



International  
Trade  
Centre

# Operational Plan 2022



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 business ecosystems in developing countries.

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# OPERATIONAL PLAN 2022

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# ACRONYMS

ACP	African, Caribbean and Pacific Group of States	PPECAC	Partnership for enhancing export capacity of Africa to China (ITC project)
AfCFTA	African Continental Free Trade Area	PSC	Programme support costs
ATO	African Trade Observatory	RB	Regular budget from the UN and WTO
ARISE	ASEAN regional integration support (ITC projects in Asian countries)	RBM	Results-based management
AUC	African Union Commission	RCO	Resident Coordinator's Office (UN)
BSO	Business Support Organisation	ReMIT	Revenue Mobilization, Investment and Trade (ITC project in Pakistan)
CCA	Common Country Analysis	RMSC	Resource Mobilization Steering Committee
CCITF	ITC Consultative Committee of ITC's Trust Fund	SDG	Sustainable Development Goal
CEFTA	Central European Free Trade Agreement	SAAVI	Strengthening the agriculture and agri-food value chain and improving trade policy (ITC project in Iraq)
COMESA	Common Market for Eastern and Southern Africa	SIDS	Small island developing states
COP27	UN Climate Change Conference 2022	SPS	Sanitary and Phytosanitary measures
CSDD	Corporate Sustainability Due Diligence	SVEs	Small and vulnerable economies
EAC	East African Community	TBT	Technical barriers to trade
ECOWAS	Economic Community of West African States	TIFM	Trade and investment facilitation mechanism
ECOSOC	Economic and Social Council	TPO	Trade Promotion Organization
EECA	Emerging Europe and Central Asia	TFA	Trade Facilitation Agreement
DCO	Development Coordination Office	TRTA	Trade-related technical assistance
GAFTA	The Grain and Feed Trade Association	T4SD	Trade for Sustainable Development
GRASP	Growth for rural advancement and sustainable progress (ITC project in Pakistan)	UNCTAD	United Nations Conference on Trade and Development
IATI	International Aid Transparency Initiative	UN-DESA	UN Department of Economic and Social Affairs
IEU	Independent Evaluation Unit	UNECE	United Nations Economic Commission for Europe
INTEGRA	Support program for socio-economic integration of youth (ITC project in Guinea)	UNIDO	United Nations Industrial Development Organization
ITC	International Trade Centre	UN-OHRLLS	UN Office of the High Representative for the least developed countries, Landlocked Developing Countries and Small Island Developing States
ITF	ITC Trust Fund	UNPFA	United Nations Population Fund
ILO	International Labour Organization	UNSDCF	United Nations Sustainable Development Cooperation Framework
JAG	Joint Advisory Group	UNSDG	United Nations Sustainable Development Group
LDC	Least developed country	UN-SWAP	United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women
LLDC	Landlocked developing country	VITEA	Vaccine investment and trade ecosystems in Africa
LDC5	5th UN Conference on the least developed countries	WABEP	West Africa Business and Export Promotion (ITC project)
MARKUP	Market Access Upgrade Programme (ITC project in Eastern Africa)	VA2T	Value added to trade
MSME	Micro, small, and medium-sized enterprise	W1	Window 1 of the ITC Trust Fund
MENA	Middle East and North Africa	W2	Window 2 of the ITC Trust Fund
NES	National export strategy	WTO	World Trade Organization
ODA	Official development assistance	XB	Extrabudgetary resources
OECD	Organisation for Economic Cooperation and Development		
OEECA	Office of Eastern Europe and Central Asia		
OIOS	Office of Internal Oversight Services		
OLAC	Office for Latin America and the Caribbean		
PAPEUR	Rural and urban entrepreneurship support programme (ITC project in the Central African Republic)		

## FOREWORD

This year ITC will begin implementing our Strategic Plan 2022-2025. Firmly grounded in Agenda 2030, the new strategic plan sets out an ambitious roadmap to deliver our vision of creating *sustainable, inclusive and prosperous economies*. Supporting MSME competitiveness is at the centre of ITC's work. Through our work, we will build resilient businesses and support the development of economies that will prosper through the disruptions of the present and the future.

Much is still uncertain. The year 2022 marks the third year of the COVID-19 pandemic. Experts believe that global trade in goods and services will continue to grow in 2022, following a modest recovery in 2021. There are however still challenges on the horizon, such as new virus variants, a further rise in trade tensions, supply chain bottlenecks, labour shortages, fresh conflicts, and extreme weather events. COVID-19 has taught us, unfortunately, that the burden of economic disruption, budget cuts and falls in the standard of living will disproportionately fall on the most vulnerable – including the smallest and poorest countries, or ITC's core constituencies of MSMEs, or women, youth and rural communities.

Over almost 60 years, ITC has built a wealth of experience in trade-related technical assistance. We have created core services that offer clients tailored solutions, and our interventions have led to more competitive MSMEs, stronger business ecosystems, better regulatory environments, and more accessible public goods. We focus on increasing MSME competitiveness because MSMEs provide income opportunities for the majority, and especially for the disadvantaged and poor. In 2022, we are set to deliver \$145 million of trade-related assistance. As outlined in ITC's Strategic Plan 2022-2025, our core expertise will be applied in a focused set of impact areas. We will deepen our work on economic empowerment, specifically creating entrepreneurial and income opportunities for women, youth and people in vulnerable situations. We will focus our efforts on promoting green trade and expanding access to opportunities from the digitalization of trade. We will also work on boosting regional trade and advancing South-South trade and investment.

ITC will prioritize interventions in least developed countries and will continue to pay particular attention to sub-Saharan Africa, landlocked developing countries, small island developing states, small and vulnerable economies and countries either in or at risk of conflict.

ITC will work with the UN and the WTO, our key strategic partners, to offer comprehensive services to our clients and to raise the profile of trade as a means to achieving the SDGs. We will continue to engage with implementing partners and to build better partnerships with the wider ecosystem of private sector and non-profit organizations, with the common goal of affecting transformational change.

As our project portfolio has grown in size and scope, we will maintain our focus on efficient internal processes and communication products. We will continue to lead on equality, diversity and inclusion. We will keep tracking our development results, ensuring value for money, and retaining the trust of our partners.

We thank our partners, funders and beneficiaries for sharing our vision and working closely with us to create impact on the ground. Together, we will achieve the goals outlined in Operational Plan 2022.



Pamela Coke-Hamilton, Executive Director  
International Trade Centre

# 1. ITC's 2022 delivery highlights

As the joint development assistance agency of the United Nations (UN) and the World Trade Organization (WTO), ITC is fully dedicated to supporting the internationalization of MSMEs, with the aim of fostering sustainable and inclusive development.

2022 marks the first year that ITC will implement the new Strategic Plan 2022-2025. The Strategic Plan sets out our vision of a world where global trade contributes to inclusive, sustainable and prosperous economies. It also outlines a new model of delivery, building upon 60 years of experience in trade-related technical assistance.

From this year onward, ITC's interventions will be based on a matrix model, where we offer technical expertise through four core service areas that influence MSME competitiveness, and blend this with tools and approaches focusing on five impact areas. Each of the five impact areas prioritizes specific development objectives. As outlined in the Strategic Plan, the four core service areas are:

- Improved MSME firm-level capacities to trade;
- A more supportive business ecosystem for MSMEs;
- A more conducive policy and regulatory environment for MSMEs;
- Improved business, trade and market intelligence, accessible to firms, business support organizations and governments in developing countries and economies in transition.

ITC will focus on five impact areas:

- Sustainable and resilient value chains;
- Inclusive trade, benefitting women, youth and vulnerable communities;
- Green trade;
- E-commerce;
- Regional integration and South-South trade.

This Operational Plan presents our planned achievements in 2022, through the lens of financial delivery targets, quantitative results targets for ITC's corporate development indicators, and qualitative milestones for core service areas, impact areas and operations.

In a challenging global context, and to deliver against our set objectives, in 2022, we will launch our "moonshots" in the areas of green economy, gender, digital connectivity and youth. They reflect the areas where ITC has demonstrated core expertise and best practices. As of 2022, we want to bring a higher ambition, work jointly across the organization and put our resources where we believe we can make a transformational difference.

**We have selectively increased our outcome targets**, based on our current programme interventions. We aim to enable over 28,000 MSMEs to improve their business operations, transact business, invest or attract investments. We plan to influence over 110 policy, regulatory or strategy changes that improve the business environment, and catalyse 350 improvements in business support organizations' (BSO) operations and management.

**We are growing our presence in countries.** ITC will be an active partner in the implementation of United Nations Sustainable Cooperation Frameworks/ United Nations Development Frameworks. ITC intends to become a signatory of at least three additional United Nations Sustainable Development Cooperation Frameworks. ITC will continue to work in close cooperation with partner UN agencies to support the LDC graduation processes in Africa and Asia and the Pacific in the run up to the 5<sup>th</sup> United Nations Conference on the least developed countries (LDC V) held in New York on 17 March 2022 and for its second part in March 2023 in Doha. In 2022, the scale of ITC country-level interventions is expected to increase, in particular in sub-Saharan Africa, Asia and the Pacific and the Middle East and North Africa region. Examples of recently launched projects include [Eswatini: Promoting growth through competitive alliances II](#), [Tanzania: Developing the Beekeeping Value Chain](#) and [Ecuador: Promoting new non-traditional exports](#).

**Highlights of our regional interventions** include the new project [Netherlands Trust Fund – Phase V](#), which focuses on supporting MSMEs in the digital technologies and agribusiness sectors in Ethiopia, Ghana,

Senegal, and includes a multi-country approach targeting the digital technologies sector in Côte d'Ivoire, Benin, Mali and Uganda. As an element of our [One Trade Africa initiative](#), ITC will continue providing technical expertise for the development of the [African Trade Observatory](#), a tool to promote intra-regional trade and monitor regional integration under the AfCFTA. ITC's ARISE+ projects in [Lao PDR](#), [Malaysia](#), [Myanmar](#), [the Philippines](#), and [Thailand](#) support greater connectivity and regional integration among the Association of Southeast Asian Nations (ASEAN) countries.

In line with the Strategic Plan, at least 80% of ITC's country-specific delivery is planned in ITC's priority countries: least developed countries (LDCs), landlocked developing countries (LLDCs), small-island developing states (SIDS), countries in sub-Saharan Africa, conflict-affected countries, and small, vulnerable economies (SVEs). LDC delivery is expected to account for 40% of country-level assistance.

**Globally**, over a third of extra-budgetary delivery will contribute to results under the impact area, **Sustainable and resilient value chains**. Under the Trade for Sustainable Development (T4SD) programme, ITC will continue to improve sustainability-related market intelligence including through expanding access to the [ITC Standards Map database](#), and the [Sustainability Map](#) which provide access to international sustainability requirements. ITC will promote **Inclusive Trade** by rolling out several initiatives to increase income opportunities for women, youth and vulnerable groups. ITC's [SheTrades initiative](#) will for example empower Women Business Associations in Africa to take advantage of opportunities under the AfCFTA, while the youth and trade initiative will expand the reach of the [Ye! community](#) in support of youth entrepreneurs. Within the **Green Trade** impact area, the Green moonshot initiative will support MSMEs adapt to a changing climate, and boost MSME competitiveness in sustainable production, trade and investment. To foster inclusive participation in **E-commerce**, ITC will expand the reach of [ecommConnect.org](#), which offers learning, networking and partnership opportunities. Additionally, ITC's flagship publication, the SME Competitiveness Outlook 2022 will focus on connected services. ITC will work to strengthen **Regional integration and South-South trade** and investment through several initiatives such as the ARISE+ projects, the [Ready4Trade](#) project, our work to support the operationalization of the AfCFTA, and the [Partnership for Enhancing Export Capacity of Africa to China](#) (PEECAC) initiative to strengthen economic ties between China and selected countries in Africa.

Finally, ITC will **expand and optimize its partnerships**, working in line with the recommendations of the 2021 Annual Evaluation Synthesis Report to better reach its beneficiaries. We intend to cooperate more closely with the UN family and enter into deeper engagements with the private sector and foundations to provide better tools and services for our beneficiaries. Internally, we will also take steps to better communicate the results and impact of our partnerships, by undertaking a stocktaking exercise of existing partnerships.

ITC will continue to adjust our operations in response to uncertainties related to the COVID-19 pandemic as well as the outbreak of external and internal conflicts in countries such as Afghanistan, Ethiopia, Myanmar, and Ukraine. We will continue to strengthen hybrid delivery modes, communicate closely with funders, partners, and beneficiaries, and coordinate with other UN agencies to deliver transformational change on the ground. ITC will build on the achievements of the last four years as we embark on the first year under the new Strategic Plan.

## 2. ITC's vision, mission and principles

### Vision

A world where trade builds inclusive, sustainable and prosperous economies.

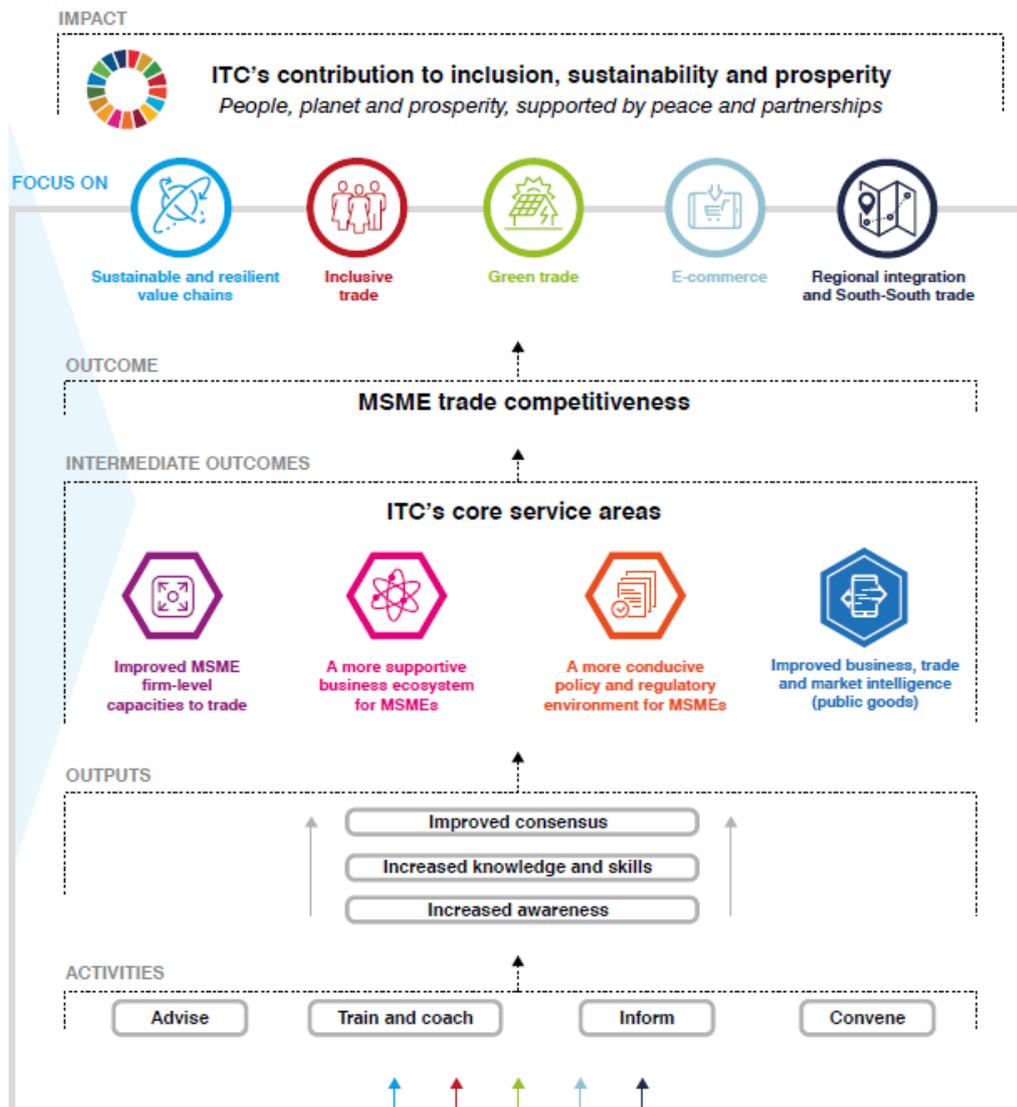
### Mission

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.

### Guiding principles

ITC's work is driven by three goals: inclusion, sustainability and prosperity. Our decision-making processes are guided by the values of collaboration and coordination and the core values of the UN: integrity, respect for diversity and professionalism.

Figure 1: ITC's approach to supporting the international competitiveness of MSMEs, which contributes to inclusive and sustainable development



### 3. ITC's budget overview and allocations for 2022

#### 3.1 Budget overview

ITC plans to deliver trade-related technical assistance worth \$145 million in 2022. This delivery will be financed by two types of funds: the regular budget (RB) and extra-budgetary funding (XB), which includes programme support costs (PSC).

The World Trade Organization and the United Nations provide an equal share of the RB budget, which has remained fairly stable. The regular budget enables ITC to engage with member states through core management and country coordination activities, including through building relevant and effective partnerships with programme countries in the delivery of operational activities for development. It also enables ITC to provide continued thought and evidence-based leadership and innovation, related advocacy and advisory work. Furthermore, RB is used for maintenance and expansion of ITC's global offering (core components of ITC's public goods offering such as databases, publications), as well as the management of the organization. Core funding is critical for ITC to deliver on its mandate.

The XB complements RB funds and represents voluntary contributions by public and private funders to the ITC Trust Fund (ITF). Contributions to the ITF include unearmarked and soft-earmarked funds (Window I) and funds that have been earmarked for specific projects (Window II). A small income from the sale of products and services such as ITC publications and from subscriptions to online tools also flows to Window II of the ITF.

PSC represents a percentage of all XB expenditure and is used to recover the incremental indirect costs that are incurred by supporting activities financed by XB contributions, such as administrative processes, corporate planning and reporting or evaluation.

Figure 2: ITC's delivery of technical assistance by source of funding, 2017-2022 (in \$ million, including XB-PSC)



### 3.2 Budget by impact area and core services

In accordance with the new Strategic Plan 2022-2025, ITC uses a matrix approach to combine the five impact areas and four core services. The **four core services**: 1) Improved MSME firm-level capacities to trade; 2) A more supportive business ecosystem for MSMEs; 3) A more conducive policy and regulatory environment for MSMEs and 4) Improved business, trade and market intelligence (public goods) have been nurtured over the lifetime of the organization and offer tailored solutions for our clients. All of ITC's interventions fall into one or more of the core services areas, or supports efficient and effective corporate operations.

The core expertise will be applied, customized and expanded to achieve the specific goals of the impact areas. During the next four-year period, ITC will focus on **five impact areas** to maximize the contribution of MSME competitiveness to inclusion, sustainability and prosperity: 1) Sustainable and resilient value chains; 2) Inclusive trade; 3) Green trade; 4) E-commerce; and 5) Regional integration and South-South trade. In addition, some work on core services will target improved MSME trade competitiveness in general.

Figures 3 and 4 below show the planned delivery distribution for ITC's 2022 portfolio of projects by XB funding type and impact area and core services.

Figure 3: Distribution of ITC's planned XB-funded technical assistance delivery by core services, in \$ million, including PSC, 2022

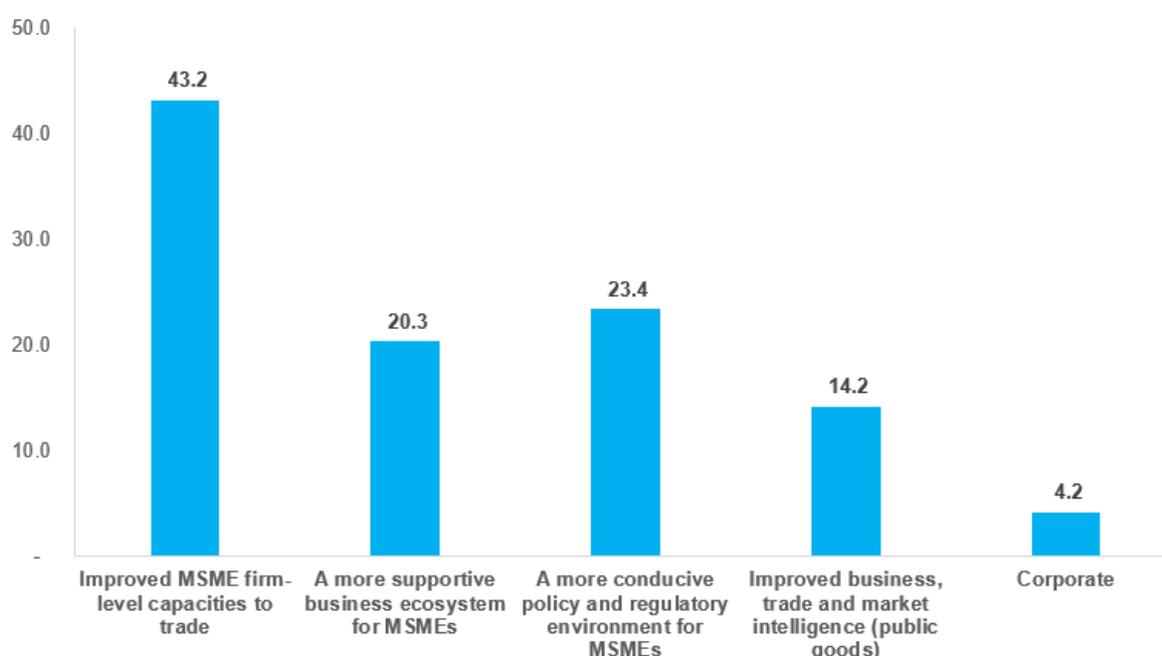
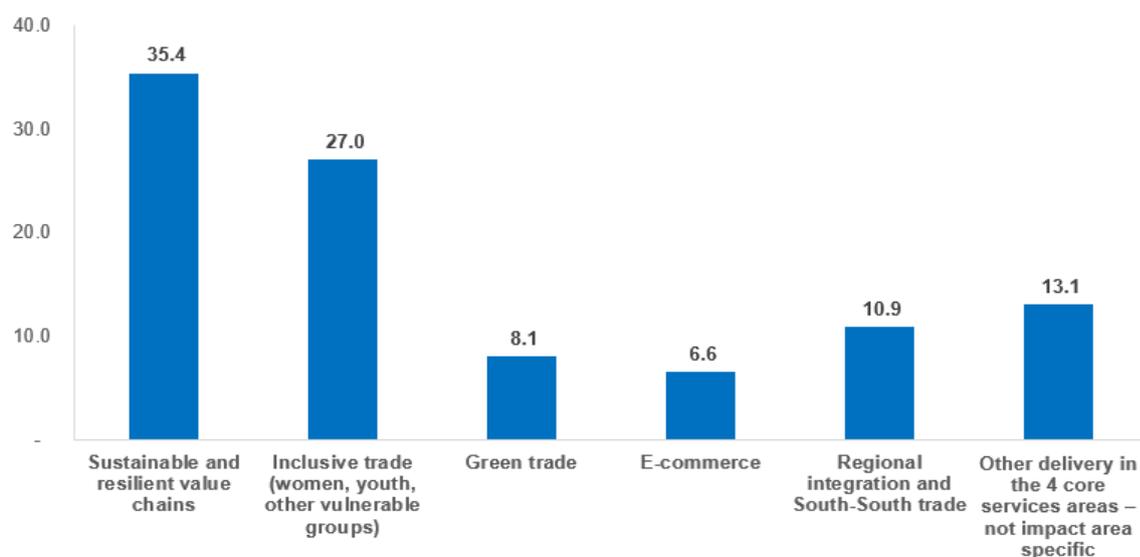


Table 1: Top 5 projects per core services by \$ planned delivery in 2022

<b>Core Service Area: Improved MSME firm-level capacities to trade</b>
<a href="#">Pakistan: Growth for rural advancement and sustainable progress (GRASP)</a>
<a href="#">Guinée: Programme d'appui à l'intégration socio-économique des jeunes (INTEGRA)</a>
<a href="#">ACP: Strengthening Productive Capabilities and Value Chain Alliances</a>
<a href="#">Iraq: Strengthening the Agriculture and Agri-Food Value Chain and Improving Trade Policy</a>
<a href="#">Central Asia: Ready4Trade</a>
<b>Core Service Area: A more supportive business ecosystem for MSMEs</b>
<a href="#">Pakistan: Growth for rural advancement and sustainable progress (GRASP)</a>
<a href="#">République Centrafricaine: Programme d'appui à la promotion de l'entrepreneuriat en milieu urbain et rural</a>
<a href="#">Iraq: Strengthening the Agriculture and Agri-Food Value Chain and Improving Trade Policy</a>
<a href="#">Guinée: Programme d'appui à l'intégration socio-économique des jeunes (INTEGRA)</a>
<a href="#">Iran: Trade-Related Technical Assistance</a>
<b>Core Service Area: A more conducive policy and regulatory environment for MSMEs</b>
<a href="#">Iraq: Strengthening the Agriculture and Agri-Food Value Chain and Improving Trade Policy</a>
<a href="#">Central Asia: Ready4Trade</a>

<a href="#">Pakistan: Growth for rural advancement and sustainable progress (GRASP)</a>
Green Trade Hubs
<a href="#">Pakistan Revenue Mobilisation for Investment and Trade (ReMIT)</a>
<b>Core Service Area: Improved business, trade and market intelligence (public goods)</b>
Business, trade and market intelligence: SME Competitiveness Survey and Outlook
<a href="#">Improving transparency in trade through market analysis tools as a global public good</a>
<a href="#">Trade and market intelligence for the Eastern Partnership Countries</a>
<a href="#">Implementation of the African Trade Observatory within the AUC</a>
<a href="#">Pakistan: Growth for rural advancement and sustainable progress (GRASP)</a>

Figure 4: Distribution of ITC's planned XB-funded technical assistance delivery by impact areas, in \$ million, including PSC, 2022



## 2: Top 5 projects per impact areas by \$ planned delivery in 2022

<b>Impact Area: Sustainable and resilient value chains</b>
<a href="#">Pakistan: Growth for rural advancement and sustainable progress (GRASP)</a>
<a href="#">Iraq: Strengthening the Agriculture and Agri-Food Value Chain and Improving Trade Policy</a>
<a href="#">Nepal: Trade- Related Assistance</a>
<a href="#">République Centrafricaine: Programme d'appui à la promotion de l'entrepreneuriat en milieu urbain et rural</a>
<a href="#">Culture Project: Identity Building and Sharing Business Initiative</a>
<b>Impact Area: Inclusive Trade</b>
<a href="#">République Centrafricaine: Programme d'appui à la promotion de l'entrepreneuriat en milieu urbain et rural</a>
<a href="#">Guinée: Programme d'appui à l'intégration socio-économique des jeunes (INTEGRA)</a>
<a href="#">Iraq: Strengthening the Agriculture and Agri-Food Value Chain and Improving Trade Policy</a>
<a href="#">Pakistan: Growth for rural advancement and sustainable progress (GRASP)</a>
Inclusive trade: SheTrades initiative
<b>Impact Area: Green Trade</b>
<a href="#">Pakistan: Growth for rural advancement and sustainable progress (GRASP)</a>
Green trade: Hubs
<a href="#">Iraq: Strengthening the Agriculture and Agri-Food Value Chain and Improving Trade Policy</a>
<a href="#">ACP: Strengthening Productive Capabilities and Value Chain Alliances</a>
<a href="#">Jordan: Trade for Employment Project "Improving Business Environment for SMEs Through Trade Facilitation"</a>
<b>Impact Area: E-commerce</b>
<a href="#">Central Asia: Ready4Trade</a>
E-commerce
<a href="#">Iran: Trade-Related Technical Assistance</a>
<a href="#">Pakistan: Growth for rural advancement and sustainable progress (GRASP)</a>
<a href="#">Guinée: Programme d'appui à l'intégration socio-économique des jeunes (INTEGRA)</a>
<b>Impact Area: Regional integration and South-South trade</b>
<a href="#">Implementation of the African Trade Observatory within the AUC</a>

<a href="#">Trade and market intelligence for the Eastern Partnership Countries</a>
<a href="#">Lao PDR: ASEAN Regional Integration Support (Laos- ARISE Plus)</a>
<a href="#">Euromed: Providing trade and market intelligence for better informed decisions (TIFM 2)</a>
<a href="#">COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders</a>

### 3.3 Budget by region and country

In 2022, consistent with our commitment in the new Strategic Plan, ITC intends to deliver at least 80% of its country-level assistance in LDCs, landlocked developing countries (LLDCs), small island developing States (SIDS), small and vulnerable economies (SVEs), countries in armed conflict or at risk of lapsing into conflict and sub-Saharan Africa. Based on our project portfolio for 2022, LDC delivery is expected to represent 40% of country-level assistance, despite the 45% target in the Strategic Plan. The forecast is a lower percentage than in previous years, given the growth of delivery in conflict-affected countries, e.g. Iraq, and also due to the challenging security situations in Afghanistan and Myanmar. ITC intends to take advantage of opportunities that may arise during the year to increase the share of our work in LDCs.

ITC is aware that there are developing countries which are not part of the priority countries groups, but are still exposed to vulnerabilities due to poverty, exposure to conflict, youth unemployment, migration or climate change in particular regions. MSMEs in these countries deserve due support. ITC therefore works with all developing countries and transition economies, subject to member states' interest and joint resource mobilization.

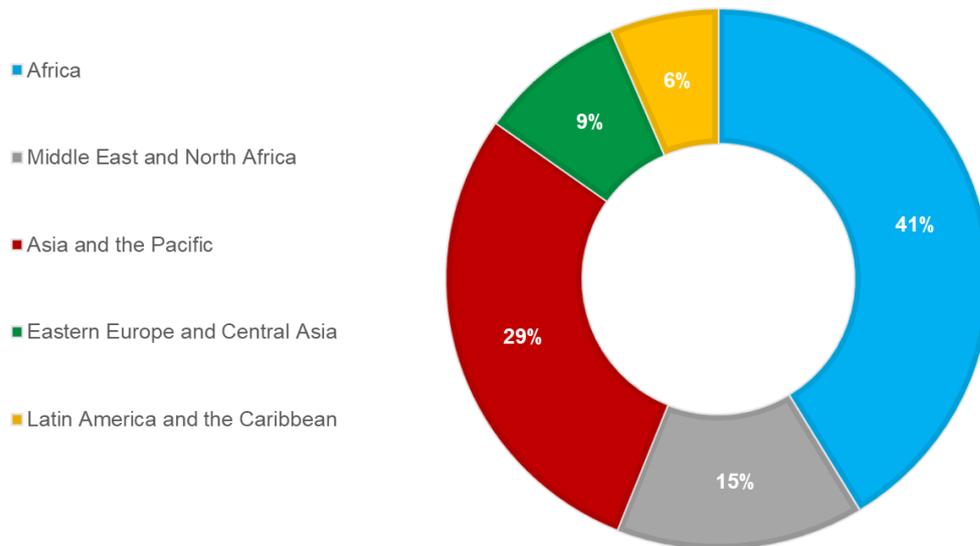
In addition to country-specific projects designed in cooperation with national governments, ITC also provides services through a portfolio of regional, and global projects. ITC's global public goods enable broad-based access to trade and market intelligence and online training courses, e.g. through the Trade Map tools, Sustainability Map, ITC's SME Trade Academy, SheTrades and YE! Platforms, and publications.

Table 3: Planned delivery by priority country group:

	LDCs	LLDCs	SIDS	Countries in armed conflict or at risk of lapsing or relapsing into conflict <sup>1</sup>	SSA	Total : Priority countries
Target	≥40%	≥30%	≥5%	≥50%	≥40%	≥80%

<sup>1</sup>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.

Figure 5: Regional distribution of ITC's planned technical assistance delivery in 2022, excluding global projects<sup>2</sup>



**Top 5 countries per region, by planned delivery in 2022**

<ol style="list-style-type: none"> <li>Guinea</li> <li>Central African Republic</li> <li>The Gambia</li> <li>Ghana</li> <li>Eswatini</li> </ol>	<ol style="list-style-type: none"> <li>Iraq</li> <li>Jordan</li> <li>Tunisia</li> <li>Egypt</li> <li>Morocco</li> </ol>	<ol style="list-style-type: none"> <li>Pakistan</li> <li>Iran (Islamic Republic of)</li> <li>Nepal</li> <li>Lao PDR</li> <li>Myanmar</li> </ol>	<ol style="list-style-type: none"> <li>Uzbekistan</li> <li>Tajikistan</li> <li>Kyrgyzstan</li> <li>Ukraine</li> <li>Turkmenistan; Kazakhstan</li> </ol>	<ol style="list-style-type: none"> <li>Ecuador</li> <li>Guatemala</li> <li>Jamaica</li> <li>Colombia</li> <li>Dominican Republic</li> </ol>
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<sup>2</sup> Details by region and projects are available in Appendix II

## 4. ITC's contribution to the 2030 Agenda for Sustainable Development

To measure whether ITC is on track with its objectives, the organization looks at three levels – the impact and contribution of ITC projects to the Global Agenda 2030, the projects' outcome and output results, and the effectiveness of its operations. Planning and results monitoring for each of the levels is carried out on the basis of quantitative and qualitative targets. For quantitative results, ITC uses a three-tier scorecard, 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. In addition, ITC monitors qualitative progress on the key programmatic and operational initiatives specified in the ITC Strategic Plan, by translating them into annual Operational Plan milestones and tracking their delivery.

ITC's contributions to the achievement of SDG targets, the results against annual output and outcome targets and milestones are reported to the UN Secretariat, the ITC Consultative Committee of ITC's Trust Fund (CCITF), the Joint Advisory Group (JAG) and detailed through ITC's Annual report.

### 4.1 ITC's contribution to people, planet and prosperity, supported by peace and partnerships

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. MSMEs constitute about 99% of all enterprises, contribute to 70% of global employment, and, in countries with the lowest income levels, micro and small enterprises account for well over 90% of employment. MSMEs that are engaged in international value chains tend to be more productive, pay higher wages, fuel economic growth, increase employment opportunities and improve livelihoods, especially for women. Gender, youth, green growth and social responsibility perspectives are mainstreamed into ITC project design, implementation, monitoring and evaluation.

In 2015, the UN General Assembly adopted the Agenda 2030 for Sustainable Development. At the time, ITC identified 10 goals and associated targets to which its work contributed to directly. In 2020, ITC added Goal 13 on Climate Action as its 11<sup>th</sup> goal due to the organization's increased focus on environmental objectives. From 2022, in line with Strategic Plan 2022-2025, ITC will contribute to all 17 goals and related targets. As Agenda 2030 notes, “[the] 17 Sustainable Development Goals with 169 associated targets [...] are integrated and indivisible”.

Through our work in four core service areas and five impact areas, as defined by Strategic Plan 2022-2025, ITC will contribute to the five critical dimensions that are at the heart of the 2030 Agenda: people, prosperity, planet, supported by partnership and peace - also known as the 5Ps.

#### People

The SDGs declare the world's determination “to end poverty and hunger, in all their forms and dimensions, and to ensure that all human beings can fulfil their potential in dignity and equality and in a healthy environment.” ITC will focus more than ever on inclusiveness, improving the lives of women, and youth groups through ITC's [SheTrades](#) and [Youth and Trade](#) initiatives. We will also support vulnerable groups to improve their socio-economic situation, by building skills to access international markets through our [Ethical Fashion](#) and [Refugee Employment and Skills initiatives](#). Our data collection and monitoring will become more granular, to be able to better account for the services provided and results achieved for these client groups.

## Prosperity

ITC will play a role in *ensuring that all human beings can enjoy prosperous and fulfilling lives and that economic, social and technological progress occurs in harmony with nature*. The core of ITC's work – increasing the competitiveness of MSMEs – is about increasing income opportunities for those that run MSMEs and work in MSMEs. MSMEs account for 90% of businesses, 60-70% of employment, and 50% of GDP worldwide. The impact of MSME competitiveness and growth on poverty reduction is high. Our focus on LDCs, with a planned delivery of 40%, reflects ITC's objective to increase prosperity in the poorest countries. Key projects that work towards this goal include [Eswatini: Promoting growth through competitive alliances II](#), [Ecuador: Promoting new non-traditional exports](#), an [Alliances for Action project in Ghana's cocoa value-chain](#), [South Sudan: Jobs Creation and Trade Development](#) and [Growth for Rural Advancement and Sustainable Progress \(GRASP\)](#) in Pakistan.

Through our suite of Global Public Goods, [Digital Transformation for Good Strategy](#), and initiatives such as [ecomConnect](#), we will work with clients to leverage digital technology for inclusive growth and empower small businesses to trade online internationally. Our focus will be to create, support and maintain jobs.

## Planet

ITC will work toward protecting *the planet from degradation, including through sustainable consumption and production*. ITC's [GreentoCompete](#) and [Alliances for Action](#) initiatives will support MSMEs in developing countries to leverage trade to seize opportunities in the green economic transition and create sustainable and inclusive agricultural value chains. Our focus will be on sustainable resource management, and climate change actions. Throughout 2022, we will strengthen our services offer to help MSMEs reduce their environmental footprint, meet sustainability standards, increase their green resilience and take advantage of new business opportunities that contribute positively to environmental sustainability. This work will include services to business support organizations, policy-makers and regulators.

## Partnerships

ITC will *mobilize the means required to implement [the Global] Agenda through a revitalized Global Partnership for Sustainable Development*. To contribute to Partnerships, ITC will support South-South trade and investment through the [PEECAC](#) project and promote regional economic integration through a variety of projects. These include the [One Trade Africa programme](#), which will support African MSMEs to leverage opportunities arising from African Continental Free Trade Area (AfCFTA) and [Ready4Trade-Central Asia](#), which aims to contribute to inclusive and sustainable economic growth of the region by boosting its intra-regional and international trade. ITC's ever-expanding suite of Global Public Goods (GPGs) increases transparency on trade, and improves market access, particularly for MSMEs, leading to stronger regional trading ties as well as contributing to advocacy for Aid for Trade. Some key projects include the implementation of the [African Trade Observatory](#), the [Euromed Trade Helpdesk](#), and the [Eastern Partnerships Trade Helpdesk](#). Under this area, ITC will also focus on entering into non-financial partnerships with public and private entities that commit to extending services to MSMEs.

## Peace

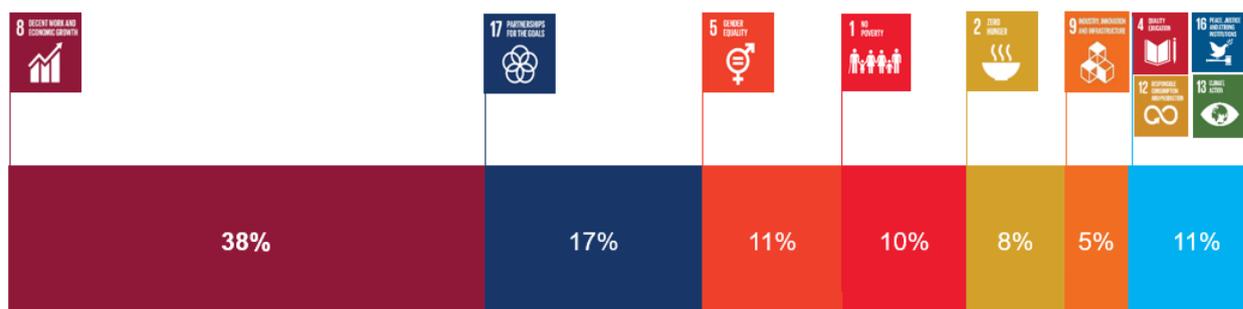
ITC will contribute to *fostering peaceful, just and inclusive societies* through continuing to work in conflict-affected countries, in over half of our country-specific interventions. We will also work toward strengthening Business Support Organizations (BSOs), particularly those operating in post-conflict areas, with a view toward building an ecosystem of support to enable MSMEs from these regions to compete and thrive internationally. ITC's work will primarily focus on SDG target 16.7, *Ensure responsive, inclusive, participatory and representative decision-making at all levels*. Examples of ITC's work in post-conflict countries include projects such as [SAAVI](#) in Iraq, [Colombia PUEDE](#), and [PAPEUR](#) in the Central African Republic, to support the economic recovery of affected businesses and communities.

## 4.2 Corporate Scorecard Tier 1: ITCs planned XB delivery distribution by SDGs

In ITC's project database – the 'Project Portal' – each project is linked to specific SDG targets at the project impact level, and the financial delivery is apportioned at the level of SDG targets for each project. Project managers report *annually*, in a narrative with supporting data, on the project's contribution to the selected SDG targets. ITC also contributes to the global effort in tracking countries' progress on achieving the SDGs. Along with WTO and UNCTAD, ITC is the custodian agency for the indicators 10.a, 17.10, 17.11 and 17.12.

The distribution of ITC's planned financial delivery, by SDG, is presented in Figure 7 below

Figure 7: Corporate Scorecard Tier 1: ITC's planned XB delivery distribution by SDG for 2022, in percentages



Source: ITC's Project Portal, February 2022

The following SDG targets appear most frequently among impact level objectives in ITC's project portfolio 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 labour-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.
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.
1.2	By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions
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.

For ITC, Goal 10: Reduce inequality within and among countries, enjoys a special status among the SDGs due to its cross-cutting nature. Achievements related to Goals 1, 4 and 5, contribute to:

- Target 10.1: *Progressively achieve and sustain income growth of the bottom 40 per cent of the population at a rate higher than the national average*
- Target 10.2: *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.*

As mentioned earlier, ITC along with WTO and UNCTAD, is a custodian agency for the indicator 10.a.1: *Proportion of tariff lines applied to imports from least developed countries and developing countries with zero-tariff*, which tracks attainment of target 10.a: *Implement the principle of special and differential treatment for developing countries, in particular least developed countries, in accordance with WTO agreements.*

Given its cross-cutting nature, financial delivery related to Goal 10 is not calculated separately.

## 5. ITC's development results for 2022

ITC's planned development results are reflected in form of Tier 2 of the Corporate scorecard – quantitative targets for ITC's corporate development **outcome and output indicators**. These are complemented by technical assistance '**strategic milestones 2022**', which express key qualitative goals for each of ITC's four core service areas and five impact areas.

### 5.1 Corporate scorecard tier 2 - Outcomes

In the new Strategic plan 2022-25, ITC outlined its results framework and corporate indicators. New indicators were added to measure additional dimensions of ITC's work with micro, small and medium-sized enterprises, business support organizations, policymakers, market partners and the global public goods offering. In 2022, ITC will continue refining the definitions of the new indicators to better capture the diversity of our work and adapt to changing contexts.

The targets for 2022, and the preliminary results for 2021 are shown in the following tables, for all previously used indicators for which benchmarks exist. ITC has formulated the 2022 targets, taking into account the XB budget and the nature of the 2022 project portfolio. The new indicators will be piloted during 2022 and based on the results achieved, targets will be set for the next years of the Strategic plan.

In the UN Programme of Work for the year 2022, Sub-programme 6 of Programme 10, Trade and development, ITC's outcomes are presented in a narrative form with four selected result stories. One "highlighted result" is presented in a single year only, and three result stories are reported on for three consecutive years.

Table 4: Tier 2 – Outcome indicators

Outcome		2021	2021	2022	2022	
MSMEs trade competitiveness		Target	Actual*	Target	vs. 2021	
	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	5,637	10,000	→
	C4	# of MSMEs led by women having transacted international business**	4,000	2,234	4,000	→
Intermediate outcomes						
Improved MSME firm level capacity to trade		2021	2021	2022	2022	
		Target	Actual*	Target	vs. 2021	
	C1	# of MSMEs having made changes to their business operations for increased competitiveness	16,000	25,379	18,000	↗
	C2	# of MSMEs led by women having made changes to their business operations for increased competitiveness**	8,000	8,376	9,000	↗
A more supportive business ecosystem for MSMEs		2021	2021	2022	2022	
		Target	Actual*	Target	vs. 2021	
	B1	# of cases in which BSOs improved their performance and services for the benefit of their members/clients	350	561	350	→
	B2	# of MSMEs served by BSOs that are directly supported by ITC				new
A more conducive policy and regulatory environment for MSMEs		2021	2021	2022	2022	
		Target	Actual*	Target	vs. 2021	
A4	# of policies, strategies, rules or regulations, improved for the benefit of MSMEs with business sector input, and promulgated or implemented	110	91	110	→	
Improved business, trade and market intelligence		2021	2021	2022	2022	
		Target	Actual*	Target	vs. 2021	
	A1	# of clients gaining greater awareness of international trade from using ITC's business, trade and market intelligence***	390,000	412,493	400,000	↗

\*2021 preliminary results collected as of end February 2022, data collection and verification ongoing until end April 2022.

\*\*The gender related indicators C2 and C4 reported previously on Women Owned Businesses. From 2022, ITC will use the ISO International Workshop Agreement's definition of Women Led Businesses as the basis for counting outcomes in relation to these two indicators, namely: Women-led business is a business that is at least 25 % owned by one or more women, whose management and control lie with one or more women, which has at least one third of the board of directors comprised of women, where a board exists, where a woman is a signatory of the business's legal documents and financial accounts, and which is operated independently from businesses that are neither led nor owned by women

\*\*\*This indicator measures the output "increased awareness".

Note: MSME owners and trainees will be segregated by gender and age, to the extent possible. Information on other aspects of vulnerability/inclusion will be based on project context and/or self-declaration of beneficiaries. Enterprise changes, BSO services improvements and policies, strategies or regulations will be tracked in view of their links to social and environmental improvements and new application of digital tools, to the extent possible.

## 5.2 Corporate Scorecard Tier 2 - Outputs

ITC aligns its output planning and reporting in its Programme of Work submission to the United Nations Secretariat's classification and will report on 'quantified' outputs in numbers, and on 'non-quantified' outputs through a narrative. The targets for 2022 are shown in the table below.

Table 5: Tier 2 – Output indicators

OUTPUTS (Quantified Deliverables)	Corporate outputs and indicators	2021 Target	2021 Preliminary results*	2022 Target	2022 Target / 2021 Target
<b>A. Facilitation of intergovernmental process and expert bodies</b>	Substantive servicing of meetings: <sup>3</sup>				
	• Joint Advisory Group (annual, 6 hours)	2	2	2	↔
	• Consultative Committee of the ITC Trust Fund (every six months, 2x3 hours)	2	2	2	↔
	• <i>Meetings of the Advisory Committee on Administrative and Budgetary Questions</i>	1	1	1	↔
	• <i>Meetings of the Fifth Committee</i>	1	1	1	↔
	• <i>Meetings of the Committee for Programme and Coordination</i>	1	1	1	↔
	• <i>Meetings of the WTO Committee on Budget, Finance and Administration (CBFA)</i>	1	1	1	↔
	• <i>TPO Advisory Board</i>	1	1	1	↔
	Parliamentary documentation:				
	• Annual report on the activities of ITC and annexes	1	1	1	↔
• Reports of the Joint Advisory Group	1	1	1	↔	
• Reports of the Consultative Committee of the ITC Trust Fund	2	2	2	↔	
<b>B. Generation and transfer of knowledge</b>	Publications produced or substantially updated:				
	• Flagship: SME Competitiveness Outlook	1	1	1	↔
	• Books on trade related subjects	4	4	4	↔
	• Papers on trade related subjects, such as on Inclusive and Sustainable trade, Trade and Market Intelligence, MSME Competitiveness, Competitiveness of women-owned MSMEs, and others	25	26	25	↔
Number of trade-related technical assistance field projects	130	140	130	↔	
Number of days of training courses, seminars and workshops to transfer skills and knowledge on selected trade topics (for a total of approximately 40,000 participants)	3,000	5,164	4,000	↑	

\*2021 preliminary results collected as of end February 2022, data collection and verification ongoing until end April 2022

<sup>3</sup> This indicator counts sessions of three hours as one meeting, as per UN planning requirements.

(continued):

OUTPUTS (Non-quantified Deliverables)		
	2021 Description of Corporate outputs and indicators and targets	Comments
<b>C. Substantive deliverables</b>	<p><b>Consultation, advice and advocacy:</b> 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 in their service offer; and advocacy that allows for the systematic inclusion such enterprises and disadvantaged groups in policy and strategy processes.</p> <p><b>Databases and other substantive digital materials:</b> 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. They include the SheTrades database for over 40,000 active women entrepreneurs, “SheTrades Outlook”, the ITC “SME trade academy”, the Ye! community and platform (with 20,000 young entrepreneurs), and the suite of trade intelligence tools (Market Access Map, Trade Map, Standards Map, Investment Map, Global Trade Helpdesk, Export Potential Map, Procurement Map, Trade Strategy Map and Sustainability Map, e-Ping)</p>	<p>Approximately 30 databases, websites and tools will be substantially updated, maintained or produced.</p>
<b>D. Communication deliverables</b>	<p><b>Outreach programmes, special events and information materials:</b> 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 magazine; MSMEs Day; newsletters on trade-related subjects for over 16,000 recipients; 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. .</p> <p><b>Digital platforms and multimedia content:</b> design, updating and maintenance of websites and social media accounts, including ITC’s website with over 4.6 million views a year; dedicated websites and active social media presence engaging sustainable micro-, small and medium-sized enterprises, women and youth entrepreneurs, with over 207,000 combined followers of social media accounts.</p> <p><b>Library services:</b> 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</p> <p>World Trade Promotion Organizations Conference and Awards</p> <p>MSME Day events</p> <p>World Export Development Forum</p> <p>Trade for Sustainable Development Forum</p> <p>SheTrades Global</p> <p>Flagship magazine:</p> <p>4 issues of the International Trade Forum magazine</p>

### 5.3 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 each annual Operational Plan, ITC highlights milestones that it will reach during the year, on its way to fulfilling its four-year commitments.

The textboxes below cite the key strategic plan initiatives for each core service and impact area. In 2022, the first year of the current strategic plan, ITC plans to undertake the key initiatives highlighted under each text box and to reach the milestones that are additionally outlined.

## Core Services

### Improved MSME firm-level capacities to trade

*Strategic Plan 2022-25: ITC addresses the managerial, strategic and operational needs of MSMEs and helps create market linkages. We will concentrate on increasing firm resilience through improving management practices and identifying and securing network, market and value addition opportunities. With partners, ITC will strengthen MSME capacities on how to access finance, which is crucial for business resilience and development. We will sharpen our focus on supporting entrepreneurship, innovation and digital literacy and enabling MSMEs to prioritize areas of change and growth markets.*

*Over the four-year plan period and depending on our level of funding, ITC aims to support 75,000 MSMEs in making changes to their business operations.*

ITC's first core service area, **Improved MSME firm-level capacities to trade**, accounts for approximately 40% of total core service area delivery, reflecting our fundamental commitment to building the international competitiveness of MSMEs by addressing their managerial, strategic and operational needs in the areas of 'connect, compete, change'. Services to MSMEs are provided directly, online and through partner organizations.

For example, under the [Ready4Trade](#) project, beneficiary MSMEs will be trained on compliance with cross-border regulations while the [NTF V](#) project will work with East African MSMEs to increase their access to finance. ITC will support 200 youth-led MSMEs in the State of Palestine develop their capacity for entrepreneurship, innovation and digital literacy while women-owned enterprises in Tunisia and Lebanon will be assisted in improving their visibility online and developing their sales and export strategies. Fifty advisers will be trained to support MSMEs increase their compliance with technical barriers to trade/ sanitary and phytosanitary (TBT/SPS) related requirements in the agribusiness sectors in Burundi, Ethiopia, Ghana, Kenya, Lao PDR, Nepal, the Philippines, Rwanda, Tanzania, Thailand and Uganda. An additional 50 MSMEs will be trained in the implementation of sustainability standards, including Rainforest Alliance certification and Organic standards in Burundi and Thailand respectively.

To advance ITC's toolkit for MSME firm-level capacity building, the following milestones will be achieved in 2022:

- MSME diagnostic tool to assess a firm's level of maturity and assist them in identifying areas for improvement in internal operations.
- 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.
- 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.
- The 2022 edition of T4SD International Executive Programme (SMEs & corporates) rolled out.

## A more supportive business ecosystem for MSMEs

*Strategic Plan 2022-25: ITC will work increasingly with networks of BSOs, including cross-border. We will support BSOs to expand their services for MSMEs, including management training and skills development, enabling access to finance and investment, providing guidance in implementing environmental, social and governance (ESG) factors, increasing digital literacy and e-commerce capabilities, facilitating cooperation between enterprises and providing effective advocacy.*

*ITC will continue to invest in multi-year engagements with committed and accountable market partners and BSOs for local implementation with the potential for sizeable, lasting impact. We will streamline our approach to engaging with market partners to become supportive of MSMEs. Over the four-year plan period and depending on our funding level, ITC will support 1,200 BSOs to improve their operations.*

The second core service area, **A more supportive business ecosystem for MSMEs**, serves as an umbrella for ITC's work in improving the effectiveness of business support organizations (BSOs) in providing necessary business development assistance to MSMEs. A supportive business ecosystem ensures that MSMEs have the right tools, market contacts, and skills to identify and take advantage of trade and investment opportunities.

In 2022, for example, in Eastern Europe and Central Asia, ITC will build the capacity of BSOs in the areas of e-commerce, environmental and social governance, resource efficiency, crisis management, and sourcing, among others. In Madagascar, business support organizations in the country's textile and clothing sector will be supported to improve their services to MSMEs that aim to reach markets in Europe and the United Kingdom. In 12 countries (i.e. Bhutan, Burundi, Comoros, Iraq, Lao PDR, Malaysia, the Philippines, Pakistan, Uzbekistan, South Sudan, Thailand and Viet Nam), 20 quality and SPS related institutions, including conformity assessment bodies, will be strengthened through trainings, advisory support, and the provision of test and calibration equipment.

*Significant milestones for the year include:*

- An upgraded BSO benchmarking platform launched, incorporating environmental, social and governance (ESG) elements.
- The 13<sup>th</sup> 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.
- To improve ITC's capacity building offer for BSO ecosystems, MSME-support ecosystems for entrepreneurs in two countries will be assessed for gaps and overlaps in the overall service offering. The quality of the linkages among ecosystem actors will be then followed up with specific recommendations for stakeholders and related capacity-building activities.
- Three national, or sector-level, governance structures established, or strengthened, in Pakistan, Curacao, and South Sudan to increase public-private coordination and collaboration for trade development and support of value-chain of institutions and services to MSMEs.
- 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.

## A more conducive policy and regulatory environment for MSMEs

*Strategic Plan 2022-25: ITC works with government institutions and other stakeholders to craft inclusive and country-owned trade and investment strategies, monitor the implementation of strategies and make the policy and regulatory framework more conducive for business development.*

*For MSMEs to overcome trade challenges, they must understand and meet market demands, for example complying with sanitary and phytosanitary (SPS) requirements and other regulations and standards such as technical barriers to trade (TBT). We will improve the quality infrastructure for trade by strengthening the SPS and TBT regulatory environment and enabling conformity assessment bodies to demonstrate compliance with technical requirements. We will continue to support the improvement of trade and investment facilitation regimes to reduce compliance costs for MSMEs. We will further mainstream inclusion and environmental sustainability in our public-private dialogues and strategy solutions.*

*Over the four-year plan period and depending on our funding level, at least 400 trade-related policies, strategies or regulations will be developed or changed with business sector input as a result of ITC assistance.*

Under the third core service area, **A more conducive policy and regulatory environment for MSMEs**, ITC's Trade Facilitation programme will implement various activities in 2022 designed to reduce direct and indirect trade transactions costs. Through a number of projects, such as the COMESA Cross-Border trade initiative, ITC will train MSMEs to comply with cross-border regulations. Under the [Ready4Trade](#) project, five trade facilitation agreement (TFA) reforms will be implemented in Central Asian countries, with trade facilitation portals developed in Kazakhstan, Turkmenistan and Uzbekistan, a risk management system put in place in Tajikistan and support provided for the adoption of the paperless trade convention in Kyrgyzstan. We will also deepen work on gender responsive trade facilitation reforms. Legal, regulatory and or procedural frameworks will be improved in ten sectors in Central Asian countries, Eastern and Southern African countries, Pakistan, the Philippines, Jordan, Sri Lanka, and selected countries in West Africa to facilitate cross-border trade. Target sectors include agribusiness value chains such as dairy products, vegetable oils, fresh and dried fruit. Furthermore, reforms towards inclusive border environments will be recommended or introduced in 10 countries, namely, Guinea, Jordan, Kyrgyzstan, Kazakhstan, Pakistan, the Philippines, Sri Lanka, Turkmenistan, Tajikistan and Uzbekistan.

ITC will help countries negotiate and implement multilateral, bilateral and regional trade agreements and address obstacles to trade and investment. In 2022, ITC will work with Uzbekistan to facilitate its accession to the WTO. Domestic reforms, with input from the private sector, will be designed to support sustainable trade, investment, regional integration and MSME development in several countries including Bhutan, CEFTA party-countries, Central African Republic, Pakistan, the Philippines, Thailand and Uzbekistan. Burundi, Comoros, Lao PDR, Malaysia, Philippines, Pakistan, South Sudan, Uzbekistan and Viet Nam will be further assisted in developing or improving quality-related policies and legislation.

ITC's national export and sector strategies team provides technical expertise in designing and implementing national export and sector strategies. In 2022, ITC will design export and investment strategies for Curaçao, Micronesia, and South Sudan, among others.

[ReMIT](#) in Pakistan is one of the biggest projects benefitting from this core service area, with an emphasis on strengthening the country's trade policies, supporting its international trade engagements, and working with national partners to develop a national export strategy.

Significant methodological milestones for the year include:

- ITC's trade and investment facilitation strategy methodology upgraded and updated; and ITC's strategy methodologies will be strengthened in relation to our impact areas, notably environmental sustainability, green trade and the digital economy.
- 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.
- Engagement to leverage trade and investment policies for developing modern/sustainable industrial strategies in Nepal and the Philippines.
- An African Continental Value Chain Diagnostic developed to identify opportunities and barriers in cross-country value chain development under the AfCFTA.
- 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.
- 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 and Pakistan.
- 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).
- The extension of the Trade Obstacles Alert Mechanism (TOAM) to include services in selected African countries.

## Improved business, trade and market intelligence

Strategic Plan 2022-25: ITC will build on its long-standing expertise in data collection and management to provide tools that support informed and evidence-based business decisions, policymaking and advocacy. We will continue to provide targeted data-driven and analytical products and services, such as our flagship **SME Competitiveness Outlook** report and the **Promoting SME Competitiveness** series of publications. New information and cutting-edge research and analysis will be added regularly on topics at the forefront of global trade and development, including foreign direct investment, sustainability standards, digitalization and services trade regulations.

The **SME Trade Academy** will continue to update its e-learning offer in line with clients' evolving needs. It will also support our advocacy efforts for MSMEs and their contribution to development. ITC plans to test and develop artificial intelligence models to incorporate new sources of data, support the digitalization of paper-based market information and invest in providing real-time information in selected areas. This will contribute to the further development of one-stop trade information "shops" like the **Global Trade Helpdesk**.

ITC will also contribute to building new tools for MSMEs to assess their competitiveness and obtain tailored business intelligence. We intend to increase the reach of our public goods by making more of them available in French, Spanish and other languages by working with partner organizations, and developing versions that can be embedded in national or regional information portals.

Under the fourth core service area, **Improved business, trade and market intelligence**, ITC develops and disseminates tools to improve access to market information for MSMEs, institutions and policymakers. In 2022, regionally focused projects to improve access to trade information such as the Eastern Partnership Trade Helpdesk, the EuroMed Trade Helpdesk, and the African Trade Observatory will account for a significant percentage of delivery. ITC will continue working with national authorities to enhance the quality and accessibility of trade in services data. ITC will support the African Union to establish an African Trade Observatory Unit that will monitor implementation and guide economic operators towards a successful AfCFTA. Eight national and two regional partners' websites will be enhanced with ITC embedded market analysis tools.

ITC will upgrade and improve our market analysis tools such as the Investment map, Market access map, and the Global Trade helpdesk to expand accessibility, user-friendliness, and to ensure alignment with global trends. Market Access Map will be upgraded to include a new import taxes module, a mobile version of the map, and a fourth language (Arabic). We also intend to expand the reach of ITC's Trade Brief, launched in 2021, as a key source of information on latest trade trends and analysis.

Under the MARKUP programme, 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. ITC's T4SD Standards Map will also be expanded to host 15 additional sustainability standards (December 2021 baseline: 313).

ITC's SME Trade Academy, a pillar of this core service area, will keep up the momentum of its activities in 2022, by expanding its series of self-service training modules, among other activities. The target is to add 50 self-service training modules to the existing SME Trade Academy catalogue, and to attract 100,000 new enrolments on the SME Trade Academy self-service learning platform, with a 30% completion rate and a minimum of 80% rating the training as useful or very useful.

Under the Central Asia [Ready4Trade](#) project, five national virtual learning space platforms will be 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. They will be complemented by an online training curriculum on trade facilitation for Kazakhstan, Tajikistan and Turkmenistan. The target is to train 100 trainers in the three countries to deliver instructor-led modules of the trade facilitation curriculum and have 2,000 MSMEs across the three countries register and complete at least one instructor-led module.

This year, ITC's flagship publication, the 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. The SME Competitiveness Atlas, a web portal for interactive data exploration on firm competitiveness worldwide will be piloted, allowing firms to self-assess their competitiveness and visualize their performance and position vis-à-vis their peers and competitors.

ITC will also begin to pilot the 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.

## Key impact areas

### Sustainable and resilient value chains

*Strategic Plan 2022-25: ITC will enhance its approach for facilitating business models that rebalance the risk and value generated in disrupted value chains among all stakeholders. ITC targets sectors where there is the greatest potential to achieve developmental change, especially for women, youth and people in vulnerable situations.*

*ITC will increase its scope and number of multistakeholder processes in selected sectors, such as coffee, to influence how value is created and distributed. We will scale up our work in services sectors, including logistics, and on helping MSMEs capture higher value services elements within goods sectors, such as after-sales or pre-production services. We will improve analytics to better target systemic factors that improve the resilience of enterprises and allow vulnerable actors to benefit from trade.*

*Our value chain diagnostic methodology will be strengthened to identify opportunities and barriers in cross-country value chain development, based on quantitative and qualitative information. We will also work more with market partners to harmonize standards to make them more attainable for MSMEs, and help make emerging sustainability-related and due diligence policies MSME-friendly.*

In 2022, a little more than a third of ITC's extrabudgetary delivery by impact area will contribute to **Sustainable and Resilient Value Chains**, where ITC's goals are twofold: connecting MSMEs to value chains, and ensuring value-chains as a whole are able to withstand disruptions and remain responsive to rising global demand for sustainable production and trade. In 2022, a number of major projects will contribute to results under this impact area including the [GRASP](#) project, which strengthens small-scale agribusinesses in Pakistan and the [Nepal: Trade-related assistance project](#), which supports the inclusive development of the country's economy. In the Central African Republic, the [PAPEUR initiative](#) aims to improve rural and urban entrepreneurship in selected sectors, including through strengthening the capacities of active and emerging micro-entrepreneurs.

ITC's Alliances for Action initiative remains particularly active in the African, Caribbean and Pacific (ACP) region, supporting rural MSMEs and building their competitiveness through sustainable partnerships, and creating value at each step of selected agribusiness value chains. ITC will also strengthen global textile and garment value chains through developing online assessment tools, improving auditing procedures at country level, and ensuring that MSMEs across sectors understand social and environmental sustainability standards in global value chains.

Under the Netherlands Trust Fund V ([NTF V](#)), projects with a focus on digital entrepreneurs will be launched in Benin, Côte d'Ivoire, Ethiopia, Ghana, Mali, Senegal and Uganda to support the development of services exports, and to help leverage benefits of new technologies for the agricultural sector.

The following examples specify concrete deliverables in this impact area, that will be leveraged beyond the individual projects under which they are developed.

- A coffee impact network or industry platform launched convening industry stakeholders based on the Alliances for Action [Coffee Guide](#).
- 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.
- 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.
- Sustainability Standards Guide for Swiss public procurement implemented.
- 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; including the types of technical support activities required in order to complement existing efforts by corporates, EU policymakers and BSOs.

- The Finance for Action methodology, developed in 2021, piloted in one value chain in the Caribbean in partnership with the Caribbean Development Bank.
- Funding secured and [vaccine investment and trade ecosystems in Africa \(VITEA\)](#) project launched in Nigeria in partnership with a Nigerian BSO.
- 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.

### Inclusive trade: women, youth and vulnerable groups

*Strategic Plan 2022-25: ITC's **SheTrades** is a comprehensive initiative that brings together the full range of our service offers from a gender perspective. We will continue to reduce barriers for women entrepreneurs, and ensure the better collection and analysis of sex- disaggregated data and other mainstreaming efforts. In response to requests to upscale our work on gender, SheTrades will pursue a growth strategy.*

*ITC's **Youth and Trade** initiative positions young people in developing countries as a competitive force for the future. The initiative will continue to build a large community of young entrepreneurs who benefit from a platform, the Ye! Community, that offers mentoring, capacity building, networking and an amplified voice to achieve their ambitions for economic success.*

*ITC's work with people in vulnerable situations also includes the **Ethical Fashion Initiative (EFI)** and the **Refugee Employment and Skills Initiative (RESI)**. The Ethical Fashion Initiative will continue to create and strengthen social enterprises to connect discerning international brands in fashion, interiors and fine foods with talented local designers, artisans and micro- producers. RESI will expand its reach to more countries, with a particular focus on creating digital jobs for displaced people and getting the private sector to participate more actively in refugee-inclusive businesses.*

The impact area, **Inclusive Trade: women, youth and vulnerable groups**, will also account for a significant proportion of delivery this year. [SheTrades](#), will continue to address barriers faced by women through skills development initiatives, improving ecosystems for women's entrepreneurship, and facilitating trade, financing and investment linkages. Activities planned for 2022 include expanding access to SheTrades Outlook, a first of its kind tool to promote a more inclusive policy ecosystem for women, and empowering women's business associations across sub-Saharan Africa to take advantage of opportunities arising from the African Continental Free Trade Area. SheTrades hubs will receive support to deliver targeted interventions for women in trade and additional hubs will be established in Mauritius, South Africa and Viet Nam. Furthermore, through our gender moonshot, ITC will prioritize scaling up our platforms for global reach while targeting a wider-range of women-entrepreneurs. For example, we will work with national partners to improve gender-responsive public procurement opportunities, and we will digitalize the SheTrades Invest platform to expand access to finance for women entrepreneurs.

ITC's [Youth and Trade programme](#) will focus on linking youth-led businesses to relevant financing sources, expanding the Ye! global community for young entrepreneurs, and developing sector specific opportunities for youth, in particular in the sports sector. ITC's projects in The Gambia such as the [Youth Empowerment Programme \(YEP\)](#) and [Jobs, Skills and Finance \(JSF\) for Women and Youth](#) will continue to support youth in developing the necessary skills to increase their employability. Through ITC's youth moonshot, we will support youth develop skills for employment in priority sectors such as sports, technology and agribusiness. For example, we will support governments to develop an ecosystem to stimulate agricultural technological innovation, and work with corporates to launch agricultural technological incentives for youth.

ITC's [Ethical Fashion \(EFI\)](#) and the [Refugee Employment Skills \(RESI\)](#) initiatives also remain committed to supporting vulnerable groups access economic opportunities. For example, ITC's Culture project supports artisans in the cultural and creative industries in Iran, Kenya, Mali, Tajikistan, Uganda, and Uzbekistan to access skills development and international market opportunities. RESI aims to expand its presence to other countries while deepening its work in the digital services sector to promote economic inclusion for displaced communities. [In Somalia](#), ITC is working on a project to encourage economic self-reliance through digital work for displaced communities.

The following milestones summarize some of the results to be achieved:

## SheTrades:

- 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.
- SheTrades Outlook rolled out to over 50 countries (12 in 2022) to create inclusive ecosystems for women in trade.
- Fifty Women's Business Associations in Africa empowered to take advantage of trade opportunities under the African Continental Free Trade Area.
- 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.
- 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.
- 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.

## Youth:

- Ten new countries engaged with Ye! chapters or representatives.
- One Youth barometer piloted on the conditions and barriers affecting youth.
- Access to Finance readiness toolkit for youth piloted and launched.
- 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
- 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).

## Vulnerable Groups:

- Vulnerable migration and forced displacement (VMFD) portfolio expanded to three new locations.

## Green trade

*Strategic Plan 2022-25: Whilst balancing environmental, developmental and economic goals, ITC supports MSMEs in gaining a competitive advantage by promoting sustainability. Through the **GreenToCompete** initiative, we reinforce our commitment to sustainable trade by assisting developing countries to seize the opportunities of the green economic transition by leveraging trade.*

*ITC will strengthen local capacities to mitigate and adapt to a changing climate and will promote nature-positive practices in value chains to preserve and restore biodiversity. ITC will also support small businesses to limit their environmental footprint through the application of resource efficiency and business practices, and production cycles that are truly circular. With the ITC Standards Map website and database and the ITC Sustainability Map, we will continue to enhance transparency on sustainability standards, making them more attainable for MSMEs.*

*ITC will support ecopreneurs and MSMEs to build and scale their green innovations and products. We will also build ecosystem services and promote the alignment of trade- and environment-related policies to contribute to the achievement of the goals of the Paris Agreement and commitments subsequently taken at the Conference of the Parties (COP).*

Within the impact area of **Green Trade**, ITC will support MSMEs seize opportunities of the green economic transition. As part of the [GreenToCompete](#) strategy launched in 2021, ITC will offer a series of services in 2022 designed to help MSMEs limit their environmental footprint, strengthen local capacities to adapt to a changing climate, and boost MSME competitiveness in green production, trade and investment. ITC will work with [Greenhubs](#) established in Ghana, Kenya, Lao PDR, Nepal and Viet Nam, and a regional hub in the Caribbean, to offer tools and solutions to MSMEs to implement sustainable business practices. Through

projects such as Trade Facilitation for SMEs in Sri Lanka, ITC will support countries develop and implement green industrial strategies.

Through ITC's green moonshot, we will raise awareness and represent MSMEs in multilateral fora to ensure that they are well-positioned within the climate discussions. We will also undertake analytical work on the physical and transitional climate change risks and opportunities facing MSMEs. Equally, we will build MSMEs' capacity to respond to climate related risks, implement climate adaptation measures and capture green market opportunities.

2022 Milestones will include:

- 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.
- 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.
- Perspective of small businesses highlighted at COP27 through a side event, participation in pre-COP discussions, and preparation of briefing papers.
- 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.
- 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).

## E-commerce

*Strategic Plan 2022-25: ITC centres its efforts on the digitalization of trade and the specific constraints faced by MSMEs, in particular regarding e-commerce of goods and services. We will reinforce our focus on facilitating inclusive participation in e-commerce by simultaneously enabling firm growth and addressing challenges faced at the enterprise, business ecosystem and policy levels. We will support digital connectivity by improving telecommunications regulations and by working with partners who provide access to technologies and services.*

*Through the **ecomConnect** initiative, ITC will enhance its offer on MSME capacity building and the provision of tools and solutions for the development of e-commerce. We will contribute to improving business ecosystems by collaborating with market partners and equipping BSOs to support MSMEs in the digital economy. Our work with policymakers will concentrate on strengthening their understanding of the particular needs of MSMEs in relation to e-commerce and digitalization and creating a policy and regulatory environment that is conducive to e-commerce development at the national, regional and multilateral levels.*

Under the **E-commerce** impact area, ITC ensures that beneficiary MSMEs are well-positioned to take advantage of opportunities arising from the digitalization of trade. In 2022, ITC will develop an integrated results-framework for this area of work. ITC will enhance [ecomConnect.org](https://ecomconnect.org), a platform that facilitates shared learning, innovative solutions, collaboration and partnership, and ensure that membership on the platform expands over the course of the year. Projects such as [Ready4Trade](#) will allocate resources toward developing e-commerce strategies in partnership with local actors and providing technical assistance to digitally advanced MSMEs to develop new online channels. Women-owned MSMEs will be supported in boosting their ability to use online market places through projects such as SheTrades: Empowering African women through e-commerce and Lebanon: E-commerce for women entrepreneurs. ITC will also strengthen e-commerce through the moonshot on digital connectivity, which will focus on expanding MSMEs' digital presence and networks, and will be crucial to the future of SME internationalization.

Significant milestones for the year include:

- Membership on [ecomConnect.org](https://ecomconnect.org) increased to 7,000 active members.
- A comprehensive e-commerce legislation developed for Kazakhstan and E-commerce strategies finalized in Kyrgyzstan, Tajikistan and Uzbekistan.

- 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.
- 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.
- Support provided for three new E-commerce related laws/strategies/ guidelines in Malaysia.
- Two hundred youth-led digital entrepreneurs/businesses in the State of Palestine supported in the areas of entrepreneurship, innovation and digital literacy.
- Digitalized border formalities introduced to support e-commerce growth in Central Asia, Jordan, Pakistan and Sri Lanka.
- 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.

## Regional integration and South-South trade and investment

*Strategic Plan 2022-25: ITC's interventions at the regional and inter-regional level will continue to focus on boosting regional trade and advancing South-South trade and investment. We support the implementation of regional economic integration initiatives by enhancing regulatory and institutional environments, including trade-related financial ecosystems, and by integrating MSMEs into regional value chains and connecting them with emerging trade opportunities.*

*ITC will address challenges in South-South trade and investment by making opportunities for MSMEs more transparent and enterprises' risk assessments better founded, and by promoting dialogue, business links and institutional partnerships between countries in the Global South.*

Within the **Regional integration and South-South trade and investment** impact area, in 2022, a large part of delivery will focus on projects and activities that support the implementation of the African Continental Free Trade Area (AfCFTA) such as the [One Trade Africa programme](#). Ten additional countries will benefit from the One Trade Africa programme through awareness raising activities for MSMEs, public-private dialogues on the AfCFTA provisions in cooperation with BSOs, particularly the Federation of West African Chambers of Commerce (FEWACCI) and the East African Business Council (EABC).

ITC has a growing portfolio of projects focusing on aiding economic integration in other regions. For example, major projects in Africa include the EAC Market Access Upgrade Programme (MARKUP) and the ECOWAS: West Africa Competitiveness Programme (WACOMP). In Central Asia, the [Ready4Trade](#) project will support intra-regional and international trade in Central Asia, while in Southeast Asia, ITC will work with Lao PDR, Malaysia, Myanmar, Thailand and the Philippines to support their integration into the ASEAN region through the ASEAN Regional Integration (ARISE+) programme.

ITC will also foster South-South trade and investment linkages between emerging markets such as China and India and other developing countries. One example of a project in this area is [PEECAC](#), which will enhance business linkages between China and selected countries in Africa.

Specific milestones for 2022 include:

- \$15 million of South-South investment and trade flows between China, and selected countries in Asia and Africa facilitated.
- 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.
- More support provided to the AfCFTA implementation through the enhancement of the African Trade Observatory 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.
- A new Euromed Trade Helpdesk, which provides access to information, a strengthened support service, and an enhanced interface to economic operators in four languages, launched to support regional trade integration between Southern Mediterranean countries.

- 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).

## 6. Managing for results

### 6.1 Responding to country needs

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 aims to capture, understand and address diverse and cross-cutting country needs in partnership with other entities in the UN developing system. This implies a closer interaction with country stakeholders and with the UNRC system in countries.

ITC also recognizes that the needs of our partner countries are changing at an unprecedented speed against the backdrop of COVID-19. ITC will stay nimble and agile, and address rapidly changing challenges and needs of its beneficiaries through flexible, dynamic and innovative solutions to build forward better in the post-COVID-19 era.

In 2022, ITC will commit to the following actions to respond to country needs:

- Finalize a country engagement strategy which will set out concrete actions for increased presence and visibility of ITC's work in ITC's priority countries.
- Raising visibility and profile of ITC by participating in key events in/for the regions (at least one for the EECA region).
- Work with technical teams across the house to provide feedback on country needs with a view to supporting them in sharpening and customizing ITC's offering.
- Build on current needs assessment methodologies to develop a coherent approach to country needs assessments (as opposed to project based needs assessments).
- Carry out specific country needs assessments for new projects. For instance, the Office for Latin America and the Caribbean (OLAC) will have finalized a country-level needs assessment for the exotic fruits sector in Ecuador through project Promoting new non-traditional exports (NEXT Ecuador).
- Develop concept papers and project proposals, in partnership with UN country teams and UNRCs where appropriate, to respond to priority development needs. The Office of Eastern Europe and Central Asia (OEECA) aims to do so in at least three countries in the EECA region, and the Office for the Middle East and North Africa (OMENA) will design at least 1 new programme/project at regional level and 1 new project at national level in the MENA region. ITC will aim to benefit from UN pooled funds through these joint project proposals.

### 6.2 Engaging with the WTO and the UN

In 2022, ITC will continue to work with our parent agencies, **the UN and the WTO**, to raise the profile of trade as a means to achieving the SDGs. This will be done through joint advocacy, participation in events and TRTA projects including a greater focus on collaborating with UN specialized agencies, contributing to the UN Sustainable Development Group (UNSDG) and increasing dialogue with the Resident Coordinator (RC) system. ITC will contribute to on-going discussions and negotiations in the UN and at the WTO, in particular in the informal working groups on trade & gender and MSMEs, as well as actively participate in the WTO Aid for Trade Global Review, the WTO Ministerial Conference and the WTO Public Forum.

Other commitments include:

- Engaging in at least two UN Common Country Analysis (CCA) and sign at least three UN Sustainable Development Coordination Frameworks (UNSDCFs), ensuring country ownership and maximum synergies across the UN system and with other development actors.

- Contributing to the implementation of all ongoing UNSDCF's where ITC is a signatory and provide inputs to UN Country Teams and UN Resident Coordinator offices for annual planning, reporting, financial forecasts, surveys etc., and participate in relevant UNCT meetings/working groups and joint programme development where appropriate.
- Accelerating partnerships with fellow UN agencies such as the UN Global Compact, United Nations Development Programme (UNDP), and UNOHRRLLS and regional economic commissions as well as ITC's parent agencies (UNCTAD and WTO).
- ITC will partner with UNCTAD in the area of e-commerce and trade facilitation and collaborate with the International Labour Organization (ILO) on our market analysis tools such as the Export Potential Map. Other partnerships include working with United Nations Population Fund (UNPFA) and UNCDF in The Gambia, the United Nations Industrial Development Organization (UNIDO) in Guinea, the World Tourism Organization in Liberia, and the United Nations Economic Commission for Europe (UNECE) in Central Asia.
- ITC will also partner with the WTO on a number of specific initiatives; including contributing to WTO's work on increasing transparency in SPS/TBT legislation. ITC will increase the number of registered users on the [ePing](#) system, set up jointly by the WTO, ITC and the UN Department of Economic and Social Affairs (UN DESA), to facilitate easy access to product requirements in international markets, and we will work with UN DESA to launch a mobile version of the ePing system. This year, ITC will also publish the World Tariff Profiles 2022 in collaboration with UNCTAD and the WTO.
- In the area of trade policy, ITC will continue its work to support countries in the WTO accession process including by imparting skills to trade negotiators on WTO investment facilitation and e-commerce negotiations.
- Continuing to work with UN stakeholders to support the LDC graduation processes in Africa, Asia and the Pacific, especially in view of the 5th United Nations Conference in the least developed countries (LDC5).
- Enhancing the [SDG portal](#), which helps track progress made in the area of international trade toward the achievement of the SDGs, with trade-related indicators.

### 6.3 Partnering for purpose

ITC will continue to build partnerships that are purposeful, impactful, and meet the demands of our clients. ITC will invest in existing partners, develop future public and private sector partnerships that deliver mutual benefit, and monitor how our partnerships are delivering against our commitments in the Strategic Plan 2022-2025.

While partnerships are essential for effective development work, partner availability, capacity, ownership are also a significant risk for project success. Partnering can involve fiduciary and reputational risks. In 2022, there will be a focus on effective internal processes for building and scaling partnerships, due diligence and for creating synergies between project-level and corporate partnerships. To this end, the following actions will be taken:

- Through an internal knowledge sharing platform, ITC will explore administrative bottlenecks and recommend ways to optimize internal processes and workflows to implement partnerships, including adequate risk assessments and mitigation measures.
- ITC will undertake a stocktaking exercise of existing partnerships to better understand the different levels of commitment and responsibility of ITC's partnerships and enhance internal visibility.
- ITC will identify ways to better communicate the results and impact of our partnerships through campaigns and building an outreach approach around "partnerships4Purpose."

For local implementing partners, usually Business Support Organizations, ITC's own core service area on business ecosystems, offers benchmarking and diagnostic tools as well as services that strengthen Business Support Organizations' governance and managerial, operational and strategic capacities, and helps them mitigate partner risk. ITC will encourage project managers to systematically integrate business ecosystem support in project design.

## 6.4 Leading the global conversation

During 2022, we will continue advancing ITC's leadership on MSMEs and trade through communications and outreach. We will focus on the strategic issues—including on women's economic empowerment, climate change and digital connectivity—and develop platforms and tools to amplify our impact and reach. A situational analysis will be conducted in view of updating our overall communications strategy to better engage with our audiences. The main planned milestones for the year are:

- The new ITC website will go live as scheduled;
- Development and launch of the 2022-25 communications strategy;
- Main events organized: Trade Forum digital; Small Business Week at Expo 2020; Celebration of MSME Day; WEDF Mongolia and SMECO launch.

## 6.5 Gender equality, diversity and inclusion within ITC

To support ITC's strategic efforts towards strengthening gender equality, diversity and inclusion within ITC, our key 2022 deliverables reflect a multifaceted approach:

- Building on previous years, elements of ITC's 2022 Mentoring Programme for Women will be decentralized, to encourage an active, participatory approach to skill building and capacity development. Participants will be encouraged to contribute to, develop, and facilitate workshops of interest, in addition to the core trainings offered by our partner organizations. We intend to further strengthen the male engagement pilot programme both within ITC and as part of a larger UN system-wide roll-out, based on allyship and with an understanding of the crucial role men play in gender parity efforts.
- Tailored mandatory Performance Management goals reintroduced for all staff, at all organizational levels, for ITC to keep its 94% compliance with the UN-SWAP framework and encourage greater awareness of staff's collective and personal contributions towards ITC's organizational culture, which is built on UN and ITC core values.
- An updated Gender Parity Action Plan introduced at ITC which echoes the larger UN/Secretary General's strategy to strengthen gender parity at all underrepresented grades.

## 6.6 Environmental sustainability of ITC operations

The key 2022 deliverables for ITC to contribute to environmental sustainability are:

- CO<sub>2</sub> emissions annual inventory will be performed for travel and facilities using UNEP software.
- Carbon neutrality will be achieved by purchasing carbon credits / certificates.
- Continue the on-going ITC building renovation multi-year project, which aims to reduce carbon footprint.
- Continue putting in place the Environmental Management System - a multi-year project that will be used across all ITC sections.

## 6.7 Corporate Scorecard Tier 3: Efficiency and effectiveness KPIs

Efficiency and effectiveness key performance indicators (KPIs) serve to monitor ITC's performance in areas related to the organization's general management, and other particular areas of work identified in the Strategic Plan 2022-2025: results-based management, risk management, human resource management, resource mobilization, innovation, and communications. ITC strives to leverage its resources and to provide its services to beneficiaries in an efficient and effective manner. The Tier 3 KPIs and 2022 targets below are complemented by the 'efficiency and effectiveness milestones' presented in the next chapter. They communicate ITC's planned key deliverables in 2022 to further advance its processes and results orientation.

Table 6. Tier 3. Efficiency and effectiveness

Tier 3: Efficiency and effectiveness		2021 OP Targets	2021 Actuals preliminary*	2022 OP Targets
<b>General management</b>				
<b>Oversight and compliance</b>	Unqualified financial statements	Target: achieved	achieved	Target: achieved
	Percentage of open audit recommendations closed by the Board of Auditors	60%	47.8% (11/23)	47%
<b>Carbon footprint</b>	Achieve a climate-neutral ITC	Target: achieved	achieved	Target: achieved
<b>Operational management</b>	Advanced travel arrangements (21 day rule) compliance rate, in %	100%	69%	100%
<b>Results-based management and risk management</b>				
<b>Client satisfaction</b>	Percentage of clients that rate ITC services positively	≥ 85%	97%	≥ 85%
<b>Focus on priority countries</b>	Percentage of country-specific extrabudgetary expenditures dedicated to LDCs, LLDCs, SIDS, sub-Saharan Africa, SVEs, and conflict-affected countries	≥ 80%	88%	≥ 80%
<b>Gender mainstreaming</b>	Percentage of UN-SWAP 2.0 indicators met or exceeded	94%	94%	94%
<b>Risk management</b>	ITC annual report on risk management completed	1	1	1
<b>Transparency</b>	% of XB delivery published to IATI for TRTA projects	-	90%	90%
<b>Human resources management</b>				
<b>Staff engagement</b>	Average overall rating provided in the annual staff satisfaction survey (out of 5)	≥ 3.3	3.6	≥ 3.3
<b>Diversity</b>	Percentage of women in professional and senior level positions	50%	46.5%	50%
<b>Talent management</b>	More than 50% of the staff members to have used their established minimum 5 days per year for professional development	75%	75%	75%
	Average time to recruit fixed-term staff (in days)	105	73	80
	Average vacancy rate as percentage of all posts	≤ 5%	5%	≤ 5%
<b>Resource mobilization</b>				
<b>Fundraising</b>	XB funds secured for the following year and beyond	\$280 million	\$315 million	\$280 million
	Total value of projects under development and in discussion with funders (at year-end, for next year and beyond, L2, L3)	\$80 million	\$57 million	\$80 million
<b>Communications</b>				
<b>Outreach</b>	Growth in ITC audience through social media followership	10% growth (172,920 total followers)	32% growth (207,356 total followers)	10% growth (228,091 total followers)
	# of ITC's corporate website views	4,84 million	4,65 million	4,88 million
	# of registered accounts to ITC Market Analysis Tools	1,125,000	1,227,578	1,327,578
<b>Partnerships</b>				
	Number of signed United Nations Sustainable Development Cooperation Frameworks (UNSDCFs) (cumulative)	-	27	30

\*Preliminary results, as of end February 2022

## 6.8 Managing for results milestones

The 2030 Agenda for Sustainable Development requires a United Nations development system that is fit for purpose. The Secretary-General's reform agenda aims to bring the delivery of services closer to the clients served. ITC will continue improving its operational efficiency and effectiveness through a series of dedicated initiatives, as outlined in this chapter. The planned increase in ITC's financial delivery can only happen with a strong focus on streamlining workflows.

## Trust

### *Results-based management*

- Continued development of solid results chains and quality logframes for all TRTA projects, notably with regards to impact areas, baselines, targets and new corporate indicators. Alignment with the Strategic Plan 2022-25.
- A new management dashboard developed to enable access to and use of up-to-date information to facilitate informed decision making at middle and senior management level.

### *Risk management*

In 2022 uncertainty and risk remain important considerations across ITC's operations (see Appendix III for an overview of the risk register). In our operations, ITC will seek to reach the advanced level in the UN Reference Maturity Model for Risk Management, with:

- A common risk typology implemented across sections and at project, programme and corporate levels.
- Project-level deep dives conducted into selected, strategic projects at inception or mid-course both to identify and mitigate risks of actual initiatives and to continue to sensitize staff on risk management through real life, practical examples.
- Continued regular corporate risk assessments and risk mitigation discussions with middle and senior management.

### *Reporting*

- Adoption and operationalization of the new EU operational system for external action (OPSYS) for reporting through training, continuous learning and knowledge sharing within ITC and participation in EU organized webinars.
- Development of phase two for the [ITC open data website](#) which is a component of ITC's ongoing implementation of the IATI Transparency and accountability initiative.

## Expertise

### *Talent management strategy*

- Draft career development framework developed and submitted by 31 October 2022, with the final version submitted by 31 December 2022.
- The career development framework mapped out and linked to workforce planning, including succession planning, as well as other areas in human resources management.

### *Innovation*

- Growth of an innovation culture at ITC supported through the work of the Innovation Lab, and project innovation facilitated by the Lab. This will be accomplished with two pillars of work: a) The second cohort of Innovation Challenges programme; and b) providing platforms to increase innovation capacity and knowledge sharing, notably via the solutions bakery pilot and facilitation for the consolidation of a Corporate Innovation Strategy.
- The Innovation Lab's network of partners expanded, to position the organization further as a thought leader on innovation in trade related technical assistance.

### *Data management initiative*

- A newly developed Events Management System and Newsletter Management System rolled out.
- Single-Sign-On feature for users as part of ITC's new website launched.

- A data collection management tool developed.
- An Implementation Roadmap for Data management aligned to the UN Data Strategy developed.

## Agility

### *Streamlined internal processes*

- Management dashboards (e.g. Procurement, HR, Travel, Regular budget dashboards) upgraded.
- Inspira-system implemented at ITC.
- Innovative arrangements and new services delivered, with inputs from ITC technical divisions, to support the increase in TRTA delivery (e.g. system contracts for trade related services, new licensing schemes and decentralized regional travel).
- Existing procurement tools/processes upgraded to respond effectively and efficiently to ITC requirements.
- “How to” video tutorials rolled out in all administrative areas on core processes.

## 6.9 Independent evaluation: supporting learning and accountability

The new Strategic Plan 2022-2025 builds on lessons learned from evaluation, and explicitly addresses evaluation recommendations. For the first time, it includes a chapter about the role of evaluation as part of ITC's overall goal of being accountable and transparent.

The Strategic Plan provides a comprehensive analytical framework for evaluation for the next four years, as it defines clearer corporate objectives than previously. In addition, it mandates the Independent Evaluation Unit (IEU) to analyse and disseminate lessons learned from the implementation of the Strategic Plan. This will mean, among others, a stronger emphasis on assessing ITC's contributions to achieving inclusion, prosperity and sustainability in the new evaluations. In 2022, IEU will conduct the 2022 Annual Evaluation Synthesis Report (AESR) as the first of a series to assess ITC's performance in achieving its Strategic Plan objectives, and lessons learned. To ensure its approach to facilitate learning is in line with best practice, and learning is reflected in programmatic and resource allocation decisions, the IEU will undertake a review of evaluation knowledge management.

The IEU will continue applying inclusive approaches when conducting its new evaluations and supporting managers, whose projects are evaluated through evaluation training, technical support and quality assurance services. It will also finalize the on-going Developmental Evaluation Reviews, which support M&E capacity through hands-on coaching for ITC project teams in three countries and disseminating the lessons learned.

Sustainability reviews that assess long-term effects of ITC interventions will be carried out for the third year. The IEU will contribute to national evaluation capacities when undertaking the reviews and will also develop and distribute a guide and a set of templates for Sustainability Reviews to support governments to independently assess the impact and sustainability of trade-related technical assistance projects after their completion.

At the UN system-wide level, IEU will continue its role as ITC's focal point for the reviews of the UN's Joint Inspection Unit (JIU) and the work of the Inspection and Evaluation Division of the Office of Internal Oversight Services (OIOS). It shares the findings of these entities and follows up on their recommendations as they relate to ITC.

Evaluation assessments to be launched in 2022:

- Evaluation of ITC work in the impact area Sustainable and Resilient Value Chains;
- Midterm evaluation of the project Linking Ukrainian SMEs in the Fruits and Vegetables Sector to Global and Domestic Markets and Value Chains project (if feasible);
- Final evaluation of the project Colombia PUEDE: Peace and unity through productive development and commercialization.

Other activities in 2022:

- Sustainability Reviews (Burkina Faso, Niger, and Lao PDR);
- Annual Evaluation Synthesis Report 2022;
- Review of Lessons learned from Strategic Plan implementation;
- Review of Knowledge Management in the ITC Evaluation Function;
- Project Completion Report Synthesis Review 2022.

## 6.10 Resource Mobilization

As per the Strategic Plan 2022-2025, ITC's resource mobilization efforts will focus on maximizing flexible and predictable income. ITC depends on all three of its funding sources to sustain its intervention model: the regular budget (RB), unearmarked or soft-earmarked contributions (Window 1) and earmarked voluntary contributions (Window 2), with each funding source unlocking a distinct value. While W2 and W1 activities

contribute to many of the visible results, they would not be possible without core management functions, programme development, public goods and innovation, all funded via RB and also supported by Window 1.

In an evolving funding environment, ITC will seek to mobilize more resources in programming countries and invest in relationship building with new funders. But ITC's traditional funders will remain key for our success and we seek to maintain and strengthen the trust that has been placed in the organization. To sustain the funding levels needed to achieve the strategic objectives set in the Strategic Plan, ITC has set the following milestones for 2022:

- Updating ITC's internal Resource Mobilization Strategy (RMS).
- Utilizing the internal Resource Mobilization Steering Committee (RMSC) to coordinate corporate actions and tracking funder relations via dedicated action plans for key funders.
- Diversifying the funding base through new partnerships, and resource mobilization efforts that tap into funding allocated at the regional or country level. The target is to enlist at least four new funders in 2022.
- Advocating for a continuation of Aid for Trade funding with like-minded member states at international events, such as the WTO Global Aid for Trade review.

## Appendix I – Major events in 2022

### ITC's key events

- February 2022 Dubai MSME week
- March 2022 International Women's Day events
- May 2022 World Trade Promotion Organizations Conference and Awards
- June 2022 MSME Day events
- July 2022 (TBC) 56<sup>th</sup> Session of the Joint Advisory Group
- August 2022 (TBC) World Export Development Forum
- September 2022 Trade for Sustainable Development Forum
- October 2022 (TBC) Launch of SME Competitiveness Outlook
- October 2022 (TBC) SheTrades Global

### External key events with ITC contributions

- [European Union-African Union Summit, 17-18 February 2022, Brussels](#)
- The 66<sup>th</sup> session of the Commission on the Status of Women, 14-25 March 2022, New York, USA (hybrid meeting) ([link](#))
- [ECOSOC Youth Forum, 19-20 April 2022, New York, USA](#)
- [ECOSOC Forum on Financing for Development follow up, 25-28 April 2022, New York, USA](#)
- [UNCTAD e-commerce Week, 25-29 April 2022, Geneva, Switzerland](#)
- [UN Biodiversity Conference \(COP 15, part 2\), 25 April-8 May 2022, Kunming, China](#)
- [The 6<sup>th</sup> annual UN Multi-stakeholder Forum on Science, Technology and Innovation for the SDGs, 5-6 May 2022, New York, USA](#)
- [World Summit on the Information Society Forum, final week: 30 May-3 June 2022, Geneva, Switzerland](#)
- Twelfth World Trade Organization Ministerial Conference, Geneva, Switzerland (dates TBC)
- European Development Days 2022, Brussels (dates TBC)
- Stockholm+50: UN Conference on the Environment: 2-3 June, Stockholm
- United Nations Micro, Small and Medium-sized Enterprises Day, 27 June 2021
- [UN Ocean Conference, 27 June-1 July 2022, Lisbon, Portugal](#)
- Aid-for-Trade Global Review, 5-7 July 2022, WTO, Geneva, Switzerland (TBC)
- [High-Level Political Forum on Sustainable Development, from 5 July 2022, New York, USA](#)
- WTO Public Forum, 27-30 September 2021, Geneva, Switzerland
- [G20 Bali summit](#) 30-31 October
- The 27<sup>th</sup> session of the Conference of the Parties (COP 27) to the United Nations Framework Convention on Climate Change, 7-18 November, Sharm el-Sheikh, South Sinai, Egypt

*Please note that events dates might change due to circumstances.*

## Appendix II – List of 2022 projects by country / region and impact areas

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 trade	General (non-impact area specific)	Corporate	Funders	Budget 2022 (\$'000)	
Afghanistan	■	■	Afghanistan: Advancing trade (Phase II) (B946)	■	■	■	■				European Commission, Directorate-General International Partnerships	513	
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■			United Nations Conference on Trade and Development	6
Albania			CEFTA - Support to regional integration (B973)					■			Deutsche Gesellschaft für Internationale Zusammenarbeit	38	
Algeria			Euomed: Providing trade and market intelligence for better informed decisions (TIFM 2) (A340)					■			European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	92	
			AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■				European Commission, Directorate-General International Partnerships	2
			Impact of the AfCFTA on Algeria's trade (C161)							■		Foreign, Commonwealth and Development Office of the UK	178
Angola	■	■	AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■			European Commission, Directorate-General International Partnerships	2	
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	
			CARIFORUM: UK Trade Partnerships Programme (B900)	■	■	■	■					Foreign, Commonwealth and Development Office of the UK	56
			Trade Intelligence: UK Trade Partnerships Programme (B906)							■		Foreign, Commonwealth and Development Office of the UK	8
Argentina			SheTrades Latin America: Supporting women businesses' transition towards the post COVID digital age (B999)		■		■				ITF Window 1	55	
Armenia		■	Trade and market intelligence for the Eastern Partnership Countries (B802)					■			European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	164	
Azerbaijan		■	Trade and market intelligence for the Eastern Partnership Countries (B802)					■			European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	164	

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 trade	General (non-impact area specific)	Corporate	Funders	Budget 2022 (\$'000)		
Bahamas		■	Trade Intelligence: UK Trade Partnerships Programme (B906)						■		Foreign, Commonwealth and Development Office of the UK	8		
			Non-ODA: UK Trade Partnerships Programme (C166)	■								Foreign, Commonwealth and Development Office of the UK	35	
Bangladesh	■	■	Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)	■							European Commission, Directorate-General International Partnerships	27		
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		
			Trade Intelligence: UK Trade Partnerships Programme (B906)						■			Foreign, Commonwealth and Development Office of the UK	8	
			Non-ODA: UK Trade Partnerships Programme (C166)	■								Foreign, Commonwealth and Development Office of the UK	35	
Belarus			Trade and market intelligence for the Eastern Partnership Countries (B802)					■			European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	164		
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		
			Trade Intelligence: UK Trade Partnerships Programme (B906)							■		Foreign, Commonwealth and Development Office of the UK	8	
Benin	■	■	ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	103		
			ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)	■	■	■		■				European Commission, Directorate-General International Partnerships	216	
												ITF Window 1	2	
			AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■					European Commission, Directorate-General International Partnerships	2
			NTF V Programme Coordination (C094)								■		Ministry of Foreign Affairs of the Netherlands	17
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)					■		■	■		United Nations Conference on Trade and Development	6
			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		

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 trade	General (non-impact area specific)	Corporate	Funders	Budget 2022 (\$'000)
Bhutan	■	■	Bhutan Trade Support (B382)	■			■				European Commission, Directorate-General International Partnerships	855
Bosnia and Herzegovina			CEFTA - Support to regional integration (B973)					■			Deutsche Gesellschaft für Internationale Zusammenarbeit	38
Botswana		■	AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■			European Commission, Directorate-General International Partnerships	2
			ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	103
Burkina Faso	■	■	ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)	■	■	■		■			European Commission, Directorate-General International Partnerships ITF Window 1	216 2
			AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■		European Commission, Directorate-General International Partnerships	2	
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■	United Nations Conference on Trade and Development	6	
Burundi	■	■	EU-EAC Market Access Upgrade Programme - MARKUP (B383)	■				■			European Commission, Directorate-General International Partnerships	149
			Burundi: Market Access Upgrade Programme - MARKUP (B718)	■				■		European Commission, Directorate-General International Partnerships	599	
			AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■		European Commission, Directorate-General International Partnerships	2	
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■	United Nations Conference on Trade and Development	6	
Cabo Verde		■	ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	103
			AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■		European Commission, Directorate-General International Partnerships	2	
Cambodia	■	■	Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)	■							European Commission, Directorate-General International Partnerships	27
Cameroon		■	ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)	■	■	■		■			European Commission, Directorate-General International Partnerships ITF Window 1	216 2
			Cameroon: UK Trade Partnerships Programme (B899)	■	■	■				Foreign, Commonwealth and Development Office of the UK	136	

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 trade	General (non-impact area specific)	Corporate	Funders	Budget 2022 (\$'000)
			Trade Intelligence: UK Trade Partnerships Programme (B906)						■		Foreign, Commonwealth and Development Office of the UK	8
			Programme Management: UK Trade Partnerships Programme (B908)	■							Foreign, Commonwealth and Development Office of the UK	40
			AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■			European Commission, Directorate-General International Partnerships	2
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
			AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■			European Commission, Directorate-General International Partnerships	2
Chad	■	■	AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■			European Commission, Directorate-General International Partnerships	2
Chile			SheTrades Latin America: Supporting women businesses' transition towards the post COVID digital age (B999)		■		■				ITF Window 1	55
			Chile: Enabling policymakers to evaluate new trade agreements (C102)		■			■			ITF Window 1	34
China			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)	■							European Commission, Directorate-General International Partnerships	27
			Partnership for enhancing export capacity of Africa to China (PEECAC) (C040)	■	■			■			Department of Commerce of Hunan Province China	38
Colombia		■	Colombia PUEDE: Peace and unity through productive development and commercialization (B599)	■	■	■					European Commission, Directorate-General International Partnerships	375
			SheTrades Latin America: Supporting women businesses' transition towards the post COVID digital age (B999)		■		■				ITF Window 1	55
Comoros	■	■	Comoros: UK Trade Partnerships Programme (B901)	■							Foreign, Commonwealth and Development Office of the UK	75
			Trade Intelligence: UK Trade Partnerships Programme (B906)						■		Foreign, Commonwealth and Development Office of the UK	4
			Programme Management: UK Trade Partnerships Programme (B908)	■							Foreign, Commonwealth and Development Office of the UK	40
			AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■			European Commission, Directorate-General International Partnerships	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 trade	General (non-impact area specific)	Corporate	Funders	Budget 2022 (\$'000)
Congo		■	AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■			European Commission, Directorate-General International Partnerships	2
			ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	103
			Culture project: Identity Building and Sharing Business Initiative (B542)	■	■						European Commission, Directorate-General International Partnerships	412
			SheTrades West Africa (B610)	■	■						Korea International Cooperation Agency	314
			Côte D'Ivoire: UK Trade Partnerships Programme (B902)	■	■						Foreign, Commonwealth and Development Office of the UK	206
			Trade Intelligence: UK Trade Partnerships Programme (B906)						■		Foreign, Commonwealth and Development Office of the UK	12
Côte d'Ivoire		■	Programme Management: UK Trade Partnerships Programme (B908)	■							Foreign, Commonwealth and Development Office of the UK	40
			Alliance for Product Quality in Africa (B928)	■	■						Deutsche Gesellschaft für Internationale Zusammenarbeit	21
			AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■			European Commission, Directorate-General International Partnerships	2
			NTF V Programme Coordination (C094)						■		Ministry of Foreign Affairs of the Netherlands	17
			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
Cuba		■	Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	43
Curaçao		■	Curaçao: National Export Strategy and Implementation Management (B896)	■	■	■	■				Ministry of Economic Development of Curaçao	237
			COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)		■			■			Common Market for Eastern & Southern Africa (COMESA)	130
Democratic Republic of the Congo (the)	■	■	ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)	■	■	■		■			European Commission, Directorate-General International Partnerships	216
											ITF Window 1	2
			AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■			European Commission, Directorate-General International Partnerships	2
Djibouti	■	■	AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■			European Commission, Directorate-General International Partnerships	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 trade	General (non-impact area specific)	Corporate	Funders	Budget 2022 (\$'000)	
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	
			CARIFORUM: UK Trade Partnerships Programme (B900)	■	■	■	■					Foreign, Commonwealth and Development Office of the UK	56
			Trade Intelligence: UK Trade Partnerships Programme (B906)							■		Foreign, Commonwealth and Development Office of the UK	8
Dominican Republic	■		Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)	■	■	■		■			European Commission, Directorate-General International Partnerships	139	
			ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)	■	■	■		■				European Commission, Directorate-General International Partnerships ITF Window 1	216 2
			CARIFORUM: UK Trade Partnerships Programme (B900)	■	■	■	■					Foreign, Commonwealth and Development Office of the UK	56
			Trade Intelligence: UK Trade Partnerships Programme (B906)							■		Foreign, Commonwealth and Development Office of the UK	12
Ecuador	■		Ecuador: Promoting new non-traditional exports (NEXT Ecuador) (B452)	■	■		■			European Commission, Directorate-General International Partnerships	756		
Egypt			Euromed: Providing trade and market intelligence for better informed decisions (TIFM 2) (A340)					■			European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	92	
			Global: Networking and knowledge management for the textile and clothing sector (GTEX) (B451)	■		■		■				State Secretariat for Economic Affairs of Switzerland	39
			Egypt: Improving the international competitiveness of the textile and clothing sector (GTEX/MENATEX) (B673)	■	■		■	■				State Secretariat for Economic Affairs of Switzerland Swedish International Development Cooperation Agency	541 131
			MENATEX Regional: Regional component of the Textiles and Clothing Programme for the MENA region (B696)	■				■				Swedish International Development Cooperation Agency	57
			AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■					European Commission, Directorate-General International Partnerships
El Salvador	■		Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)	■							European Commission, Directorate-General International Partnerships	20	

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 trade	General (non-impact area specific)	Corporate	Funders	Budget 2022 (\$'000)	
			El Salvador: Export promotion and diversification (C157)	■			■	■			Business Development Fund - ITC	50	
Equatorial Guinea		■	AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■			European Commission, Directorate-General International Partnerships	2	
Eswatini, Kingdom of			Eswatini: Promoting growth through competitive alliances I (B978)	■						■	European Commission, Directorate-General International Partnerships	981	
		■	Eswatini: Promoting growth through competitive alliances II (B992)	■							European Commission, Directorate-General International Partnerships	693	
			AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■			European Commission, Directorate-General International Partnerships	2	
Ethiopia			COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)		■			■			Common Market for Eastern & Southern Africa (COMESA)	130	
			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)	■							European Commission, Directorate-General International Partnerships	27	
			Alliance for Product Quality in Africa (B928)	■	■						Deutsche Gesellschaft für Internationale Zusammenarbeit	43	
			Textile and Apparel Network for Africa (TANA) (C027)	■		■	■				Deutsche Gesellschaft für Internationale Zusammenarbeit	35	
		■	Partnership for enhancing export capacity of Africa to China (PEECAC) (C040)	■	■			■			Department of Commerce of Hunan Province China	35	
			AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■			European Commission, Directorate-General International Partnerships	2	
			NTF V Programme Coordination (C094)							■		Ministry of Foreign Affairs of the Netherlands	92
			AfCFTA: Opportunities for India in South-South Trade and Investment (C106)	■	■	■	■	■				ITF Window 1	24
			Ethiopia: Building Alliances for Action in Coffee from seed to cup (NTF V) (C148)	■								Ministry of Foreign Affairs of the Netherlands	513
			Ethiopia: Building Resilient Trade Competitiveness by Fast Tracking the Digital Technology Sector (NTF V) (C149)	■	■	■		■				Ministry of Foreign Affairs of the Netherlands	257
Fiji		■	Fiji: UK Trade Partnership Programme (B905)	■	■						Foreign, Commonwealth and Development Office of the UK	53	
			Trade Intelligence: UK Trade Partnerships Programme (B906)							■	Foreign, Commonwealth and Development Office of the UK	8	

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 trade	General (non-impact area specific)	Corporate	Funders	Budget 2022 (\$'000)
			Programme Management: UK Trade Partnerships Programme (B908)	■							Foreign, Commonwealth and Development Office of the UK	40
Gabon		■	AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■			European Commission, Directorate-General International Partnerships	2
Georgia			Trade and market intelligence for the Eastern Partnership Countries (B802)					■			European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	164
			ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	103
			Ghana: Developing cocoa and associated crops through the Sankofa Project empowered by Alliances for Action (B766)	■	■	■					HALBA - Division of Coop Genossenschaft	257
			ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)	■	■	■		■			European Commission, Directorate-General International Partnerships	216
											ITF Window 1	2
			Ghana: UK Trade Partnerships Programme (B903)	■	■						Foreign, Commonwealth and Development Office of the UK	241
			Trade Intelligence: UK Trade Partnerships Programme (B906)						■		Foreign, Commonwealth and Development Office of the UK	8
Ghana		■	Programme Management: UK Trade Partnerships Programme (B908)	■							Foreign, Commonwealth and Development Office of the UK	40
			Alliance for Product Quality in Africa (B928)	■	■						Deutsche Gesellschaft für Internationale Zusammenarbeit	28
			Textile and Apparel Network for Africa (TANA) (C027)	■		■	■				Deutsche Gesellschaft für Internationale Zusammenarbeit	35
			AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■			European Commission, Directorate-General International Partnerships	2
			NTF V Programme Coordination (C094)						■		Ministry of Foreign Affairs of the Netherlands	79
			Ghana: Building Alliances for Action in Cocoa from bean to bar (NTF V) (C150)	■							Ministry of Foreign Affairs of the Netherlands	513
			Ghana: Building Resilient Trade Competitiveness by Fast Tracking the Digital Technology Sector (NTF V) (C151)	■	■	■		■			Ministry of Foreign Affairs of the Netherlands	300
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

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 trade	General (non-impact area specific)	Corporate	Funders	Budget 2022 (\$'000)
			CARIFORUM: UK Trade Partnerships Programme (B900)	■	■	■	■				Foreign, Commonwealth and Development Office of the UK	56
			Trade Intelligence: UK Trade Partnerships Programme (B906)						■		Foreign, Commonwealth and Development Office of the UK	8
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
			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)	■							European Commission, Directorate-General International Partnerships	20
			Guinée: Programme d'appui à l'integration socio-economique des jeunes (INTEGRA) (B463)	■	■		■				European Commission, Directorate-General International Partnerships	3,765
			ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	103
Guinea	■	■	SheTrades West Africa (B610)	■	■						Korea International Cooperation Agency	314
			Guinea: Relance de la filière ananas (REFILA) (B803)	■	■			■			United Nations Industrial Development Organization	257
			Guinea: Improving sustainable livelihoods for border communities (C035)	■	■			■			International Organization for Migration	119
			AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■			European Commission, Directorate-General International Partnerships	2
Guinea-Bissau	■	■	ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	103
			AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■			European Commission, Directorate-General International Partnerships	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
			Trade Intelligence: UK Trade Partnerships Programme (B906)						■		Foreign, Commonwealth and Development Office of the UK	8
			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)	■							European Commission, Directorate-General International Partnerships	20
Honduras		■	El Amatillo-Honduras: Creating Resilience and Employment for Communities in Remote Environments (CRECER) (C074)		■						United States Agency for International Development	342

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 trade	General (non-impact area specific)	Corporate	Funders	Budget 2022 (\$'000)
India			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)	■							European Commission, Directorate-General International Partnerships	27
			AfCFTA: Opportunities for India in South-South Trade and Investment (C106)	■	■	■	■	■			ITF Window 1	30
Indonesia			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)	■							European Commission, Directorate-General International Partnerships	23
Iran (Islamic Republic of)			Culture project: Identity Building and Sharing Business Initiative (B542)	■	■						European Commission, Directorate-General International Partnerships	229
			Iran: Trade-Related Technical Assistance (B782)	■	■	■	■				European Commission, Directorate-General International Partnerships	2,231
Iraq		■	Iraq: Strengthening the Agriculture and Agri-Food Value Chain and Improving Trade Policy (B960)	■	■	■			■		European Commission, Directorate-General International Partnerships	6,977
			SheTrades: Accelerator Programme for women entrepreneurs in the Apparel, Accessories and Home Décor sector (C052)		■						Deutsche Gesellschaft für Internationale Zusammenarbeit	70
Jamaica			Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)	■	■	■		■			European Commission, Directorate-General International Partnerships	154
			ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)	■	■	■		■			European Commission, Directorate-General International Partnerships	216
		■	CARIFORUM: UK Trade Partnerships Programme (B900)	■	■	■	■				Foreign, Commonwealth and Development Office of the UK	56
			Trade Intelligence: UK Trade Partnerships Programme (B906)						■		Foreign, Commonwealth and Development Office of the UK	8
			Programme Management: UK Trade Partnerships Programme (B908)	■							Foreign, Commonwealth and Development Office of the UK	44
Jordan			Euromed: Providing trade and market intelligence for better informed decisions (TIFM 2) (A340)					■			European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	92
		■	Jordan: Trade for Employment Project: "Improving Business Environment for SMEs Through Trade Facilitation" (B639)	■	■	■			■		Deutsche Gesellschaft für Internationale Zusammenarbeit	1,238
			MENATEX Regional: Regional component of the Textiles and Clothing Programme for the MENA region (B696)	■				■			Swedish International Development Cooperation Agency	57

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 trade	General (non-impact area specific)	Corporate	Funders	Budget 2022 (\$'000)
			Jordan: Improving the international competitiveness of the textile and clothing sector (MENATEX) (B811)	■	■	■					Swedish International Development Cooperation Agency	246
			SheTrades: Accelerator Programme for women entrepreneurs in the Apparel, Accessories and Home Décor sector (C052)		■						Deutsche Gesellschaft für Internationale Zusammenarbeit	56
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	6
Kazakhstan		■	Central Asia: Ready4Trade (R4TCA) (B723)				■		■		European Commission, Directorate-General International Partnerships	804
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	6
			EU-EAC Market Access Upgrade Programme - MARKUP (B383)	■				■			European Commission, Directorate-General International Partnerships	149
			Culture project: Identity Building and Sharing Business Initiative (B542)	■	■						European Commission, Directorate-General International Partnerships	344
			COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)		■			■			Common Market for Eastern & Southern Africa (COMESA)	130
			ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)	■	■	■		■			European Commission, Directorate-General International Partnerships	216
											ITF Window 1	2
Kenya		■	Refugee Employment and Skills Initiative: Building Solutions for Somali Refugees in a Fragile Protracted Displacement Scenario (RESI Dadaab II) (B864)		■						Norwegian Refugee Council	201
											Danish Refugee Council – Kenya	338
			Partnership for enhancing export capacity of Africa to China (PEECAC) (C040)	■	■			■			Department of Commerce of Hunan Province China	35
			SheTrades: Accelerator Programme for women entrepreneurs in the Apparel, Accessories and Home Décor sector (C052)		■						Deutsche Gesellschaft für Internationale Zusammenarbeit	56
			AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■			European Commission, Directorate-General International Partnerships	2
			AfCFTA: Opportunities for India in South-South Trade and Investment (C106)	■	■	■	■	■			ITF Window 1	24

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 trade	General (non-impact area specific)	Corporate	Funders	Budget 2022 (\$'000)
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	6
Kiribati	■	■	Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	6
			Global: Networking and knowledge management for the textile and clothing sector (GTEX) (B451)	■		■		■			State Secretariat for Economic Affairs of Switzerland	39
Kyrgyzstan		■	Central Asia: Ready4Trade (R4TCA) (B723)				■		■		European Commission, Directorate-General International Partnerships	804
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	6
Lao People's Democratic Republic	■	■	Lao PDR: ASEAN Regional Integration Support (Laos-ARISE Plus) (B505)	■				■			European Commission, Directorate-General International Partnerships	1,560
			Systematic Mechanism for Safer Trade (SYMST) (B695)	■							European Commission, Directorate-General International Partnerships	317
			Euromed: Providing trade and market intelligence for better informed decisions (TIFM 2) (A340)					■			European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	92
Lebanon		■	Lebanon - E-Commerce for Women Entrepreneurs (B820)		■		■				World Bank	71
			SheTrades: Accelerator Programme for women entrepreneurs in the Apparel, Accessories and Home Décor sector (C052)		■						Deutsche Gesellschaft für Internationale Zusammenarbeit	56
Lesotho	■	■	Lesotho: Empowerment of public and private stakeholders on the implementation of NES Roadmap (C064)		■	■	■				Enhanced Integrated Framework	22
			AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■			European Commission, Directorate-General International Partnerships	2
			ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	103
Liberia	■	■	Liberia: Developing the tourism sector with a focus on surfing and destinations (B555)						■		Enhanced Integrated Framework	180
			SheTrades West Africa (B610)	■	■						Korea International Cooperation Agency	314
			ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)	■	■	■		■			European Commission, Directorate-General International Partnerships	216

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 trade	General (non-impact area specific)	Corporate	Funders	Budget 2022 (\$'000)
											ITF Window 1	2
			AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■			European Commission, Directorate-General International Partnerships	2
Libya		■	Libya: Increasing trade transparency through the EuroMed Trade Helpdesk (B951)					■	■		Expertise France	103
			AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■			European Commission, Directorate-General International Partnerships	2
			Madagascar: UK Trade Partnerships Programme (B904)	■	■		■	■			Foreign, Commonwealth and Development Office of the UK	257
			Trade Intelligence: UK Trade Partnerships Programme (B906)						■		Foreign, Commonwealth and Development Office of the UK	8
Madagascar	■	■	Programme Management: UK Trade Partnerships Programme (B908)	■							Foreign, Commonwealth and Development Office of the UK	40
			Partnership for enhancing export capacity of Africa to China (PEECAC) (C040)	■	■			■			Department of Commerce of Hunan Province China	35
			AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■			European Commission, Directorate-General International Partnerships	2
Malawi	■	■	COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)		■			■			Common Market for Eastern & Southern Africa (COMESA)	130
			AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■			European Commission, Directorate-General International Partnerships	2
Malaysia			Malaysia: Trade-Related Assistance (Arise + Malaysia) (B872)	■		■	■		■		European Commission, Directorate-General International Partnerships	1,196
			ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	103
			Culture project: Identity Building and Sharing Business Initiative (B542)	■	■						European Commission, Directorate-General International Partnerships	321
			AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■			European Commission, Directorate-General International Partnerships	2
Mali	■	■	NTF V Programme Coordination (C094)						■		Ministry of Foreign Affairs of the Netherlands	17
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	6
			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

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 trade	General (non-impact area specific)	Corporate	Funders	Budget 2022 (\$'000)		
Mauritania	■	■	ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	34		
			AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■				European Commission, Directorate-General International Partnerships	2	
Mauritius	■	■	Trade Intelligence: UK Trade Partnerships Programme (B906)						■		Foreign, Commonwealth and Development Office of the UK	16		
			Partnership for enhancing export capacity of Africa to China (PEECAC) (C040)	■	■			■				Department of Commerce of Hunan Province China	35	
			AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■				European Commission, Directorate-General International Partnerships	2	
Mexico			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)	■							European Commission, Directorate-General International Partnerships	20		
Micronesia (Federated States of)		■	Micronesia: Coconut Export Strategy (C058)	■	■						Federated States of Micronesia Petroleum Corporation	120		
Montenegro			CEFTA - Support to regional integration (B973)					■			Deutsche Gesellschaft für Internationale Zusammenarbeit	38		
Morocco			Euromed: Providing trade and market intelligence for better informed decisions (TIFM 2) (A340)					■			European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	92		
			Global: Networking and knowledge management for the textile and clothing sector (GTEX) (B451)	■		■		■				State Secretariat for Economic Affairs of Switzerland	39	
			Morocco: Improving the international competitiveness of the textile and clothing sector (GTEX/MENATEX) (B674)	■		■						State Secretariat for Economic Affairs of Switzerland	141	
			MENATEX Regional: Regional component of the Textiles and Clothing Programme for the MENA region (B696)	■					■			Swedish International Development Cooperation Agency	105	
			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)	■									European Commission, Directorate-General International Partnerships	27
			SheTrades Morocco (B937)				■						International Islamic Trade Finance Corporation	191
			Textile and Apparel Network for Africa (TANA) (C027)	■				■	■				Deutsche Gesellschaft für Internationale Zusammenarbeit	35

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 trade	General (non-impact area specific)	Corporate	Funders	Budget 2022 (\$'000)
			AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■			European Commission, Directorate-General International Partnerships	2
Mozambique	■	■	Partnership for enhancing export capacity of Africa to China (PEECAC) (C040)	■	■			■			Department of Commerce of Hunan Province China	35
			AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■			European Commission, Directorate-General International Partnerships	2
Myanmar	■	■	Myanmar: Upgrading horticulture supply and sustainable tourism to develop business linkages (B566)	■	■						State Secretariat for Economic Affairs of Switzerland	357
			Myanmar: Trade-Related Technical Assistance (ARISE+ Myanmar) (B567)	■	■			■			European Commission, Directorate-General International Partnerships	856
			NTF V Programme Coordination (C094)						■		Ministry of Foreign Affairs of the Netherlands	24
Namibia		■	AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■			European Commission, Directorate-General International Partnerships	2
Nauru		■	Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	6
Nepal	■	■	Nepal Trade-Related Assistance (B731)	■							European Commission, Directorate-General International Partnerships	2,034
Nicaragua		■	Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)	■							European Commission, Directorate-General International Partnerships	20
Niger	■	■	ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	103
			AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■			European Commission, Directorate-General International Partnerships	2
			ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	240
			Trade Training Hub (TTH) (B736)		■				■		ITF Window 1	30
Nigeria		■	AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■			European Commission, Directorate-General International Partnerships	2
			SheTrades: Empowering African women through e-commerce (C098)		■						Deutsche Gesellschaft für Internationale Zusammenarbeit	94
			Nigeria: Vaccine Investments and Trade in Africa (VITA) Programme (C107)	■				■			Business Development Fund - ITC	50

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 trade	General (non-impact area specific)	Corporate	Funders	Budget 2022 (\$'000)
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	6
North Macedonia		■	CEFTA - Support to regional integration (B973)					■			Deutsche Gesellschaft für Internationale Zusammenarbeit	38
Pakistan			Pakistan: Growth for rural advancement and sustainable progress (GRASP) (B466)	■	■	■	■				European Commission, Directorate-General International Partnerships	7,921
			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)	■							European Commission, Directorate-General International Partnerships	20
			Pakistan: Revenue Mobilisation for Investment and Trade (ReMIT) (B938)		■				■		Foreign, Commonwealth and Development Office of the UK	1,498
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	6
Papua New Guinea		■	ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)	■	■	■		■			European Commission, Directorate-General International Partnerships	216
			Trade Intelligence: UK Trade Partnerships Programme (B906)						■		Foreign, Commonwealth and Development Office of the UK	8
			Programme Management: UK Trade Partnerships Programme (B908)	■							Foreign, Commonwealth and Development Office of the UK	40
			PNG: UK Trade Partnerships Programme (B967)	■		■					Foreign, Commonwealth and Development Office of the UK	162
Philippines			Philippines: Trade-Related Assistance (Arise + Philippines) (C007)		■			■	■	European Commission, Directorate-General International Partnerships	1,121	
Qatar			Qatar: Export Acceleration Pilot Programme to improve SME competitiveness and market access (Qatar EAP) (B996)	■						Qatar Development Bank	148	
Republic of Moldova (the)		■	Trade and market intelligence for the Eastern Partnership Countries (B802)					■			European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	205
			CEFTA - Support to regional integration (B973)					■			Deutsche Gesellschaft für Internationale Zusammenarbeit	38
Rwanda	■	■	EU-EAC Market Access Upgrade Programme - MARKUP (B383)	■				■			European Commission, Directorate-General International Partnerships	149

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 trade	General (non-impact area specific)	Corporate	Funders	Budget 2022 (\$'000)
			Alliance for Product Quality in Africa (B928)	■	■						Deutsche Gesellschaft für Internationale Zusammenarbeit	36
			SheTrades Rwanda (B950)		■						Enhanced Integrated Framework	56
			Partnership for enhancing export capacity of Africa to China (PEECAC) (C040)	■	■			■			Department of Commerce of Hunan Province China	35
			AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■			European Commission, Directorate-General International Partnerships	2
			AfCFTA: Opportunities for India in South-South Trade and Investment (C106)	■	■	■	■	■			ITF Window 1	24
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	6
Saint Kitts and Nevis		■	Trade Intelligence: UK Trade Partnerships Programme (B906)						■		Foreign, Commonwealth and Development Office of the UK	8
			Non-ODA: UK Trade Partnerships Programme (C166)	■							Foreign, Commonwealth and Development Office of the UK	35
			St. Lucia: Strengthening the institutional infrastructure for export promotion (A332)	■	■		■	■	■		Export Saint Lucia	39
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
			CARIFORUM: UK Trade Partnerships Programme (B900)	■	■	■	■				Foreign, Commonwealth and Development Office of the UK	56
			Trade Intelligence: UK Trade Partnerships Programme (B906)						■		Foreign, Commonwealth and Development Office of the UK	8
			Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)	■	■	■		■			European Commission, Directorate-General International Partnerships	123
Saint Vincent and the Grenadines		■	CARIFORUM: UK Trade Partnerships Programme (B900)	■	■	■	■				Foreign, Commonwealth and Development Office of the UK	64
			Trade Intelligence: UK Trade Partnerships Programme (B906)						■		Foreign, Commonwealth and Development Office of the UK	8
Samoa		■	Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	6

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Sao Tome and Principe	■	■	AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■			European Commission, Directorate-General International Partnerships	2	
Senegal	■	■	Sénégal: Programme d'appui à la Compétitivité de l'Afrique de l'Ouest (PACAO) (B461)	■	■		■	■			European Commission, Directorate-General International Partnerships	621	
			ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	103	
			Textile and Apparel Network for Africa (TANA) (C027)	■		■	■					Deutsche Gesellschaft für Internationale Zusammenarbeit	35
			SheTrades: Accelerator Programme for women entrepreneurs in the Apparel, Accessories and Home Décor sector (C052)		■							Deutsche Gesellschaft für Internationale Zusammenarbeit	56
			AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■			■			European Commission, Directorate-General International Partnerships	2
			NTF V Programme Coordination (C094)								■	Ministry of Foreign Affairs of the Netherlands	79
			Senegal: Alliances for Value Addition in Cashew Nut (NTF V) (C152)	■								Ministry of Foreign Affairs of the Netherlands	257
Senegal: Building Resilient Trade Competitiveness by Fast Tracking the Digital Technology Sector (NTF V) (C153)	■	■	■				■		Ministry of Foreign Affairs of the Netherlands	342			
Serbia			CEFTA - Support to regional integration (B973)					■		Deutsche Gesellschaft für Internationale Zusammenarbeit	48		
Seychelles	■	■	Trade Intelligence: UK Trade Partnerships Programme (B906)						■		Foreign, Commonwealth and Development Office of the UK	4	
			AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■			European Commission, Directorate-General International Partnerships	2	
			Non-ODA: UK Trade Partnerships Programme (C166)	■							Foreign, Commonwealth and Development Office of the UK	35	
Sierra Leone	■	■	Sierra Leone: West Africa Competitiveness Programme (B457)	■	■			■			United Nations Industrial Development Organization	685	
			ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	103	
			SheTrades West Africa (B610)	■	■						Korea International Cooperation Agency	314	
			AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■			■			European Commission, Directorate-General International Partnerships	2

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Solomon Islands	■	■	Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	6	
Somalia	■	■	Somalia: Economic self-reliance through digital work for displacement affected communities (C019)		■						Ministry of Foreign Affairs of Japan	188	
			AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■				European Commission, Directorate-General International Partnerships	2
South Africa		■	SheTrades: Accelerator Programme for women entrepreneurs in the Apparel, Accessories and Home Décor sector (C052)		■						Deutsche Gesellschaft für Internationale Zusammenarbeit	56	
			AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■				European Commission, Directorate-General International Partnerships	2
			SheTrades: Empowering African women through e-commerce (C098)			■						Deutsche Gesellschaft für Internationale Zusammenarbeit	94
South Sudan	■	■	South Sudan: Jobs Creation and Trade Development (B910)	■	■						European Commission, Directorate-General International Partnerships	1,298	
			South Sudan: National Export and Investment Strategy (AfCFTA) (C029)	■				■				African Export-Import Bank	222
			AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■				European Commission, Directorate-General International Partnerships	2
Sri Lanka		■	Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)	■							European Commission, Directorate-General International Partnerships	20	
			Sri Lanka: Trade Facilitation for SMEs (B986)	■	■	■	■		■			Deutsche Gesellschaft für Internationale Zusammenarbeit	385
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■			United Nations Conference on Trade and Development	6
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	
			State of Palestine: Enhancing self-employment of refugees and youth in Gaza through digital channels (C055)		■							Ministry of Foreign Affairs of Japan	195
Sudan	■	■	AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■			European Commission, Directorate-General International Partnerships	2	
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	

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 trade	General (non-impact area specific)	Corporate	Funders	Budget 2022 (\$'000)
			Trade Intelligence: UK Trade Partnerships Programme (B906)						■		Foreign, Commonwealth and Development Office of the UK	8
			Tajikistan: Enabling market access for agricultural products through improved food safety system (STDF) (B312)	■		■					Standards and Trade Development Facility	41
			Global: Networking and knowledge management for the textile and clothing sector (GTEX) (B451)	■		■		■			State Secretariat for Economic Affairs of Switzerland	39
Tajikistan		■	Culture project: Identity Building and Sharing Business Initiative (B542)	■	■						European Commission, Directorate-General International Partnerships	321
			Central Asia: Ready4Trade (R4TCA) (B723)				■		■		European Commission, Directorate-General International Partnerships	804
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	6
Thailand			Thailand: Trade-Related Assistance (Arise + Thailand) (B873)	■		■		■	■		European Commission, Directorate-General International Partnerships	1,032
			The Gambia: Youth empowerment project (YEP) (B179)	■	■	■					European Commission, Directorate-General International Partnerships	1,627
			ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	103
			The Gambia: Jobs, Skills and Finance (JSF) for Women and Youth (B664)	■	■	■					European Commission, Directorate-General International Partnerships	581
			The Gambia: PBF, Strengthening Sustainable and Holistic Reintegration of Returnees (B786)		■	■					MPTF - Peacebuilding Fund	6
The Gambia	■	■	The Gambia: COVID-19 recovery through digitalisation and market access for women horticulture producers (C022)	■	■		■				Enhanced Integrated Framework	71
											ITF Window 1	38
			The Gambia: Localizing SDGs - Improving the livelihoods of vulnerable women and youth around the Senegambia Bridge (C036)		■						United Nations Population Fund	300
			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
			The Gambia: Improving skills and employment opportunities for youth and women (C086)		■						Deutsche Gesellschaft für Internationale Zusammenarbeit	463

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 trade	General (non-impact area specific)	Corporate	Funders	Budget 2022 (\$'000)
			AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■			European Commission, Directorate-General International Partnerships	2
			The Gambia - Building resilience of vulnerable communities (C095)	■	■	■					United Nations Development Programme - The Gambia	114
Togo	■	■	ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	103
			AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■			European Commission, Directorate-General International Partnerships	2
Tonga		■	Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	6
Trinidad and Tobago		■	Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)	■	■	■		■			European Commission, Directorate-General International Partnerships	123
			Trade Intelligence: UK Trade Partnerships Programme (B906)						■		Foreign, Commonwealth and Development Office of the UK	8
			Non-ODA: UK Trade Partnerships Programme (C166)	■							Foreign, Commonwealth and Development Office of the UK	35
			Euromed: Providing trade and market intelligence for better informed decisions (TIFM 2) (A340)					■			European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	92
			Global: Networking and knowledge management for the textile and clothing sector (GTEX) (B451)	■		■		■			State Secretariat for Economic Affairs of Switzerland	39
			Tunisia: Improving the international competitiveness of the textile and clothing sector (GTEX/MENATEX) (B672)	■	■						State Secretariat for Economic Affairs of Switzerland	513
											Swedish International Development Cooperation Agency	13
Tunisia			MENATEX Regional: Regional component of the Textiles and Clothing Programme for the MENA region (B696)	■				■			Swedish International Development Cooperation Agency	57
			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)	■							European Commission, Directorate-General International Partnerships	27
			Alliance for Product Quality in Africa (B928)	■	■						Deutsche Gesellschaft für Internationale Zusammenarbeit	14
			Textile and Apparel Network for Africa (TANA) (C027)	■		■	■				Deutsche Gesellschaft für Internationale Zusammenarbeit	35

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 trade	General (non-impact area specific)	Corporate	Funders	Budget 2022 (\$'000)
			AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■			European Commission, Directorate-General International Partnerships	96
			Tunisia: Increasing knowledge of economic operators on AfCFTA opportunities (C147)					■			Deutsche Gesellschaft für Internationale Zusammenarbeit	94
			Tunisia: Market Intelligence within CEPEX (C160)						■		Deutsche Gesellschaft für Internationale Zusammenarbeit	194
Turkey			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)	■							European Commission, Directorate-General International Partnerships	20
Turkmenistan		■	Central Asia: Ready4Trade (R4TCA) (B723)				■		■		European Commission, Directorate-General International Partnerships	804
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	6
Tuvalu	■	■	Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	6
			EU-EAC Market Access Upgrade Programme - MARKUP (B383)	■				■			European Commission, Directorate-General International Partnerships	149
			Culture project: Identity Building and Sharing Business Initiative (B542)	■	■						European Commission, Directorate-General International Partnerships	321
			Uganda: Handicraft and Souvenir Development Project (HSDP) (B764)	■	■						Enhanced Integrated Framework	71
			Uganda: Youth Startup Academy in Africa (C026)	■	■						ITF Window 1	20
			Partnership for enhancing export capacity of Africa to China (PEECAC) (C040)	■	■			■			Department of Commerce of Hunan Province China	35
Uganda	■	■	AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■			European Commission, Directorate-General International Partnerships	2
			NTF V Programme Coordination (C094)						■		Ministry of Foreign Affairs of the Netherlands	17
			AfCFTA: Opportunities for India in South-South Trade and Investment (C106)	■	■	■	■	■			ITF Window 1	24
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	6
			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

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 trade	General (non-impact area specific)	Corporate	Funders	Budget 2022 (\$'000)
Ukraine			Trade and market intelligence for the Eastern Partnership Countries (B802)					■			European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	164
		■	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
United Republic of Tanzania (the)			EU-EAC Market Access Upgrade Programme - MARKUP (B383)	■				■			European Commission, Directorate-General International Partnerships	149
			Tanzania: Kigoma Joint Programme under UNDP II (B727)		■		■				MPTF - MDG Achievement Fund	342
			COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)		■			■			Common Market for Eastern & Southern Africa (COMESA)	130
		■	Tanzania: Developing the Beekeeping Value Chain (B924)	■	■						Enabel – Agence Belge de développement	951
			AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■			European Commission, Directorate-General International Partnerships	2
			AfCFTA: Opportunities for India in South-South Trade and Investment (C106)	■	■	■	■	■			ITF Window 1	24
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	6
Uruguay			SheTrades Latin America: Supporting women businesses' transition towards the post COVID digital age (B999)		■		■				ITF Window 1	55
Uzbekistan			Culture project: Identity Building and Sharing Business Initiative (B542)	■	■						European Commission, Directorate-General International Partnerships	344
		■	Central Asia: Ready4Trade (R4TCA) (B723)				■		■		European Commission, Directorate-General International Partnerships	804
			Uzbekistan: Facilitating the Process of Accession to the WTO (B915)	■	■				■		European Commission, Directorate-General for Trade	856
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	6
Vanuatu		■	ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)	■	■	■		■			European Commission, Directorate-General International Partnerships	709
											ITF Window 1	6

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 trade	General (non-impact area specific)	Corporate	Funders	Budget 2022 (\$'000)
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	6
			Systematic Mechanism for Safer Trade (SYMST) (B695)	■							European Commission, Directorate-General International Partnerships	282
			Vietnam: Trade Policy and Promotion Project (B888)	■							State Secretariat for Economic Affairs of Switzerland	839
			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)	■							European Commission, Directorate-General International Partnerships	20
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	6
			COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)		■			■			Common Market for Eastern & Southern Africa (COMESA)	149
			ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)	■	■	■		■			European Commission, Directorate-General International Partnerships	216
											ITF Window 1	2
			Partnership for enhancing export capacity of Africa to China (PEECAC) (C040)	■	■			■			Department of Commerce of Hunan Province China	35
			SheTrades Zambia: Increasing the participation of women in trade (C081)		■		■				ITF Window 1	75
			AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■			European Commission, Directorate-General International Partnerships	2
			COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)		■			■			Common Market for Eastern & Southern Africa (COMESA)	130
			Trade Intelligence: UK Trade Partnerships Programme (B906)						■		Foreign, Commonwealth and Development Office of the UK	8
			Zimbabwe: UK Trade Partnerships Programme (B907)	■	■	■					Foreign, Commonwealth and Development Office of the UK	153
			Programme Management: UK Trade Partnerships Programme (B908)	■							Foreign, Commonwealth and Development Office of the UK	40
			AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■			European Commission, Directorate-General International Partnerships	2
			Implementation of the African Trade Observatory within the AUC (B353)					■			European Commission, Directorate-General International Partnerships	1,712

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 trade	General (non-impact area specific)	Corporate	Funders	Budget 2022 (\$'000)
			Trade Promotion between China and other Developing Countries along the Belt and Road Initiative (B568)					■			Ministry of Commerce of China	107
			ONE TRADE AFRICA: Connecting the African business community with the AfCFTA (C088)	■	■		■	■			ITF Window 1	850
			SheTrades: Empowering women and boosting livelihoods through agricultural trade: Leveraging the AfCFTA (C100)		■			■			Food and Agriculture Organization of the United Nations	295
			SheTrades: Empowering Women in the AfCFTA (Phase II) (C101)		■			■			Deutsche Gesellschaft für Internationale Zusammenarbeit	368
Asia and the Pacific			Trade Promotion between China and other Developing Countries along the Belt and Road Initiative (B568)					■			Ministry of Commerce of China	107
			Euromed: Providing trade and market intelligence for better informed decisions (TIFM 2) (A340)					■			European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	123
			Export Potential Map (A341)	■	■			■	■		International Labour Organization	46
		Enterprise Greece Invest & Trade									9	
		PROCOLOMBIA									0.007	
		Flanders Investment & Trade									41	
		Croatian Chamber of Economy									2	
			Trade in services (B026)	■			■	■			Ministry of Commerce of China	171
Global			Trade for Sustainable Development (T4SD) (B036)	■							United States Agency for International Development	68
		European Commission, Directorate-General for Trade									31	
		Deutsche Gesellschaft für Internationale Zusammenarbeit									110	
		Fédération Européenne des Fabricants d'Aliments Composés									27	
			MLS-SCM Revolving Fund (B189)	■	■				■		Revolving Fund MLS-SCM	171
			Fellowship: Mo Ibrahim Foundation (B203)							■	Mo Ibrahim Foundation	114
			Improving transparency in trade through market analysis tools as a global public good (B336)						■		European Commission, Directorate-General International Partnerships	676

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 trade	General (non-impact area specific)	Corporate	Funders	Budget 2022 (\$'000)
											Revolving Fund MAR	43
											ITF Window 1	550
			Improving transparency in trade through embedded market analysis tools (B352)						■		TradeMalta	9
											Federation of U.A.E Chambers of Commerce and Industry	13
			Investment Facilitation for Development (B929)	■							Ministry of Commerce of China	77
			Alliances for Action: Coffee Guide (B930)	■							ITF Window 1	16
			SheTrades and UPS (B956)		■		■			■	UPS Foundation	34
			SheTrades and Mary Kay (B957)		■					■	Mary Kay Foundation	15
			SheTrades: Trade Impact Group - WTO (C056)		■						European Commission, Directorate-General for Trade	204
			Global: Improving readiness to comply with trade regulations - a self-assessment tool (C078)						■		United States Agency for International Development	171
			GreenToCompete: Innovative solutions for environmental sustainability of SMEs (C079)			■					United States Agency for International Development	171
			Strengthening Responsible Business Conduct through due diligence and alignment of SMEs (C103)	■							Deutsche Gesellschaft für Internationale Zusammenarbeit	286
			T4SD: Advisory Services (C110)	■							Deutsche Gesellschaft für Internationale Zusammenarbeit	154
											Sustainable Agriculture Initiative	53
											International Apparel Federation	23
			Business, trade and market intelligence: SME Competitiveness Survey and Outlook (C120)	■	■	■	■		■		ITF Window 1	1,300
			Business, trade and market intelligence: Artificial Intelligence (C121)						■		ITF Window 1	85
			Business, trade and market intelligence: Trade for Sustainable Development (T4SD) database (C122)	■							ITF Window 1	1,400
			Business, trade and market intelligence: Global Trade Helpdesk (C183)						■		ITF Window 1	250
			Business, trade and market intelligence: Trade analysis (C124)						■		ITF Window 1	204

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 trade	General (non-impact area specific)	Corporate	Funders	Budget 2022 (\$'000)
			Business, trade and market intelligence: SME Trade Academy (C125)						■		ITF Window 1	116
			Conducive policy and regulatory environment: Quality (C126)	■		■		■			ITF Window 1	394
			Conducive policy and regulatory environment: Trade facilitation (C127)		■	■			■		ITF Window 1	75
			Conducive policy and regulatory environment: Trade negotiations and policy reform (C128)			■	■		■		ITF Window 1	75
			Conducive policy and regulatory environment: Strategy (C129)	■	■	■	■				ITF Window 1	216
			Supportive business ecosystem: Institutions and supporting ecosystems (C130)	■	■	■			■		ITF Window 1	663
			Inclusive trade: SheTrades initiative (C131)		■						ITF Window 1	1,150
			Inclusive trade: Youth and Trade initiative (C132)		■						ITF Window 1	600
			Sustainable and resilient value chains (C133)	■							ITF Window 1	499
			Green trade: Hubs (C134)			■					ITF Window 1	1,234
			Green Moonshot - GreentoCompete (C135)			■					ITF Window 1	124
			E-commerce (C136)				■				ITF Window 1	900
			Business Development Fund (BDF 2022) (C137)							■	ITF Window 1 (BDF)	400
			Managing for impact and results: Information Technology (C138)							■	ITF Window 1	800
			Managing for impact and results: OED Partnership and Coordination (C139)							■	ITF Window 1	275
			Managing for impact and results: DCP/OD Partnership, coordination and business development (C140)							■	ITF Window 1	718
			Managing for impact and results: DEI/OD Partnership and Coordination (C141)							■	ITF Window 1	184
			Managing for impact and results: OED/NY Partnership and Coordination (C142)							■	ITF Window 1	174
			Managing for impact and results: Data Management initiative (C143)							■	ITF Window 1	850

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 trade	General (non-impact area specific)	Corporate	Funders	Budget 2022 (\$'000)
			Managing for impact and results: Innovation Lab (C144)							■	ITF Window 1	200
			Managing for impact and results: Results Based Management (RBM) (C145)							■	ITF Window 1	150
			Managing for impact and results: Inclusiveness - UN-SWAP (C146)							■	ITF Window 1	192
			Managing for impact and results: DMD/OD Partnership, coordination and business development (C163)							■	ITF Window 1	30
Global			Associate expert -Trade Facilitation and Policy for Business (C109)		■	■	■	■	■		Swedish International Development Cooperation Agency	171
			Associate Expert - Latin America and the Caribbean (C053)	■	■		■				Ministry of Foreign Affairs of Japan	160
			Associate Expert - Sustainable and Inclusive Value Chains (C009)	■	■	■					Department for External Economic Relations of Finland	90
			Associate Expert - Sustainable and Inclusive Value Chains (B948)		■						Centre for the Promotion of Imports from Developing Countries	135
			Associate Expert - Sector and Enterprise Competitiveness (B947)	■	■	■	■				Centre for the Promotion of Imports from Developing Countries	138
			Associate expert - Sector and Enterprise Competitiveness (C030)	■			■				Ministry of Foreign Affairs and International Cooperation of Italy	150
			Associate expert - Sustainable and Inclusive Value Chains (B825)		■						Federal Ministry for Economic Cooperation and Development of Germany	50
			Associate expert - Strategic Planning, Performance & Governance (C006)							■	Federal Ministry for Economic Cooperation and Development of Germany	83
			Seconded from Republic of Korea (B985)		■					■	Ministry of SMEs and Startups of the Republic of Korea	285
		Seconded from the Republic of Korea (C051)						■		Public Procurement Service of the Republic of Korea	270	

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Canada, Finland, Germany, Iceland, India, Ireland, Norway, Sweden and Switzerland.

## Appendix III ITC's top corporate risks and mitigating actions

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	Risk rating and 2022 trend vs. 2021
1	2	3	4
R1	Delayed upgrading of project operations and internal processes that are needed to support to the timely delivery of the larger project portfolio	<b>Control:</b> <ul style="list-style-type: none"> <li>Targeted and prioritized efficiency and effectiveness actions, such as continuation of the 'Training for Impact and Compliance (TFIC)' on core ITC processes</li> </ul>	→
R2	Inability of ITC to fully deliver on (contractual) commitments in unstable project countries <i>(In 2020/21, many ITC project countries became 'unstable' due to COVID-19, i.e. no direct contact with stakeholders and beneficiaries was possible, in addition to countries where the security situation changed significantly and quickly).</i>	<b>Control:</b> <ul style="list-style-type: none"> <li>Further development and use of hybrid and remote delivery models, based on the lessons learnt in 2020</li> <li>Adjustment of COVID-19 contingency plans in affected countries</li> <li>ITC Crisis Management Committee</li> </ul> <b>Avoid/Terminate:</b> <ul style="list-style-type: none"> <li>In case of extreme instability, ITC may temporarily stop activities, and re-discuss project plans with stakeholders</li> </ul>	↑
R3	Implementing Partner(s) commit fraud or engage in corruption	<b>Control:</b> <ul style="list-style-type: none"> <li>A harmonized anti-fraud approach, including enhanced due diligence assessments and frequent monitoring of new or risky Implementing Partners</li> <li>Further development of staff capacity on practical partner due diligence and the use of the Partner Assessment Form.</li> </ul>	↑
R4	Significant reduction in RB funding	<b>Control:</b> <ul style="list-style-type: none"> <li>Increased engagement in WTO working groups and initiatives</li> <li>Advocacy for maintaining current level of RB funding from UN and WTO;</li> <li>Structured dialogues with member states;</li> <li>Corporate reporting to substantiate ITC's value for money</li> </ul>	→
R5	Inability to substantiate and/or aggregate ITC development results	<b>Control:</b> <ul style="list-style-type: none"> <li>Project design quality control and increased emphasis on project inception phases</li> <li>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 &amp; templates for all ITC projects).</li> <li>Impact areas and core services areas reviews to identify their particular risks with regard to R5, and mitigation mechanisms.</li> <li>More resources to be invested in monitoring and verification</li> <li>Continuation of the ITC data management project</li> <li>Promoting the harmonized indicators in the Strategic Plan 2022-25</li> </ul>	↓
New 2022 risk:	Insufficient consideration of, inclusiveness, environmental and social sustainability aspects in W2 projects that focus on export increases.	<b>Control:</b> <ul style="list-style-type: none"> <li>Further emphasis on implementing the ITC mainstreaming guidelines and improving the internal toolkit and advisory services.</li> </ul>	
R6	Compromised cyber security / data breaches and/or disruptions to the functioning of IT systems.	<b>Control:</b> <ul style="list-style-type: none"> <li>Upgrading of ITC security tools and protocols to shield ITC's assets from cyber-attacks;</li> <li>Investment in hardware and software solutions to support alternative working arrangements and decentralized operations</li> </ul>	→
R7	ITC Staff become exposed to deliberate harm (e.g. terrorism, armed conflict, crime and civil unrest, kidnapping...)	<b>Control:</b> <ul style="list-style-type: none"> <li>Maintenance of existing internal controls: travel rules and regulations; full integration in UN Security System; mandatory safety trainings;</li> <li>Development of SOPs for field offices' preparations and reactions to crises</li> <li>Maintenance of the ITC Crisis Management Committee for fast corporate decision taking in complex security situations.</li> </ul>	→
R8	Insufficient/inadequate in-house knowledge and skills-sets for future client needs	<b>Control:</b> <ul style="list-style-type: none"> <li>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.</li> </ul>	→
R9	Delayed identification of internal fraud or significant / systemic non-compliance with rules and procedures	<b>Control:</b> <ul style="list-style-type: none"> <li>Enforcement of existing rules and regulations, with zero tolerance and action taken on any presumptive fraud case;</li> <li>Management leadership dialogues for sensitisation of staff to zero tolerance topics, familiarisation with processes and encouragement to speak up;</li> <li>Mandatory fraud prevention training</li> </ul>	→

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	Risk rating and 2022 trend vs. 2021
1	2	3	4
R10	Sharp decline in W2 funding	<b>Control:</b> Proactive funder management and implementation of ITC's Resource Mobilization Strategy, including: <ul style="list-style-type: none"> <li>• Updated ITC Resource Mobilization Strategy 2022-25</li> <li>• Regular interaction with W2 funders to capture early signals about changes in development cooperation priorities</li> <li>• Identification of new potential funders for ITC, across all funder categories (OECD DAC, emerging funders, programming countries, private sector)</li> <li>• Reinforcement of the role of local offices in resource mobilization</li> </ul>	↑
R11	ITC's business model is not flexible enough to adapt well to the processes of the repositioned UN development system	<b>Control:</b> <ul style="list-style-type: none"> <li>• Proactive engagement with the new UNDS structures and processes (DCO, UNSDG, working groups, country and regional teams)</li> <li>• Development of an ITC strategy for engagement with the repositioned UN development system (ongoing).</li> </ul>	→
R12	ITC personnel committing, being exposed to or wrongly accused of discrimination, abuse of authority, harassment, including sexual	<b>Control:</b> <ul style="list-style-type: none"> <li>• Zero tolerance</li> <li>• Enforcement of rules and implementation of preventative actions/controls such as mandatory training, awareness raising and sensitization of staff, IPs and contractors / consultants</li> </ul>	→
R13	Disparate ITC identities and messaging	<b>Control:</b> <ul style="list-style-type: none"> <li>• Task teams cutting across ITC core services areas to work on ITC 'moonshots' in line with the ITC Strategic Plan 2022-25 impact areas</li> <li>• Implementation of ITC Communication strategy and identity guidelines; staff training</li> <li>• New ITC website</li> </ul>	→
R14	Significant reduction or volatility in W1 funding	<b>Control:</b> Proactive funder management and implementation of updated RM Strategy: <ul style="list-style-type: none"> <li>▪ Bilateral annual institutional dialogues with W1 funders to consult on all relevant issues to delivery and funding and explore options for enhanced engagement;</li> <li>▪ Focus on development results, offering value for money and earning trust</li> <li>▪ Identification and engagement with potential new W1 funders</li> </ul>	→
R15	ITC staff accidents; infections; assaults during missions	<b>Control:</b> <ul style="list-style-type: none"> <li>• Maintenance of internal controls, rules and regulations; mandatory trainings related to safety and security</li> <li>• Increased learning on effective 'remote delivery'.</li> </ul>	→
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	<b>Control:</b> <ul style="list-style-type: none"> <li>• Improved beneficiary selection</li> <li>• Increased used of digital courses (SME trade academy) to reach out to more MSMEs accompanied by tailored coaching for the most committed beneficiaries</li> <li>• Increased emphasis in the strategic plan on mobilizing non-financial partnerships with public and private sector actors to support beneficiary SMEs</li> <li>• Including notions of resilience helping enterprises to survive and/or to sustain jobs and maintain operations</li> </ul> Aligning outcome result ambition to the changed business environment (e.g. supply chain disruptions, price increases, weather forecasts, public health issues in operating countries, budget cuts, BSO and government partner priorities and bandwidth) for some projects in 2022, through discussions with stakeholders.	↑





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