Viet Nam			Cambodia, Lao PDR, Mongolia and Viet Nam: Conversion of ITC e-learning courses into national language versions (C024)				■	■	■		Deutsche Gesellschaft für Internationale Zusammenarbeit	-	15		
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	6	5	86%	
			Systematic Mechanism for Safer Trade (SYMST) (B695)	■							European Commission, Directorate-General International Partnerships	282	394	140%	
			Vietnam: Trade Policy and Promotion Project (B888)	■							State Secretariat for Economic Affairs of Switzerland	839	508	61%	
Zambia	■ ■		ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion and alliances (B807)	■	■	■		■			European Commission, Directorate-General International Partnerships	246	269	109%	
											ITF Window 1	2	-	0%	
			COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)		■			■			Common Market for Eastern and Southern Africa	149	130	87%	
			Partnership for enhancing export capacity of Africa to China (PEECAC) (C040)	■	■			■				Department of Commerce of Hunan Province China	35	33	95%
												Enhanced Integrated Framework	-	42	
			SheTrades Zambia: Increasing the participation of women in trade (C081)		■			■				ITF Window 1	75	73	97%
South-South Trade and Investment (C106)						■	■	■		ITF Window 1	8	5	67%		
Zimbabwe	■		AfCFTA Export Training Programme for African SMEs (B972)					■			African Export-Import Bank	-	26		
			COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)		■			■			Common Market for Eastern and Southern Africa	130	114	87%	
			Programme Management: UK Trade Partnerships Programme (B908)	■							Foreign, Commonwealth and Development Office of the UK	40	49	123%	

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			South-South Trade and Investment (C106)				■	■	■		ITF Window 1	8	5	67%
			Trade Intelligence: UK Trade Partnerships Programme (B906)						■		Foreign, Commonwealth and Development Office of the UK	8	11	147%
			Zimbabwe: UK Trade Partnerships Programme (B907)	■	■	■					Foreign, Commonwealth and Development Office of the UK	153	140	91%
			AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■			European Commission, Directorate-General International Partnerships	164	147	90%
			Africa: Promoting trade and investments in health technologies (C196)	■							Business Development Fund - ITC	50	50	100%
			Implementation of the African Trade Observatory within the AUC (B353)					■			European Commission, Directorate-General International Partnerships	1,712	1,267	74%
			ONE TRADE AFRICA: Connecting the African business community with the AfCFTA (C088)	■	■		■	■			ITF Window 1	850	872	103%
		United Nations Development Programme - Regional Service Center for Africa									-	15		
			Southern/East Africa: Creating decent jobs by boosting regional trade (Trade4Jobs) (C180)	■							Business Development Fund - ITC	-	22	
			Strengthening Responsible Business Conduct through due diligence and alignment of SMEs (C103)	■							Deutsche Gesellschaft für Internationale Zusammenarbeit	57	65	113%
			T4SD: Advisory Services (C110)	■		■					Deutsche Gesellschaft für Internationale Zusammenarbeit	25	30	123%
											Sustainable Agriculture Initiative	8	4	53%
											International Textile Manufacturers Federation	-	5	
											International Apparel Federation	4	-	0%
											Swisscontact	-	3	
											Global Coffee Platform	-	1	
			Trade Promotion between China and other Developing Countries along the Belt and Road Initiative (B568)					■			Ministry of Commerce of China	107	143	134%
			Strengthening Responsible Business Conduct through due diligence and alignment of SMEs (C103)	■							Deutsche Gesellschaft für Internationale Zusammenarbeit	46	52	113%
			T4SD: Advisory Services (C110)	■		■					Deutsche Gesellschaft für Internationale Zusammenarbeit	25	30	123%
											Sustainable Agriculture Initiative	8	4	53%
											International Textile Manufacturers Federation	-	5	
											International Apparel Federation	4	-	0%
											Swisscontact	-	3	

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											Global Coffee Platform	-	1	
			Trade Promotion between China and other Developing Countries along the Belt and Road Initiative (B568)					■			Ministry of Commerce of China	107	143	134%
			Strengthening Responsible Business Conduct through due diligence and alignment of SMEs (C103)	■							Deutsche Gesellschaft für Internationale Zusammenarbeit	46	52	113%
Eastern Europe and Central Asia			T4SD: Advisory Services (C110)	■		■					Deutsche Gesellschaft für Internationale Zusammenarbeit	25	30	123%
											Sustainable Agriculture Initiative	8	4	53%
											International Textile Manufacturers Federation	-	5	
											International Apparel Federation	4	-	0%
											Swisscontact	-	3	
											Global Coffee Platform	-	1	
			Strengthening Responsible Business Conduct through due diligence and alignment of SMEs (C103)	■							Deutsche Gesellschaft für Internationale Zusammenarbeit	46	52	113%
Latin America and the Caribbean			T4SD: Advisory Services (C110)	■		■					Deutsche Gesellschaft für Internationale Zusammenarbeit	25	30	123%
											Sustainable Agriculture Initiative	8	4	53%
											International Textile Manufacturers Federation	-	5	
											International Apparel Federation	4	-	0%
											Swisscontact	-	3	
											Global Coffee Platform	-	1	
			Middle East and North Africa: E-commerce Acceleration Programme (C181)				■				United Nations Economic and Social Commission for Western Asia	-	197	
			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	-	34	
			Strengthening Responsible Business Conduct through due diligence and alignment of SMEs (C103)	■							Deutsche Gesellschaft für Internationale Zusammenarbeit	46	52	113%
Middle East and North Africa			T4SD: Advisory Services (C110)	■		■					Deutsche Gesellschaft für Internationale Zusammenarbeit	31	38	123%
											Sustainable Agriculture Initiative	11	6	53%
											International Textile Manufacturers Federation	-	6	
											International Apparel Federation	5	-	0%
											Swisscontact	-	4	
											Global Coffee Platform	-	2	

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Global			Alliances for Action: Coffee Guide (B930)	■							ITF Window 1	16	15	90%	
			Alliances for Action: Coffee Network (C093)	■							ITF Window 1	-	236		
			Alliances for Action: Coffee Network (C093)									ITF Window 1	-	7	
			Business Development Fund (BDF 2022) (C137)								■	Business Development Fund - ITC	400	-	0%
			Business, trade and market intelligence: Artificial Intelligence (C121)									ITF Window 1	85	261	307%
			Business, trade and market intelligence: Global Trade Helpdesk (C183)									ITF Window 1	250	341	136%
			Business, trade and market intelligence: Global Trade Helpdesk (C183)									ITF Window 1	-	25	
			Business, trade and market intelligence: SME Competitiveness Survey and Outlook (C120)	■	■	■	■					ITF Window 1	1,300	1,134	87%
			Business, trade and market intelligence: SME Competitiveness Survey and Outlook (C120)									ITF Window 1	-	91	
			Business, trade and market intelligence: SME Trade Academy (C125)									ITF Window 1	116	107	93%
			Business, trade and market intelligence: Trade analysis (C124)									ITF Window 1	204	203	99%
			Business, trade and market intelligence: Trade for Sustainable Development (T4SD) database (C122)	■			■					ITF Window 1	1,400	1,306	93%
			Business, trade and market intelligence: Trade for Sustainable Development (T4SD) database (C122)									ITF Window 1	-	37	
			Conducive policy and regulatory environment: Quality (C126)	■			■		■			ITF Window 1	394	412	104%
			Conducive policy and regulatory environment: Strategy (C129)	■	■	■	■					ITF Window 1	216	420	195%
			Conducive policy and regulatory environment: Trade facilitation (C127)	■	■	■						ITF Window 1	75	364	485%
			Conducive policy and regulatory environment: Trade facilitation (C127)									ITF Window 1	-	0	
			Conducive policy and regulatory environment: Trade negotiations and policy reform (C128)	■	■	■	■	■	■	■		ITF Window 1	19	56	296%
			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)	■								European Commission, Directorate-General International Partnerships	391	566	145%
			Euromed: Providing trade and market intelligence for better informed decisions (TIFM 2) (A340)						■			European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	123	73	59%
		Export Potential Map (A341)	■	■				■	■		Centre for the Promotion of Imports from Developing Countries	-	1		
	International Labour Organization										46	46	101%		
	Enterprise Greece Invest & Trade										9	-	0%		
	PROCOLOMBIA										0	0	114%		
	Flanders Investment & Trade										41	20	49%		
	Wirtschaftskammer Oesterreich										-	2			

Country / Region	LDCs	Priority countries	Project Title	Sustainable and resilient value chains	Inclusive trade (women, youth, other vulnerable groups)	Green trade	E-commerce	Regional integration and South-South	General (non-impact area specific)	Corporate	Funders	Budget 2022 (\$'000)	Delivery 2022 (\$'000)	% Delivered
											Croatian Chamber of Economy	2	2	105%
											Department for Environment, Food and Rural Affairs of the UK	-	2	
											Switzerland Global Enterprise	-	2	
			Fellowship: Mo Ibrahim Foundation (B203)					■			Mo Ibrahim Foundation	114	105	92%
			Global: Development of innovative e-commerce support (C075)				■				United States Agency for International Development	-	90	
			Global: Digital connectivity and trade (Switch ON) (C136)				■				ITF Window 1	900	807	90%
			Global: Improving readiness to comply with trade regulations - a self-assessment tool (C078)						■		United States Agency for International Development	171	218	127%
			Global: Market intelligence services to strengthen transparency in trade and understanding of international trade issues (C168)						■		National Graduate Institute for Policy Studies	-	42	
											Australian Trade and Investment Commission	-	7	
											Private funders	-	1	
											Undercurrent News - Seafood business news and data	-	9	
			Global: Sustainable E-commerce Development for MSMEs (C188)				■				Alibaba Group	-	33	
			Green Trade (C135)			■					ITF Window 1	1,359	1,257	93%
			GreenToCompete: Innovative solutions for environmental sustainability of SMEs (C079)			■					United States Agency for International Development	171	166	97%
			Improving transparency in trade through embedded market analysis tools (B352)						■		TradeMalta	9	2	19%
											Federation of U.A.E Chambers of Commerce and Industry	13	14	109%
											CrimsonLogic - Panama	-	77	
											Chambre de commerce, d'industrie, d'agriculture et des métiers - Pointe-Noire	-	5	
			Improving transparency in trade through market analysis tools as a global public good (B336)						■		European Commission, Directorate-General International Partnerships	676	697	103%
											Revolving Fund MAR	43	195	457%
											ITF Window 1	550	547	100%
			Inclusive trade: SheTrades initiative (C131)		■						ITF Window 1	1,150	1,103	96%
			Inclusive trade: Youth and Trade initiative (C132)		■						ITF Window 1	600	428	71%
			Investment Facilitation for Development (B929)	■							Ministry of Commerce of China	77	134	174%

Country / Region	LDCs	Priority countries	Project Title	Sustainable and resilient value chains	Inclusive trade (women, youth, other vulnerable groups)	Green trade	E-commerce	Regional integration and South-South	General (non-impact area specific)	Corporate	Funders	Budget 2022 (\$'000)	Delivery 2022 (\$'000)	% Delivered
			Managing for impact and results: Data Management initiative (C143)							■	ITF Window 1	850	633	74%
			Managing for impact and results: DCP/OD Partnership, coordination and business development (C140)							■	ITF Window 1	718	509	71%
			Managing for impact and results: DECI/OD Partnership and Coordination (C141)							■	ITF Window 1	184	127	69%
			Managing for impact and results: DMD/OD Partnership, coordination and business development (C163)							■	ITF Window 1	30	22	75%
			Managing for impact and results: Inclusiveness - UN-SWAP (C146)							■	ITF Window 1	192	260	135%
			Managing for impact and results: Information Technology (C138)							■	ITF Window 1	800	521	65%
			Managing for impact and results: Innovation Lab (C144)							■	ITF Window 1	200	198	99%
			Managing for impact and results: ITC Website (C200)							■	ITF Window 1	-	175	
			Managing for impact and results: OED Partnership and Coordination (C139)							■	ITF Window 1	275	235	86%
			Managing for impact and results: OED/NY Partnership and Coordination (C142)							■	ITF Window 1	174	157	90%
			Managing for impact and results: Results Based Management (RBM) (C145)							■	ITF Window 1	150	154	103%
			MLS-SCM Revolving Fund (B189)	■	■					■	Revolving Fund MLS-SCM	171	121	71%
			SEC Revolving Fund (B190)							■	Revolving Fund EC	-	13	
			Secondee from Republic of Korea (C051)							■	Public Procurement Service of the Republic of Korea	270	253	94%
			Secondee from Republic of Korea (B985)		■					■	Ministry of SMEs and Startups of the Republic of Korea	285	304	107%
			SheTrades and Mary Kay (B957)		■					■	Mary Kay	15	-0	0%
			SheTrades and UPS (B956)		■		■			■	UPS Foundation	34	292	852%
			SheTrades Commonwealth + (C185)		■		■				Foreign, Commonwealth and Development Office of the UK	-	235	
			SheTrades Connect (Japan) (B516)		■					■	Ministry of Foreign Affairs of Japan	-	30	
			SheTrades: Trade Impact Group - WTO (C056)		■						European Commission, Directorate-General for Trade	204	220	108%
			Strengthening Responsible Business Conduct through due diligence and alignment of SMEs (C103)	■							Deutsche Gesellschaft für Internationale Zusammenarbeit	46	52	113%
			Supportive business ecosystem: Institutions and Ecosystems for Business Support (C130)	■	■	■	■		■		ITF Window 1	663	642	97%

Country / Region	LDCs	Priority countries	Project Title	Sustainable and resilient value chains	Inclusive trade (women, youth, other vulnerable groups)	Green trade	E-commerce	Regional integration and South-South	General (non-impact area specific)	Corporate	Funders	Budget 2022 (\$'000)	Delivery 2022 (\$'000)	% Delivered
			Sustainable and resilient value chains (C133)	■							ITF Window 1	499	493	99%
			T4SD: Advisory Services (C110)	■		■					Deutsche Gesellschaft für Internationale Zusammenarbeit	25	30	123%
											Sustainable Agriculture Initiative	8	4	53%
											International Textile Manufacturers Federation	-	5	
											International Apparel Federation	4	-	0%
											Swisscontact	-	3	
											Global Coffee Platform	-	1	
			TIS Revolving Fund / E-learning (B155)						■		Revolving Fund TS	-	16	
											Swisscontact	-	20	
											International Organization for Standardization	-	22	
											Import Promotion Desk	-	6	
											Expertise France	-	0	
											United Nations Office at Geneva	-	4	
			Trade for Sustainable Development (T4SD) (B036)	■							United States Agency for International Development	68	95	139%
											European Commission, Directorate-General for Trade	31	4	13%
											Revolving Fund MAR	-	0	
											Deutsche Gesellschaft für Internationale Zusammenarbeit	110	135	123%
											Fédération Européenne des Fabricants d'Aliments Composés	27	23	84%
			Trade in services (B026)	■			■	■			Ministry of Commerce of China	171	234	136%
			TS Revolving Fund (B205)	■	■	■	■		■		Revolving Fund TS	-	18	
			Vulnerable Migration and Forced Displacement (C202)		■						ITF Window 1	-	186	
			Associate Expert - Green and Inclusive Value Chains (C186)							■	Federal Ministry for Economic Cooperation and Development of Germany - Berlin	-	150	
			Associate Expert - Latin America and the Caribbean (C053)	■	■		■				Ministry of Foreign Affairs of Japan	160	155	97%
			Associate Expert - Office for Asia and the Pacific (C201)							■	Ministry of Commerce of China	-	147	
			Associate Expert - Sector and Enterprise Competitiveness (B947)	■	■	■	■				Centre for the Promotion of Imports from Developing Countries	138	138	100%

Country / Region	LDCs	Priority countries	Project Title	Sustainable and resilient value chains	Inclusive trade (women, youth, other vulnerable groups)	Green trade	E-commerce	Regional integration and South-South	General (non-impact area specific)	Corporate	Funders	Budget 2022 (\$'000)	Delivery 2022 (\$'000)	% Delivered
			Associate Expert - Sector and Enterprise Competitiveness (C030)	■			■				Ministry of Foreign Affairs and International Cooperation of Italy	150	143	95%
			Associate Expert - Strategic Planning, Performance & Governance (C006)							■	Federal Ministry for Economic Cooperation and Development of Germany - Berlin	83	154	185%
			Associate Expert - Sustainable and Inclusive Value Chains (B825)		■						Federal Ministry for Economic Cooperation and Development of Germany - Berlin	50	57	114%
			Associate Expert - Sustainable and Inclusive Value Chains (B948)		■						Centre for the Promotion of Imports from Developing Countries	135	137	102%
			Associate Expert - Sustainable and Inclusive Value Chains (C009)	■	■	■					Department for External Economic Relations of Finland	90	95	106%
			Associate Expert -Trade Facilitation and Policy for Business (C109)		■	■	■	■	■		Swedish International Development Cooperation Agency	171	165	97%

ITC is grateful for contributions to the ITC Trust Fund Window 1 (ITF Window 1) from:
Canada, Finland, Germany, Iceland, India, Ireland, Norway, Sweden and Switzerland.

Annex II: ITC's direct contribution to SDG monitoring

10 REDUCED INEQUALITIES



Goal 10: Reduce inequality within and among countries

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

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

17 PARTNERSHIPS FOR THE GOALS



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

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

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

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



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


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



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




Annex III: Update on ITC's risk mitigating measures in 2022

In 2022, ITC, as well as its clients, faced a situation of increasing global insecurity. What was a crisis of two C's – COVID and climate change – had become a crisis of four C's: COVID, climate, conflict and cost-of-living. These compound crises are affecting all countries, funders and beneficiaries included. As a consequence, most external risks for ITC were assessed to have increased – whether relating to achieving project results, funding prospects, staff safety and security. ITC put additional efforts into risk mitigation, to keep risk levels stable or reduce likelihood and possible impacts on ITC's operations.

Risk ID #	Risk Event - an uncertain event or condition that may or may not happen in the future.	Risk responses and mitigating actions, with examples of initiatives planned in 2022	Update on mitigation measures at year-end 2022	Risk trend Dec 2022 vs Jan 2022
1	2	3	3a	4
R1	Delayed upgrading of project operations and internal processes that are needed to support to the timely delivery of the larger project portfolio	<p>Control:</p> <ul style="list-style-type: none"> Targeted and prioritized efficiency and effectiveness actions, such as continuation of the 'Training for Impact and Compliance (TFIC)' on core ITC processes 	<p>1. Process improvements are monitored through KPIs, progress is evident, e.g., delays in consulting contracting processes / staffing are reduced; several processes have been automated; dashboards on various management topics have been put in place.</p> <p>2. TFIC has been replaced by trainings throughout the year. ITC expanded its knowledge database with video tutorials on core processes and introduced new training offerings for HQ and field staff (e.g access to The UN Staff College 'Blue Line' trainings);</p> <p>3. ITC Moving Forward action plan (26 points) was conceptualized at year-end to include the review of process bottlenecks. Going forward, ITC anticipates review and improvement of the processes and overall knowledge on processes.</p>	
R2	Inability of ITC to fully deliver on (contractual) commitments in unstable or (temporarily) inaccessible project countries	<p>Control:</p> <ul style="list-style-type: none"> Further development and use of hybrid and remote delivery models, based on the lessons learnt in 2020 	<p>1. Remote delivery models have proven to be very useful during the COVID-19 - to maintain business continuity; and for basic or foundation trainings, before face to face trainings. Remote and hybrid is best used in combination with an implementing partner, for example through a Training of Trainers approach. For vulnerable groups, the REMI initiative took into account client segmentation (location and situations of fragility); and a strategy is put in place to maintain delivery towards refugees / IDPs from neighbouring countries (Somalia-Kenya). For institutional strengthening component, beneficiaries have adapted to the "new normal". In this area as well, ITC has become more efficient in client segmentation - where large scale is wanted, virtual delivery has been optimized. For focused / political and relationship building, face-to-face capacity building remained a standard. ITC had followed different approaches, based on experiences with beneficiaries (e.g, in COMESA, ECOWAS). As a rule, ITC would comply with preferred delivery modality of the beneficiary.</p>	

Risk ID #	Risk Event - an uncertain event or condition that may or may not happen in the future.	Risk responses and mitigating actions, with examples of initiatives planned in 2022	Update on mitigation measures at year-end 2022	Risk trend Dec 2022 vs Jan 2022
1	2	3	3a	4
		<ul style="list-style-type: none"> Adjustment of COVID-19 contingency plans in affected countries ITC Crisis Management Committee <p>Avoid/Terminate:</p> <ul style="list-style-type: none"> In case of extreme instability, ITC may temporarily stop activities, and re-discuss project plans with stakeholders 	<p>2. COVID-19 contingency plans were implemented, and in second half of the year, COVID was no longer a strong factor; delivery on the ground picked up and some remote capacity building still happened remotely (preferably through HUBs and ToTs). Regarding the post-COVID-19 contingency planning - in many cases – it was related to security costs, As the corresponding project coordination costs were increasing, as a best practice, the contingencies were in some cases built in the project budgets. ITC applied agile planning, to keep operations ongoing wherever possible. In some cases (e.g., floods in Pakistan), ITC needed to redesign operations, and successfully deployed additional contingency funding to cover exceptional needs of vulnerable population (distribution of seeds in Pakistan), or scaled back operations (e.g., Myanmar, Afghanistan, Iran).</p> <p>3. ITC's Crisis Management Committee (CMC) enables a systemic way for dealing with implementation challenges due to conflict;. While ITC is part of the internal UN Security system and its coordination structures in country, the Committee enabled fast situational awareness, decisions and a coordinated approach in terms of measures taken. In H2, ITC maintained this approach, to use the CMC to allow discussions to happen, and to understand the state of play on a regular basis, and to take and make recommendations to SMC on relevant decisions that have to be made.</p>	
R3	Implementing Partner(s) commit fraud or engage in corruption	<p>Control:</p> <ul style="list-style-type: none"> A harmonized anti-fraud approach, including enhanced due diligence assessments and frequent monitoring of new or risky Implementing Partners 	<p>1. The risk continues, as ITC increasingly works with implementing partners. Years of experience have shown that the available controls are working - ITC's implementing partners are in many cases known institutions, with a longstanding ITC relationship, including other UN organizations. In some cases, ITC also engages with new partners, (new countries; remote areas, no existing IP available) and follows its due diligence and oversight protocol.</p> <p>2. The volume of disbursements to implementing partners remained high, as well as ITC's engagement in unstable and fragile settings, so the controls, including the capacity building, continued to be applied strictly (checklists; monitoring details specified in the agreements, certification of payments based on confirmed invoices; IP audits).</p>	

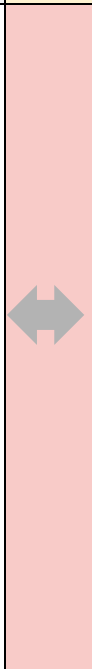
Risk ID #	Risk Event - an uncertain event or condition that may or may not happen in the future.	Risk responses and mitigating actions, with examples of initiatives planned in 2022	Update on mitigation measures at year-end 2022	Risk trend Dec 2022 vs Jan 2022
1	2	3	3a	4
		<ul style="list-style-type: none"> • Further development of staff capacity on practical partner due diligence and the use of the Partner Assessment Form. 	<p>3. Extra due diligence / deeper assessment on certain IPs was done prior to engagement; ITC required a standardized anti-fraud training for IPs</p>	
R4	Significant reduction in RB funding	<p>Control:</p> <ul style="list-style-type: none"> • Increased engagement in WTO working groups and initiatives • Advocacy for maintaining current level of RB funding from UN and WTO; • Structured dialogues with member states; • Corporate reporting to substantiate ITC's value for money 	<p>At the end of 2022, this risk is assessed as fairly low, with adequate controls, and will be removed from 2023 risk register.</p> <ol style="list-style-type: none"> 1. ITC remained active in WTO's working groups, with increasing engagement in the areas of gender and environment. 2. ITC remained strongly involved in planning and budgeting processes, including through collaboration with intergovernmental bodies, of both parent organizations. 3. ITC maintained dialogues with member states, including within the UN/WTO intergovernmental processes and through the JAG and CCITF. 4. ITC maintained its detailed reporting and, for the Programme budget of 2024, showcased four of its key initiatives related to value chain developments/ policy work with AfCFTA, upgrades of its GPGs, e-Commerce/Digital, and field projects with vulnerable communities (Iraq). 	
R5	Inability to substantiate and/or aggregate ITC development results	<p>Control:</p> <ul style="list-style-type: none"> • Project design quality control and increased emphasis on project inception phases • IEU reviews (engagement with three large sample projects during their inception phase to review their establishment of baseline data and monitoring mechanisms and to develop guidelines & templates for all ITC projects). • Impact areas and core services areas reviews to identify their particular risks with regard to R5, and mitigation mechanisms; • More resources to be invested in monitoring and verification 	<ol style="list-style-type: none"> 1. The Project Design Taskforce continued its regular activities. 2. The IEU review was finalized and disseminated, with an action plan for implementation of key improvements that was under development in Q4 2022. <p>3a. Controls / mitigating mechanisms were implemented in form of expanded ITC Corporate surveys, and new standardized corporate reporting templates for outcomes (tested in Q3-Q4 of 2022).</p> <p>3b. Corporate templates allow for monitoring by mainstreaming areas and typology of change, enabling visibility of all impact areas and core service areas. Related to core services, development of ITC's Products and Services database was ongoing and will continue into 2023.</p>	

Risk ID #	Risk Event - an uncertain event or condition that may or may not happen in the future.	Risk responses and mitigating actions, with examples of initiatives planned in 2022	Update on mitigation measures at year-end 2022	Risk trend Dec 2022 vs Jan 2022
1	2	3	3a	4
		<ul style="list-style-type: none"> Continuation of the ITC data management project Promoting the harmonized indicators in the Strategic Plan 2022-25 	<p>4. The Data Management initiative in coordination with SPPG, tested a Data Warehouse with new reporting templates, with an intent to automatize standard reporting requirements. It launched ITC-owned corporate survey tool.</p> <p>5. The Project Development Taskforce and Project Quality Assurance Officer ensure that new project logframes link to the Strategic plan 2022-25 full set of harmonized indicators, including newly piloted indicators. The new results framework was presented through info-sessions on reporting, and projects in implementation are encouraged to include in their logframes the new corporate indicators, as applicable.</p>	
R6	Compromised cyber security / data breaches and/or disruptions to the functioning of IT systems.	<p>Control:</p> <ul style="list-style-type: none"> Upgrading of ITC security tools and protocols to shield ITC's assets from cyber-attacks; Investment in hardware and software solutions to support alternative working arrangements and decentralized operations 	<p>1. ITC increased use of security tools and is aligned with the UN Secretariat information security protocols. ITC applied digital network recommendations, including on security of data, Cloud security; and other infrastructure in other physical locations UNOG following same UN security standards.</p> <p>2. ITC invested in hardware/software solutions, including through flexible licensing; and by rolling out MS Teams as the main collaboration tool.</p>	
R7	ITC Staff become exposed to deliberate harm (e.g., terrorism, armed conflict, crime and civil unrest, kidnapping...)	<p>Control:</p> <ul style="list-style-type: none"> Maintenance of existing internal controls: travel rules and regulations; full integration in UN Security System; mandatory safety trainings; Development of SOPs for field offices' preparations and reactions to crises Maintenance of the ITC Crisis Management Committee for fast corporate decision taking in complex security situations. 	<p>1. All the controls are maintained; in full alignment with the UN Security System; risk remains high as it is driven by external instabilities and countries in which ITC operates (for example, Iraq, Afghanistan, Central African Republic, Somalia, Iran, Burkina Faso, Mali...)</p> <p>2. In addition to the existing materials/briefings related to "Security at HQ and in the Field", SOPs and checklists are under development.</p> <p>3. The Crisis Management Committee has served as a direct channel for quick and direct decision making related to the complex field security situations.</p>	
R8	Insufficient/inadequate in-house knowledge and skills-sets for future client needs	<p>Control:</p> <ul style="list-style-type: none"> Maintenance of existing controls (trainings, secondments; consultant contracts and partnerships for highly specialized, project specific or new topics; skills and competency-based recruitment processes); development of staff skills database. 	<p>1. ITC has maintained all existing controls related to developing and maintaining general and specialized knowledge.</p> <p>2. The ITC organisational re-alignment has emphasized the focus on inclusive and environmentally sustainable trade and has facilitated increased synergies between these impact areas. W1 resources have</p>	

Risk ID #	Risk Event - an uncertain event or condition that may or may not happen in the future.	Risk responses and mitigating actions, with examples of initiatives planned in 2022	Update on mitigation measures at year-end 2022	Risk trend Dec 2022 vs Jan 2022
1	2	3	3a	4
			been applied to advance and innovate in relation to the 'moonshot' topics.	
R9	Delayed identification of internal fraud or significant / systemic non-compliance with rules and procedures	<p>Control:</p> <ul style="list-style-type: none"> Enforcement of existing rules and regulations, with zero tolerance and action taken on any presumptive fraud case; Management leadership dialogues for sensitisation of staff to zero tolerance topics, familiarisation with processes and encouragement to speak up; Mandatory fraud prevention training 	<p>1. Controls are functioning, and ITC took all precautions against fraud, in internal processes and in provision of its technical assistance projects.</p> <p>2. Leadership dialogues held for all ITC personnel;</p> <p>3. Fraud prevention training was mandatory for all staff, consultants and contractors, and compliance is monitored.</p>	↔
R10	Sharp decline in W2 funding	<p>Control:</p> <p><i>Proactive funder management and implementation of ITC's Resource Mobilization Strategy, including:</i></p> <ul style="list-style-type: none"> Updated ITC Resource Mobilization Strategy 2022-25 Regular interaction with W2 funders to capture early signals about changes in development cooperation priorities Identification of new potential funders for ITC, across all funder categories (OECD DAC, emerging funders, programming countries, private sector) Reinforcement of the role of local offices in resource mobilization 	<p>Advancement of new projects with the EU was ongoing (EU was in the middle of the funding cycle); with strengthening of other donors - Korea, Japan, USAID, GIZ. The foundations were incoming. Local offices: continued to play increasingly important role in W2 – for example, in The Gambia - specific for youth initiatives development.</p> <p>Significant incoming projects: MARKUP II, ACP, COMESA.</p> <p>1. RMS 2022-25 was updated and under implementation, with three pillars: working with priority funders; funder diversification and decentralized resource mobilization - all relevant to mitigate this risk.</p> <p>2. W2 funders were regularly engaged, including through Project Steering Committees, and on particular topics of interest with resource mobilization focal points.</p> <p>3. Funder identification was an ongoing process; discussions with prospective private sector partners progressed (e.g, Visa, Mastercard foundations).</p> <p>4. Several local offices have advanced resource mobilization efforts: for example, the local offices in Dar-es-Salaam; Banjul and Abuja.</p>	↓
R11		Control:		

Risk ID #	Risk Event - an uncertain event or condition that may or may not happen in the future.	Risk responses and mitigating actions, with examples of initiatives planned in 2022	Update on mitigation measures at year-end 2022	Risk trend Dec 2022 vs Jan 2022
1	2	3	3a	4
	ITC's business model is not flexible enough to adapt well to the processes of the repositioned UN development system	<ul style="list-style-type: none"> • Proactive engagement with the new UNDS structures and processes (DCO, UNSDG, working groups, country and regional teams) • Development of an ITC strategy for engagement with the repositioned UN development system (ongoing). 	<p>1. ITC has engaged proactively, as described above in chapter '4.2 Engaging with the WTO and the UN'</p> <p>2. ITC advanced to the stage of finalization of the Country engagement strategy – versions were shared internally, under review of senior management. The strategy is to be launched in 2023.</p>	↔
R12	ITC personnel committing, being exposed to or wrongly accused of discrimination, abuse of authority, harassment, including sexual	<p>Control:</p> <ul style="list-style-type: none"> • <i>Zero tolerance policy</i> Enforcement of rules and implementation of preventative actions/controls such as mandatory training, awareness raising and sensitization of staff, IPs and contractors / consultants 	<ol style="list-style-type: none"> 1. Existing controls and systems across the UN system were used to ensure due diligence in cases of allegations against discrimination, abuse of authority and harassment 2. ITC took all precautions against discrimination, abuse of authority and harassment, and has access to relevant systems around the prohibited conduct. 3. As a rule, investigations on wrongdoings are handled externally by OIOS to ensure impartiality 	↑
R13	Disparate ITC identities and messaging	<p>Control:</p> <ul style="list-style-type: none"> • Task teams cutting across ITC core services areas to work on ITC 'moonshots' in line with the ITC Strategic Plan 2022-25 impact areas • Implementation of ITC Communication strategy and identity guidelines; staff training • New ITC website 	<ol style="list-style-type: none"> 1. Moonshots were initiated, setting the foundation for the four-year implementation of roadmaps for several ITC impact areas. 2. Work is in progress, and by end 2022 the ITC communication strategy phases 1 (Research) and 2 (Orientation) were completed, while phases 3 (Articulation) and 4 (Completion) were still pending. 3. The website was on-line in English; French and Spanish at the end of 2022. 	↔
R14	Significant reduction or volatility in W1 funding	<p>Control: Proactive funder management and implementation of updated RM Strategy:</p> <ul style="list-style-type: none"> ▪ Bilateral annual institutional dialogues with W1 funders to consult on all relevant issues to delivery and funding and explore options for enhanced engagement; 	<p>1. Bilateral institutional dialogues with Window I funders have taken place as planned. W1 funders have engaged positively, and ITC is using usual engagement mechanisms previewed in Resource Mobilisation strategy to counter a possible decrease in W1.</p>	↔

Risk ID #	Risk Event - an uncertain event or condition that may or may not happen in the future.	Risk responses and mitigating actions, with examples of initiatives planned in 2022	Update on mitigation measures at year-end 2022	Risk trend Dec 2022 vs Jan 2022
1	2	3	3a	4
		<ul style="list-style-type: none"> ▪ Focus on development results, offering value for money and earning trust ▪ Identification and engagement with potential new W1 funders 	<p>2. ITC enhanced its results framework, including through more indicators that were included in results reporting for the first time at year-end.</p> <p>A guide on Value for Money best practices and recommendations for integration of VfM principles in ITC's work/TRTA projects was in the making at the end of 2022, and will be presented in 2023, to build staff capacity in applying the methodology and principles, and in line with the evaluation recommendations.</p> <p>3. Identification of and engagement with the prospective Window 1 funders was ongoing.</p>	
R15	ITC staff accidents; infections; assaults during missions	<p>Control:</p> <ul style="list-style-type: none"> • Maintenance of internal controls, rules and regulations; mandatory trainings related to safety and security • Increased learning on effective 'remote delivery'. 	<p>1. ITC maintained all internal controls, rules and regulations related to safety and security, and these controls are in place and functioning. More remote implementation was done in conflict-affected countries, and security trainings for possible assaults during field missions were recommended (the advanced training).</p> <p>2. ITC exchanged experiences between HQ and the field offices on modalities and successes of remote delivery, as one way to mitigate this risk.</p>	↓
R16	Inability to achieve the same level of results, based on the same level of inputs, in an environment that is very challenging for MSMEs	<p>Control:</p> <ul style="list-style-type: none"> • Improved beneficiary selection • Increased used of digital courses (SME trade academy) to reach out to more MSMEs accompanied by tailored coaching for the most committed beneficiaries 	<p>1. Small businesses are always risky, and as one mitigation measure for improved beneficiary selection, ITC capacitated partner institutions locally to improve their selection and modalities of work with MSMEs. Catalysts for partnerships were: ITC's Hubs, capacity building, systemic change (ecosystem building activities); Partnerships for Purpose - satellite approach with the Hubs was employed (financial services/connection to multiple outlets - efficiencies, e.g., Visa partnership replicated to YE! initiative and eComconnect).</p> <p>2. ITC continued to develop digital delivery models to bring efficiency and integrate good lessons learned; and use digital technologies in area of technical assistance whenever these bring cost efficiency and increase outreach. Within the SME Trade Academy, several thematic Virtual Learning Spaces (women, AfCFTA, Textiles) present a tailored offer for key beneficiaries.</p>	↓

Risk ID #	Risk Event - an uncertain event or condition that may or may not happen in the future.	Risk responses and mitigating actions, with examples of initiatives planned in 2022	Update on mitigation measures at year-end 2022	Risk trend Dec 2022 vs Jan 2022
1	2	3	3a	4
		<ul style="list-style-type: none"> Increased emphasis in the strategic plan on mobilizing non-financial partnerships with public and private sector actors to support beneficiary SMEs Including notions of resilience helping enterprises to survive and/or to sustain jobs and maintain operations * Aligning outcome result ambition to the changed business environment (e.g., supply chain disruptions, price increases, public health issues in operating countries, budget cuts, BSO and government partner priorities and bandwidth) for some projects in 2022, through discussions with stakeholders. 	<p>3. ITC increased the visibility and monitoring of non-financial partnerships, that will enable more concentrated mobilization efforts (also in line with the recent JIU recommendations). See chapter 4.3 for more details.</p> <p>4. The ITC solution was to work on achieving a systemic change, including institutional capacity building; with resilience being a result of improved internal capabilities as well as enabling business environment.</p> <p>5. In first half of the year, there were no significant reductions in goals in projects; and changes were discussed with funders, to preserve continuity and deliver an optimum range of results; while in the second half, some targets had to be reduced due to specific country situations. Risks to achievement of results were related to a protracted process of strategy and policy agreements (A4 indicator , and (in)ability to facilitate MSMEs/WLBs business transactions and investment. ITC fell short on A4 and C4 corporate indicators as a consequence, and was almost at target for C3 indicator (97% achieved).</p>	
R 17 (New 2022 risk)	Insufficient consideration of, inclusiveness, environmental and social sustainability aspects in W2 projects that focus on export increases.	<p>Control:</p> <ul style="list-style-type: none"> Further emphasis on implementing the ITC mainstreaming guidelines and improving the internal toolkit and advisory services. 	<p>ITC identified an increasing interest on reaching differently abled beneficiaries and needs to update its guidance on mainstreaming and ensure it is well understood by project implementers, complemented by awareness raising and tools, to meet beneficiary needs and member states' (funders') requests. ITC continued mainstreaming youth, vulnerable communities, gender, green and social responsibility. While ITC has had a longstanding routine and indicators on gender, more granular programming for, and information on the other topics is starting.</p> <p>The Project Design Taskforce has increased its focus on the development markers, and is ensuring that in the planning phase, the projects adequately consider the mainstreaming aspects, in collaboration with in-house mainstreaming focal points.</p> <p>To strengthen its "green" mainstreaming area, ITC engaged senior resources and a Green working group was established. For vulnerable communities, a "REMI - Returnees/Refugees Empowerment for Markets" strategy was established.</p> <p>2. ITC's four-year strategies in key mainstreaming areas were put in place through the moonshot initiatives.</p> <p>3 ITC's new corporate surveys and reporting templates include areas of change for priority areas: vulnerable communities, youth, gender, green, social responsibility, disability and inclusion and digital. The templates were piloted in Q4 corporate reporting 2022.</p>	

Annex IV: ITC's regular reports to UN, WTO, and other stakeholders

ITC reports

Report recipients	Type	Link	Description of the content
All funders, member states, general public (Public information available online to all)	Strategic Plan (every 4 years)	https://intracen.org/about-us/governance/corporate-documents/strategic-plan-2022-2025	ITC's Strategic Plan sets out our understanding of the drivers that will shape the future of trade and international business, identifies the approach we will take within the strategic context, and highlights our priorities in providing integrated solutions for our clients in the mid-term.
	Operational Plan (annual)	https://intracen.org/about-us/governance/corporate-documents/itc-operational-plan	The ITC Operational Plan establishes annual performance targets and specifies the resources needed to achieve results on an annual basis. As the name suggests, it operationalizes the ITC Strategic Plan by specifying concrete actions and milestones to meet the organization's commitments to clients, partners, governments and funders.
	CCITF reports (bi-annual – they speak directly to the Operational Plan)	Consultative committee on ITC Trust fund (intracen.org)	The CCITF reports (bi-annual) present ITC's financial and development results performance for the half and full year, comparing them with the targets that were set in the Operational Plan.
	Bi-annual or annual proposed programme plan and programme performance report, proposed programme budget and performance against the previous budget.	Proposed programme budget for 2022 a 76 6(Sect.13) E .pdf (intracen.org)	Proposed programme plan, budget and performance against the previous plan, budget submitted to the UN/WTO. In the Annex it contains a summary of follow-up action taken to implement relevant recommendations of the oversight bodies This plan and report are submitted to the UN and WTO budget submission. It is mandatory and has a template defined by ITC's parent bodies.
	Annual financial report	Financial reports (intracen.org)	ITC's financial statements. This report called in full "Financial report and audited financial statements" also includes the Report of the Board of Auditors – see below. It is a UN-mandatory report with a defined template
	ITC contribution to the CEB report: " Budgetary and financial situation of the organizations of the United Nations system "	https://unsceb.org/A-75-373	Report of the United Nations System Chief Executives Board for Coordination on the budgetary and financial situation of the organizations of the United Nations system, to which ITC contributes with its own organisational data as required.
	ITC Annual Report	Annual report (intracen.org)	The Annual Report offers a comprehensive review of the organization's activities and detailed information on the results and effectiveness of our work during the year. It is submitted to the JAG, and also distributed to a wider public.
	JAG report	The Joint Advisory Group (JAG) (intracen.org)	A written report on the JAG meeting, reviewing statements and points raised or commented on by the JAG members, as well as contributions pledged. It is prepared in six languages. The Report of the JAG is submitted to the governing bodies of WTO and UNCTAD by the Chairperson of the JAG; i.e., to the UNCTAD Trade and Development Board and to the WTO Committee on Trade and Development.

Report recipients	Type	Link	Description of the content
	Bi-annual reports to IATI	https://d-portal.org/ctrack.html?reporting_ref=XM-DAC-45001#view=main https://open.intracen.org/	ITC publishes the IATI data for all TRTA projects with budgets/delivery above \$500,000, which together represent approximately 90% of its extrabudgetary planned delivery. The data can be accessed through IATI's d-portal. ITC publishes the ITC data also on its 'Open Data' portal.
	Annual reporting to the OECD Development Assistance Committee (DAC) to contribute to the DAC ODA statistical database	https://stats.oecd.org/Ind ex.aspx?DataSetCode=crs1 https://tossd.online/	ITC reports the commitments and disbursements data on Aid for Trade flows to the OECD-DAC Creditor Reporting System (CRS) and the Total Official Support for Sustainable Development (TOSSD). TOSSD is a new international standard for measuring the full array of resources in support of the 2030 Agenda
	Contributions to a range of UN-system wide reports of the Secretary General,		Regular contributions to the reports, e.g. on LDCs, Financing for Development, QCPR, Funding Compact etc.
	Information on ITC's website, Twitter, Facebook, Instagram, LinkedIn, YouTube, Flickr etc.	www.intracen.org https://twitter.com/ITCnews https://www.instagram.com/internationaltradecentre/?hl=en https://www.facebook.com/InternationalTradeCentre/?locale=de_DE https://www.linkedin.com/company/international-trade-centre/	Wide range of information. Many links with specific content are provided in the text of this CCITF report.
In addition: For W1 funders	Annual review meetings Ad-hoc information sharing / meetings as per the W1 funders' requests		The agenda of meetings / information provided is customized to the respective W1 funders' interests.
In addition: For W2 funders	Project-specific plans and reports / news-updates as agreed in the W2 grant agreements		

Oversight reports

Report recipients	Type	Link	Description of the content
All funders, member states, general public (Information available online for all)	ITC Board of Auditor reports (UN external auditors – when published, this document comes together with the ITC financial statement, see above)	2021 - Financial report and audited financial statements.pdf (intracen.org)	Financial statements and the auditor's report (usually published in July of the following year)
	OIOS audit reports	https://oios.un.org/audit-reports (please enter 'ITC' as the entity)	OIOS is the internal oversight body of the UN Secretariat, operationally independent under the authority of the Secretary General. It is mandated to perform internal audits, evaluations, inspections and investigations, and can initiate, carry out work and report on any topics that it considers falling within its purview.
	OIOS evaluation reports	https://oios.un.org/inspection-evaluation-reports (please enter 'ITC' as the entity)	

Report recipients	Type	Link	Description of the content
	JIU reports (UN-system wide external reports. Topical information on ITC, among other agencies)	https://www.unjiu.org/content/reports	ITC is a participating entity of the Joint Inspection Unit (JIU), an external oversight body that answers to the UN General Assembly. The JIU is mandated to perform inspections and evaluations and is charged with helping to improve management and coordination of those UN organizations that have accepted its purview. It conducts system-wide reviews on specific management and governance topics.
	IEU – ITC independent evaluation unit reports, including the annual evaluation synthesis report	Evaluation (intracen.org)	ITC's own Independent Evaluation Unit (IEU) promotes learning and accountability through objective and independent assessments of ITC's project, programme and functional performance in achieving the strategic objectives of ITC. Through its Annual Evaluation Synthesis report, the IEU provides a consolidated view of organization-wide risk and success factors in achieving programmatic results at outcome levels, along with key learning points and recommendations for improvement.

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