



International
Trade
Centre

Operational Plan 2024



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 2024

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ACRONYMS

ACP	African, Caribbean and Pacific Group of States	JAG	Joint Advisory Group
AESR	Annual Evaluation Synthesis Report	JIU	Joint Inspection Unit of the United Nations
AfCFTA	African Continental Free Trade Area	JPO	Junior Professional Officer
AI	Artificial Intelligence	KPI	Key Performance Indicator
ARSO	African Organisation for Standardisation	LDC	Least developed country
ASEAN	Association of Southeast Asian Nations	LLDC	Landlocked developing country
ATO	African Trade Observatory	MARKUP	Market Access Upgrade Programme (ITC project in Eastern Africa)
AU	African Union	MC13	Thirteenth WTO Ministerial Conference
BSO	Business Support Organisation	MEL	Monitoring, Evaluation and Learning
C4	Cotton 4 countries	MENATEX	Middle East, North Africa Textile Programme
CARIFORUM	Caribbean Forum	MFAP	Moving Forward Action Plan
CCA	Common Country Analysis	MoU	Memorandum of Understanding
CCITF	ITC Consultative Committee of ITC's Trust Fund	MSME	Micro, small, and medium-sized enterprise
CEFTA	Central European Free Trade Agreement	MENA	Middle East and North Africa
CEN	European Committee for Standardization	NRA	Non-Resident Agency
CENELEC	European Electrotechnical Committee for Standardization	NTF V	Netherlands Trust Fund V
COMESA	Common Market for Eastern and Southern Africa	ODA	Official development assistance
COP 29	UN Climate Change Conference 2024	OEECA	Office for Eastern Europe and Central Asia
DCED	Donor Committee for Enterprise Development	OIC	Organization of Islamic Cooperation
EAC	East African Community	OIOS	Office of Internal Oversight Services
ECOWAS	Economic Community of West African States	OLAC	Office for Latin America and the Caribbean
EECA	Eastern Europe and Central Asia	PACAO	Programme d'Appui à la Compétitivité de l'Afrique de l'Ouest
EFI	Ethical Fashion Initiative (EFI)	PAPEUR	Programme d'appui à la promotion de l'entreprenariat en milieu urbain et rural
ERM	Environmental Resources Management	PEECAC	Partnership for enhancing export capacity of Africa to China (ITC project)
ESG	Environmental, Social and Governance	PPP	Public-Private Partnership
EU	European Union	PSC	Programme support costs
EUDR	European Union Deforestation Regulation	PTB	Physikalisch-Technische Bundesanstalt
EU-EPA	European Union Economic Partnership Agreements	R4TCA	Ready4Trade Central Asia
G20	Group of 20	RB	Regular budget from the UN and WTO
GDI	Gender equality, diversity and inclusion	RBM	Results-based management
GDP	Gross domestic product	RC	Resident Coordinator
GPG	Global Public Goods	RCS	Resident Coordinator System
GRASP	Growth for rural advancement and sustainable progress (ITC project in Pakistan)	REMI	Refugees Empowerment through Markets Initiative
GRPP	Gender-responsive Public Procurement	RESI	Refugee Employment and Skills Initiative (ITC project)
IATI	International Aid Transparency Initiative	RMS	Resource Mobilization Strategy
ICDT	Islamic Centre for Development of Trade	RMSC	Resource Mobilization Steering Committee
IDT	Information and Digital Technology	SAAVI	Strengthening the agriculture and agri-food value chain and improving trade policy (ITC project in Iraq)
IEU	Independent Evaluation Unit	SDG	Sustainable Development Goal
IFD	Investment Facilitation for Development	SEA	Sexual Exploitation and Abuse
IFDA	International Foodservice Distributors Association	SIDS	Small island developing states
ILO	International Labour Organization	SIDS4	4th International Conference on Small Island Developing States
IP	Implementing Partner		
IPT	Indigenous Peoples and Trade		
ITC	International Trade Centre		
ISO	International Organization for Standardization		
ITF	ITC Trust Fund		

SME TA	SME Trade Academy	UNDP	United Nations Development Programme
SME	Small and Medium Enterprises	UNEP	United Nations Environment Programme
SPS	Sanitary and Phytosanitary measures	UNESCO	United Nations Educational, Scientific and Cultural Organization.
STAR	Uganda: Strengthening Agribusiness Resilience and Competitiveness (ITC project in Uganda)	UNOHRLLS	UN Office of the High Representative for the least developed countries, Landlocked Developing Countries and Small Island Developing States
SYMST	Systematic Mechanism for Safer Trade		
SVEs	Small and vulnerable economies		
T4SD	Trade for Sustainable Development	UNPFA	United Nations Population Fund
TBT	Technical barriers to trade	UNHCR	United Nations High Commissioner for Refugees
TESSD	Trade and Environmental Sustainability Structured Discussions	UNSDCF	United Nations Sustainable Development Cooperation Framework
TIFM	Trade and investment facilitation mechanism	UNSDG	United Nations Sustainable Development Group
TRTA	Trade-related technical assistance	UN-SWAP	United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women
UK TP	United Kingdom Trade Partnerships Programme		
UN DCO	United Nations Development Coordination Office	W1	Window 1 of the ITC Trust Fund
UN-DESA	UN Department of Economic and Social Affairs	W2	Window 2 of the ITC Trust Fund
UNCCD	United Nations Convention to Combat Desertification	WACOMP	West Africa Competitiveness Programme
UNCTAD	United Nations Conference on Trade and Development	WEIDE	Joint WTO-ITC Women in the Digital Economy
		WIPO	World Intellectual Property Organization
		WTO	World Trade Organization
UNDIS	United Nations Disability Inclusion Strategy	XB	Extrabudgetary resources
		YE!	ITC's Youth Ecopreneur Program

FOREWORD

2024 marks ITC's 60th anniversary. It is also the third year of the current ITC strategic plan, underpinned by the ITC moonshots of green trade, digital connectivity, gender and youth. Its major stocktaking moments will include the fourth International Conference on Small Island Developing States (SIDS4), the third United Nations Conference on Landlocked Developing Countries, the Summit of the Future and ITC's 60th anniversary.

These milestones come at a time when the global economy remains beset by crises. The resulting fragility, value-chain re-organizations, and new market requirements set up to mitigate environmental impact are, in turn, affecting micro, small and medium-sized enterprises' (MSMEs) ability to trade. ITC's services are thus designed to help MSMEs build resilience and compete effectively, which is critical for achieving the 2030 Agenda for Sustainable Development.

These services mainstream diversity and inclusion, both through innovative pilot initiatives for vulnerable groups such as Indigenous Peoples and via longstanding efforts to support MSMEs led or owned by youth, women and refugees. This work incorporates digital technologies—both for MSMEs' trading prospects and ITC's own efficiency—, support for MSMEs to engage successfully in 'greener trade', and it relies on partnerships with policymakers, local institutions and other UN initiatives for member states' maximum benefit.

ITC continues working with developing and middle-income countries as they implement locally-led, locally-owned and locally-relevant solutions. At least 80 percent of country-specific delivery will target least developed countries, landlocked developing countries, small island developing states, small vulnerable economies, countries experiencing or at risk of conflict, and sub-Saharan Africa.

As ITC prepares for the 2030 Agenda for Sustainable Development's final phase, this year's mid-term evaluation of the Strategic plan 2022-25 will ensure that the lessons learnt inform ITC's work for the years to come.



Pamela Coke-Hamilton, Executive Director
International Trade Centre

1. ITC's vision, mission and principles

Vision

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

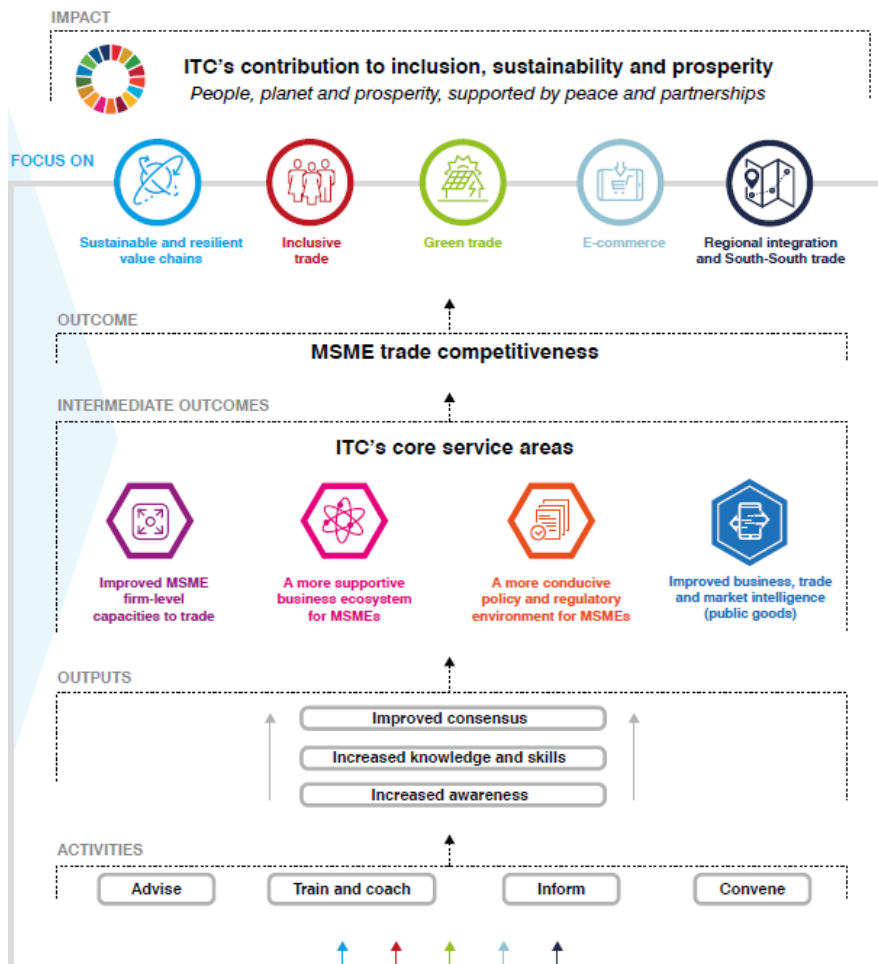
Mission

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: inclusion, integrity, humility and humanity¹.

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



¹ The description of the UN core values was updated after the release of ITC's Strategic Plan 2022-25, in Q4 2021.

2. ITC's budget overview and allocations for 2024

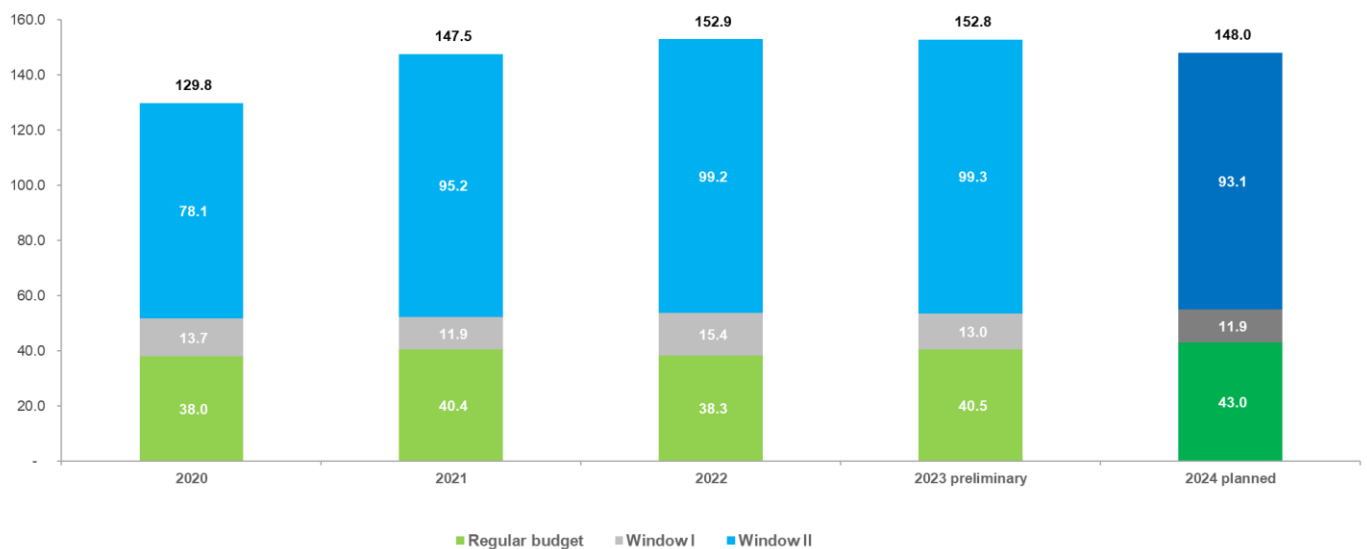
2.1 Budget overview

ITC plans to deliver trade-related technical assistance worth \$148 million in 2024, in line with the delivery target for 2023. 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 stable for the last decade. As the RB is denominated in Swiss francs, exchange rate fluctuations are reflected in the USD equivalent. The regular budget enables ITC to engage with member states through core management and country coordination activities in our beneficiary countries. Together with unearmarked or soft-earmarked extra-budgetary contributions (Window I), it also enables ITC to provide evidence-based thought leadership and innovation, and related advocacy and advisory work. These core funding sources are also used for maintenance and expansion of ITC's global offering (e.g. databases, publications), and are critical for ITC to deliver on its mandate.

Earmarked XB complements the core funds and is used for specific projects in line with ITC's mandate and strategy (Window II). 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, 2020-2024 (in \$ million, including XB-PSC)



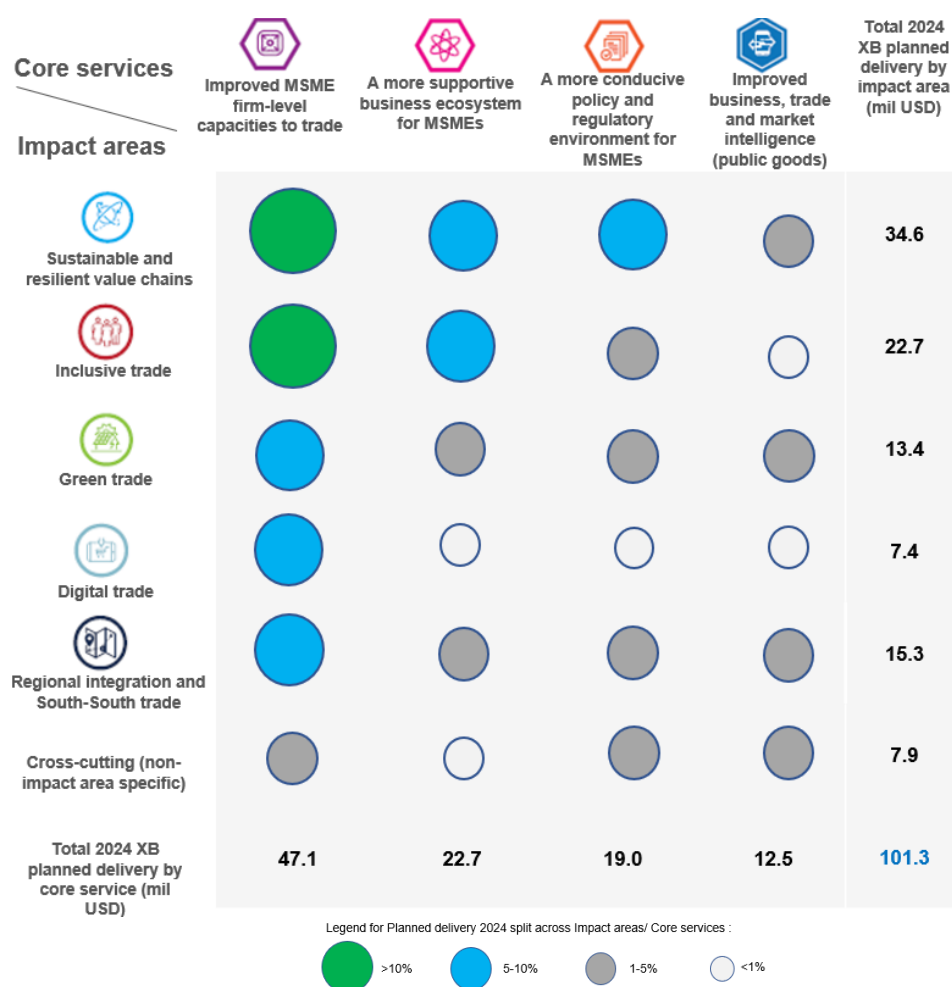
2.2 XB Budget by impact area and core services

ITC's Strategic Plan 2022-25 describes how the organization uses this expertise to maximize MSMEs' contribution to the SDGs through a focus on impact areas. Figure 1 on page 1 depicts ITC's **matrix approach to achieve results in five impact areas, through ITC's four core services** that enhance MSME competitiveness and connection to markets. The **four core services** have been nurtured over the lifetime of the organization and offer tailored solutions for our clients, namely MSMEs, business support organizations and government partners, with our Global Public Goods being available to all.

ITC's Impact Areas	ITC's Core Services
Sustainable and resilient value chains	Improved MSME firm-level capacities to trade
Inclusive trade	A more supportive business ecosystem for MSMEs
Green trade	A more conducive policy and regulatory environment for MSMEs
Digital trade (formerly: E-commerce)	Improved business, trade and market intelligence (public goods)
Regional integration and South-South trade	

Continuous development of our core services targets improved MSME trade competitiveness in general. Figure 3 below gives an overview of the 2024 budgets in each matrix area. The distribution is similar to 2023.

Figure 3: 2024 XB planned budget by impact areas and core services, \$ mln, incl. PSC ²



² Note: The figure above does not include the 'Corporate' projects that account for approximately 3.5% of the total 2024 XB planned delivery. These include efficiency and effectiveness initiatives, results-based management, visibility and partnerships, and some JPOs or fellowships.

2.3 Budget by region and country

In 2024, ITC is committed to directing 80% of its country-level assistance in its priority countries, that are LDCs, landlocked developing countries (LLDCs), small island developing States (SIDS), small and vulnerable economies (SVEs), countries in armed conflict or at risk of (re-)lapsing into conflict and sub-Saharan Africa. ITC continues to extend support to other developing countries, middle-income countries and transition economies.

Based on our project portfolio for 2024, LDC delivery is expected to represent approximately 40% of country-level assistance. It is lower than the target in ITC's Strategic Plan (45%), due to our large portfolio in non-LDC countries like Pakistan (14%) – a country that is hosting refugees, has been hit by serious environmental disasters and where the regions in which ITC is active are at the bottom of the Human Development Index. ITC remains committed to enhancing its engagement in LDCs and will actively pursue opportunities throughout the year to expand our support to LDCs. An important portion of our project pipeline comprises initiatives in LDCs, like Guinea, Lao PDR, Lesotho, Rwanda, Sierra Leone, The Gambia, and Uganda, emphasizing our ongoing commitment to supporting the development goals of these countries.

Table 1: Planned delivery by priority country group

Priority country group	Target 2024
LDCs	≥40%
LLDCs	≥30%
SIDS	≥5%
Countries in armed conflict or at risk of lapsing or relapsing into conflict*	≥50%
Sub Saharan Africa	≥40%
Priority countries	≥80%

*Countries in armed conflict or at risk of lapsing or relapsing into conflict are defined as per locations for UN Peacekeeping operations; UN Political Missions and countries eligible for the UN Peacebuilding Fund. Exclusions may be applied when the conflicts are very localized and ITC does not work in those affected locations. The list of conflict-affected countries is subject to changes.

In addition to country-specific projects designed in cooperation with national governments, ITC also provides services through a portfolio of regional and global projects. Figure 4 shows ITC's planned country- and region-specific delivery distribution.

Figure 4: Regional distribution of ITC's planned delivery in 2024, excluding global projects

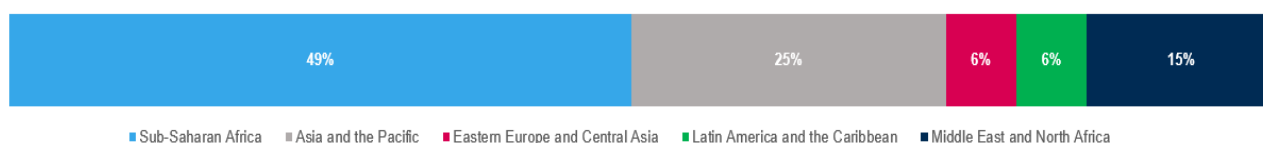


Table 2: Top 5 countries per region, by planned delivery in 2024

Region	Top five countries by planned 2024 delivery
Sub-Saharan Africa	Central African Republic, Eswatini, Kenya, Uganda, United Republic of Tanzania (the)
Middle East and North Africa	Egypt, Iraq, Jordan, Morocco, Tunisia
Asia and the Pacific	Nepal, Myanmar, Pakistan, Philippines, Timor-Leste
Eastern Europe and Central Asia	Albania, Armenia, Tajikistan, Ukraine, Uzbekistan
Latin America and the Caribbean	Dominican Republic, Ecuador, Guatemala, Jamaica, Trinidad and Tobago

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

To plan its operational targets and track its results, ITC looks at three levels – the contribution of ITC projects to the Global Agenda 2030, ITC outcomes and outputs, and ITC's operational effectiveness. Planning and results monitoring for each of the levels is carried out based on quantitative and qualitative targets.

For quantitative results, ITC tracks contributions to the SDGs, corporate outcome and output indicators, and key performance indicators to track corporate effectiveness. In addition, ITC monitors qualitative results, by translating the strategic programmatic and operational initiatives into annual Operational Plan milestones and tracking their delivery. Reporting to stakeholders takes place through various channels, among them the Annual Report to the Joint Advisory Group (JAG) and wider public, the reports to the Consultative Committee of the ITC Trust Fund (CCITF), reports to the UN and WTO, as well as project specific and thematic reporting.


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

Agenda 2030, trade and MSMEs

In 2015, the UN General Assembly adopted the Agenda 2030 for Sustainable Development, recognizing 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."* For ITC, as expressed in the Strategic Plan 2022-25, "[the] 17 Sustainable Development Goals with 169 associated targets [...] are integrated and indivisible", as the organization contributes directly or indirectly to all 17 Goals, and to the overall objectives of the 2030 Agenda, which are to end poverty and inequality, protect the planet, and ensure that all people enjoy prosperous lives, supported by peace and partnerships. One important aspect of this holistic approach is the mainstreaming of these perspectives into all projects' designs, implementation, monitoring and evaluation. In 2024, ITC will continue its efforts in this regard.

People

In alignment with the 2030 Agenda for Sustainable Development, ITC is committed “to leave no-one behind” and “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.” Through targeted programs, ITC will continue to focus on inclusiveness, improving the lives of women, youth, and supporting vulnerable groups to improve their socio-economic situation, by building skills to access international markets.

<p>SDGs</p>	
<p>Selected planned results</p>	<ul style="list-style-type: none"> • Improved livelihoods of 1,000 South Sudanese beneficiaries through increased income • Increased youth employment in Uganda • Côte d'Ivoire's environmental, economic and social development through fashion value chain • Improved livelihoods in the digital technologies sector in Senegal • Increased income of refugees and host communities in Kakuma, Kenya and Rwanda • Rwandan women-led MSMEs generate \$1 million of business transactions • 80 youth-owned green businesses increase their competitiveness within the Youth Ecopreneur initiative
<p>Key initiatives</p>	<p>Ethical Fashion Initiative</p> <p>Youth and Trade Initiative</p> <p>SheTrades Initiative</p> <p>Refugees Empowerment through Markets Initiative (REMI)</p> <p>Pilot on Indigenous Peoples and trade (IPT) in Ecuador</p>
<p>Highlighted services and products</p>	<p>SheTrades Hubs</p> <p>Launch and roll out of Gender Responsive Public Procurement campaign</p> <p>YE! Community and chapters</p> <p>ITC's value proposition for the sports sector</p> <p>New ESG framework</p> <p>Framework for creative industries</p>

Prosperity

ITC contributes to prosperity mainly by enhancing MSME Competitiveness and by increasing and maintaining jobs and incomes.

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.

<p>SDGs</p>	
<p>Selected planned results</p>	<ul style="list-style-type: none"> • Uzbekistan and Timor-Leste to implement the WTO Agreements on Technical Barriers to Trade (TBT) and on Sanitary and Phytosanitary Measures (SPS) and Nepal assisted in better understanding the impact of LDC graduation on their WTO obligations • Myanmar private sector capacitated on IP and green technology transfer • Policy and regulatory frameworks improved in Sindh and Balochistan provinces of Pakistan • African BSOs increase capacity to raise awareness and knowledge of the business sector on the AfCFTA opportunities
<p>Key initiatives</p>	<p>Pakistan: Growth for rural advancement and sustainable progress (GRASP)</p> <p>ECOWAS: West Africa Competitiveness Programme (WACOMP)</p> <p>One Trade Africa</p>
<p>Highlighted services and products</p>	<p>SME Competitiveness Outlook, SME Competitiveness Surveys</p> <p>WTO e-commerce negotiations and policy advisory services</p> <p>Rules of Origin self-assessment module</p> <p>West Africa Competitiveness Observatory</p> <p>Africa Trade Observatory</p>

Planet

Our key contribution to the planet relates to expanding MSME opportunities in the green economy, encouraging sustainable production and consumption, and strengthening climate change resilience of MSMEs.


Throughout 2024, we will strengthen our services offer to help MSMEs reduce their environmental footprint, meet sustainability standards, increase the resilience of enterprises, and assist MSMEs to take advantage of new business opportunities that contribute positively to environmental sustainability. This work will include services for business support organizations, policymakers and regulators.

SDGs	
Selected planned results	<ul style="list-style-type: none">• Expand the green finance and investment initiative and co-create innovative impact investment and blended finance vehicles in ACP countries• Increased capacity of producers and SMEs to become more competitive and resilient to natural disaster risks increased (STAR)• 20,000 climate actions for/ by MSMEs through mainstreaming of the Green and Inclusive value chain approaches, tools and services
Key initiatives	<p>Deforestation-Free Value Chain work programme</p> <p>Centre for Circular Economy in Coffee Value Chain</p> <p>Advancing voice and visibility of small business to ensure a just and inclusive green transition – ITC at COP29</p> <p>Climate competitiveness: Building opportunities in the green economy for emerging and developing countries</p> <p>Uganda: Strengthening Agribusiness Resilience and Competitiveness (STAR)</p> <p>Business, Trade and Market Intelligence: Trade for Sustainable Development (T4SD)</p>
Highlighted services and products	<p>Green Performance Tool</p> <p>BSO guide for climate in agribusiness value chains</p> <p>Sustainability Gateway</p> <p>Standards Map</p> <p>Trade and Climate Change Country Diagnostic Studies</p>

Partnerships


ITC's key contribution to partnerships is the mobilization of public and private partners that extend services to MSMEs, among other through our Global Public Goods and advocacy that increase transparency on MSMEs, trade and market conditions, and provide a basis for business and development action. ITC supports South-South trade and investment and promotes regional economic integration through a variety of projects. Major initiatives will support African MSMEs to leverage opportunities arising from African Continental Free Trade Area (AfCFTA) and promote intra-regional integration in Central Asia. Further, ITC will contribute to SDG 17 through increasing the availability of high-quality, timely and reliable trade data and through supporting the voice of MSMEs and developing countries in WTO negotiations.

In line with its mandate and decades of experience working with private sector partners, ITC will also continue to develop partnerships with several lead firms that act as buyers and sellers of goods and services where our MSME clients can benefit.

SDGs	
Selected planned results	<ul style="list-style-type: none">• \$10 million of South-South investment and trade flows between China, and selected countries in Asia and Africa facilitated.• 1.6 million active users of ITC's Global Public Goods• Economic development of the East African Community through increased sustainable intra-African and EU-Africa trade
Key initiatives	<p>EU- EAC MARKUP Phase II</p> <p>Partnership for Enhancing Export Capacity of Africa to China (PEECAC)</p> <p>One Trade Africa programme</p> <p>Trade promotion East: Balkan States and Central Asia</p> <p>Private sector and UN partnership initiatives: Alliances for Action, SheTrades Partnership programme, WIPO partnership for youth and women</p>
Highlighted services and products	<p>Market Access Map and Market Analysis Portal</p> <p>Euromed Trade Helpdesk</p> <p>Eastern Partnerships Trade Helpdesk</p> <p>Advisory services for business matchmaking</p> <p>Global Trade Helpdesk</p>

Peace

ITC will contribute to *fostering peaceful, just and inclusive societies* through our work in conflict-affected countries. Aside from developing sustainable and inclusive income opportunities in conflict-affected countries, ITC's work focuses primarily on SDG target 16.7, *Ensure responsive, inclusive, participatory and representative decision-making at all levels*, to support the recovery of affected businesses and communities. ITC will also be supporting the WTO accessions of several countries either affected by or at risk of lapsing into fragility/conflict, thereby helping to strengthen the legal and regulatory frameworks that underpin peaceful prosperity and further integrate post-conflict countries into the multilateral system.

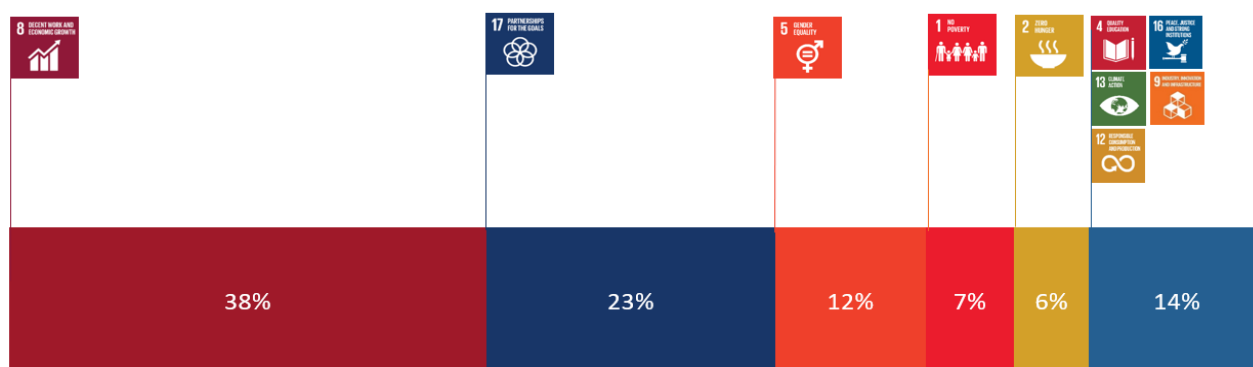
SDGs	
Selected planned results	<ul style="list-style-type: none"> • MSMEs and smallholder farmers in conflict-affected countries improved their business operations. • Trade strategies mainstreamed in South Sudan's national development plans. • Iraq supported in its WTO accession process • A concept developed and resources mobilized to expand the availability of green affordable housing in Iraq, with ILO and UN-Habitat working on complementary areas
Key initiatives	<p>Iraq: Strengthening the Agriculture and Agri-Food Value Chain and Improving Trade Policy</p> <p>Iraq: Housing & complementary job creation</p> <p>The Gambia: Strengthening the National Infrastructure for Peace to Promote Social Cohesion (with UNDP and UNESCO)</p> <p>South Sudan: Jobs Creation and Trade Development</p> <p>South Sudan: Building economic empowerment for vulnerable communities</p> <p>Ukraine: Linking SMEs in the fruits and vegetable sector to global and domestic markets and value chains (Phase II)</p>
Highlighted services and products	<p>Advisory and advocacy for trade and investment strategies and policies for policymakers; and for BSO strengthening in post-conflict situations</p> <p>Conflict sensitivity analysis tool</p>

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

In ITC's project database – the 'Project Portal' – each project links to specific SDG targets at the project impact level, and 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 in 2024, by SDG, is presented in Figure 5 below.

Figure 5: Corporate Scorecard Tier 1: ITC's planned XB delivery distribution by SDG for 2024, in percentages



The following SDG targets appear most frequently among impact level objectives of ITC's projects in 2024:

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.
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.
8.3	Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services.
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.
17.17	Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships.
16.7	Ensure responsive, inclusive, participatory and representative decision-making at all levels.

4. ITC's development results for 2024

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 milestones 2024**, which express planned key qualitative deliverables that mark progress towards the objectives in each of ITC's four core service areas and five impact areas.

4.1 Corporate Scorecard Tier 2 – Outcome indicators







For the Strategic Plan 2022-25, ITC's results framework was expanded with several new indicators, to measure additional dimensions of ITC's work with MSMEs, business support organizations, policymakers, market partners and ITC's public goods offering.

The targets for 2024, and the preliminary results³ for 2023 are shown in the following tables. 2024 targets were set by taking into account the XB budget and the nature of the 2024 project portfolio.

In the [UN Programme of Work for the year 2024](#), Sub-programme 6 of Programme 10, Trade and development, ITC's outcomes are presented in a narrative form with four selected result stories.

³ Results are available for all previously used indicators.

ITC's contribution to inclusion and prosperity - *People, planet and prosperity*

			2023	2023	2024	Trend
			Target	Actuals*	Target	vs.2023
	D1	# of jobs supported and created	piloting	25,057	piloting	
Outcome: MSMEs trade competitiveness			2023	2023	2024	2024
			Target	Actual*	Target	vs.2023
	C3	# of MSMEs having transacted international business, including national business transactions part of global value chains	10,000	11,562	10,000	→
	C4	# of MSMEs led by women having transacted international business	4,000	4,157	4,000	→
	C5	\$ value of international business transactions of ITC client MSMEs	piloting	\$310 mil	piloting	
	C6	# of MSMEs that have accessed new markets (including through e-commerce)	piloting	251	piloting	
Intermediate outcome: Improved MSME firm level capacity to trade			2023	2023	2024	2024
			Target	Actual*	Target	vs.2023
	C1	# of MSMEs having made changes to their business operations for increased competitiveness	20,000	33,618	20,000	→
	C2	# of MSMEs led by women having made changes to their business operations for increased competitiveness	9,500	10,387	9,500	→
Intermediate outcome: A more supportive business ecosystem for MSMEs			2023	2023	2024	2024
			Target	Actual*	Target	vs.2023
	B1	# of cases in which BSOs improved their performance and services for the benefit of their members/clients	400	497	400	→
	B2	# of MSMEs served by BSOs that are directly supported by ITC	piloting	723,133	piloting	
	B3	# of business support ecosystems created or improved	piloting	10	piloting	
	B4	# of MSMEs benefiting from a service/product/initiative put in place by a market partner in the framework of a partnership with ITC	piloting	99,148	piloting	
Intermediate outcome: A more conducive policy and regulatory environment for MSMEs			2023	2023	2024	2024
			Target	Actual*	Target	vs.2023
	A3	# of policies, strategies, rules/regulations, developed/improved for the benefit of MSMEs with business sector input, and endorsed, as a result of ITC support	piloting	63	piloting	
	A4	# of policies, strategies, rules/regulations, develop/improved for the benefit of MSMEs with business sector input, and promulgated/implemented, as a result of ITC support	90	45	60	↘
Improved business, trade and market intelligence			2023	2023	2024	2024
			Target	Actual*	Target	vs.2023
	A1	# of clients gaining greater awareness of international trade from using ITC's business, trade and market intelligence (<i>increased awareness</i>)	500,000	538,603	500,000	→

(*2023 preliminary results collected as of end February 2024, data collection and verification ongoing until end April 2024; piloted indicators – methodology refinement is in progress.

4.2 Corporate Scorecard Tier 2 – Output indicators

ITC aligns its output planning and reporting in its Programme of Work submission, to the United Nations Secretariat's reporting requirements and definitions, and will report on 'quantified' outputs in numbers, and on 'non-quantified' outputs through a narrative. The targets for 2024 are shown in the table below.

Table 4: Tier 2 – Output indicators

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actuals*</i>	<i>2024 planned</i>	<i>Trend 2024 vs. 2023</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	4	4	4	↔
1. Reports to the Joint Advisory Group on the International Trade Centre and the Consultative Committee of the ITC trust fund	3	3	3	
2. Annual report on the activities of ITC to the Joint Advisory Group on the International Trade Centre and the Consultative Committee of the ITC trust fund	1	1	1	
Substantive services for meetings (number of three-hour meetings)	8	8	8	↔
Meetings of:				
3. The Joint Advisory Group on the International Trade Centre and formal meetings of the Consultative Committee of the ITC trust fund	4	4	4	
4. The Advisory Committee on Administrative and Budgetary Questions	1	1	1	
5. The Fifth Committee	1	1	1	
6. The Committee for Programme and Coordination	1	1	1	
7. The WTO Committee on Budget, Finance and Administration	1	1	1	
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	135	153	140	↗
8. On trade-related technical assistance	135	153	140	
Seminars, workshops and training events (number of days)	5 000	4 858	5 000	↔
9. Training events on trade intelligence, policy and strategy	1 200	1 227	1 200	
10. Training events on business support institutions and ecosystems	800	774	800	
11. Training events on value chains and sustainability	3 000	2 857	3 000	
Technical materials (number of materials)	30	30	30	↔
12. <i>SME Competitiveness Outlook</i> flagship report	1	1	1	
13. Books on trade-related subjects	4	4	4	
14. Papers on trade-related subjects, such as inclusive and sustainable trade, trade and market intelligence, competitiveness of micro-, small and medium-sized enterprises and competitiveness of women-owned micro-, small and medium-sized enterprises	25	25	25	

C. Substantive deliverables

Consultation, advice and advocacy: advice to policymakers, trade support institutions and enterprises to address the international competitiveness challenges for micro-, small and medium-sized enterprises 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 micro-, small and medium-sized enterprises, 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 micro-, small and medium-sized enterprises and disadvantaged groups in their service offer; and advocacy that allows for the systematic inclusion of such enterprises and disadvantaged groups in policy and strategy processes.

Databases and substantive digital materials: databases and other online tools to make global trade more transparent and facilitate market access and business and policy decisions. Databases cover trade flows, tariffs and non-tariff measures, export potential, procurement opportunities, rules of origin, private standards and knowledge on sustainable trade and youth and women entrepreneurship. They include the SheTrades database for over 48,000 active women entrepreneurs, “SheTrades Outlook”, the ITC “SME trade academy”, the Ye! community and platform for over 40,000 young entrepreneurs, the Benchmarking platform, African Trade Observatory, Quality for Trade platform, eComConnect, 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, Sustainability Map and ePing).

D. Communication deliverables

Outreach programmes, special events and information materials: special events, including the World Export Development Forum, the Trade for Sustainable Development Forum, the world trade promotion organizations network conference and awards; the *International Trade Forum* magazine; Micro-, Small and Medium-sized Enterprises Day; newsletters on trade-related subjects for over 18,000 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 Sustainable Development Goals.

Digital platforms and multimedia content: ITC website and social media accounts, engaging sustainable micro-, small and medium-sized enterprises, women entrepreneurs and youth.

Library services: on-demand services for ITC clients related to trade information.

*Note: The table format is aligned with the UN 2024 Proposed Programme Budget document
2023 preliminary results collected as of end February 2024, data collection and verification ongoing until end of April 2024

4.3 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. Milestones are specific achievements or events that mark progress toward achieving ITC's objectives.

The standing/fixed text in italics under each heading below cites the key strategic plan initiatives for the core service and impact areas. In 2024, the third year of the current strategic plan, ITC plans to deliver the milestones below, illustrating progress in key areas of the strategic plan initiatives.

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.

To improve MSME capacities to trade, the following milestones will be achieved in 2024:

Self-service support to MSMEs (trainings, databases, platforms, networks)

- Strengthening ITC's technical and institutional collaborations with Korean BSOs to facilitate the transfer of technology to African MSMEs.
- Launching an expanded offering to digital freelancers and tech entrepreneurs on the SME Trade Academy for self-service support.
- Launching Investor Networks and transitioning from a decentralized and ad-hoc relation to a more centralized, structured, and formal collaboration
- Extending the Pakistan country network of active lead firm relationships to 30.

Products and services in development

- Developing a structured multiplier methodology documenting the link between ITC tech startup support and the digitalization impact on their SME clients.

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.

To strengthen business ecosystems, the following milestones will be achieved in 2024:

Advisory for business support organizations and networks

- Supporting National standards bodies, testing laboratories, inspection/certification/accreditation bodies, SPS agencies to improve their services to MSMEs (e.g., in the Comoros, 6 EAC member states, Philippines, Thailand, Nepal, Myanmar, Pakistan).
- Accreditation of BSOs to carry out SME diagnostic on the ITC benchmarking for Trade platform.

Assistance for BSOs to expand their services for MSMEs

- Delivering solutions to upgrade BSO service portfolio in IP, investment promotion, trade intelligence and e-commerce.

Mobilization of partners to strengthen business support ecosystems

- Delivering the World Trade Promotion Organization (WTPO) conference in Qatar successfully, through sharing of good practices and peer to peer learning.
- Developing new BSO partner relationships to support corporate objectives (Hubs, BSO partners etc).

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.

ITC's core services for contributing to a policy and regulatory environment that is conducive for MSME development will be applied to deliver the following key milestones in 2024:

Advocacy for new or improved trade and investment-related strategies, rules and regulations

- Designing trade, investment and value chain strategies in Benin, the Bahamas, Pakistan, Trinidad and Tobago and 6 EAC member states, including the related monitoring system.

Policymaker, stakeholder capacity building and policy/regulatory infrastructure development

- Development of Environmental sustainability mainstreaming in agriculture, manufacturing and tourism strategies.
- Bringing to attention /sensitizing policymakers in 6 countries, on the evidence on compliance costs and other trade obstacles faced by businesses, for goods and services.
- Supporting National and Regional policy makers in Africa in evidence-based decision making thanks to granular results from value chain diagnostic, zooming in on sub-value chains within the pharmaceuticals, car and infant food sectors.

Support to multilateral processes

- Supporting domestic reforms related to trade and investment policies and regulations design and implementation in beneficiary countries related to topics such as: accession to ASEAN and EU-EPA,

services; digital trade and e-commerce, intellectual property and green technology transfer; competition and public procurement.

- Establishing a Public-private dialogue mechanism in one country, and facilitation on trade, investment and industrial policy issues in eight countries.
- Supporting private sector organizations in four countries to strengthen business advocacy capacities on trade and investment policy/regulatory reforms.
- Supporting three countries in the WTO accession process including by imparting skills to trade negotiators on WTO investment facilitation and e-commerce negotiations and assisting one country (Nepal) in better understanding the impact of LDC graduation on their WTO obligations.
- Supporting 10 countries with conducting investment facilitation self-assessments/enhance knowledge in relation to the WTO IFDA.

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.*

To improve trade and market intelligence, the following key milestones will be achieved in 2024:

Expanding trade and market intelligence, including new data sources

- Enhancement of the African Trade Observatory (ATO) with the launch and piloting of a Beta version of a Rules of Origin self-assessment module.
- Revamping of the Export Potential Map with updated interface for improved user experience.
- Enhanced data management collaboration with partner organizations (e.g. UNCTAD) to automatize data transfer and dissemination, for broader information through ITC Market Analysis Tools, African Trade Observatory and Global Trade Helpdesk.
- Launching of the new version of the West Africa Competitiveness Observatory, including a new "Business Matchmaking" module.
- Updating and harmonizing ITC survey tools, with associated products such as the SME Competitiveness Atlas disseminated for interactive data exploration on firm competitiveness.
- Launching the 2024 flagship SME Competitiveness Outlook, focussing on the digital transformation of small businesses.

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 2024, ITC will achieve the following key milestones:

Strengthening methodologies for value chain development and resilience

- Applying the value chain diagnostic methodology on sub-value chains within pharmaceuticals, automotive and infant food, which will serve as building blocks for operational roadmaps for the African continent.
- Developing a tool to enhance capacities of developing countries to assess and align policy environment, enabling businesses to meet due diligence requirements.

Capacity building for MSMEs in sectoral value chains

- Documenting the link between expanding apparel exports and poverty reduction in the framework of MSD in one country (possibly Tunisia).
- Launching a systemic change initiative to transform manufacturing value chains in three countries.

Mobilization of market partners

- Piloting the Sustainability Compact, bringing on board industry partners, with topics of standards harmonization, landscape coalitions and innovation leadership.

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.

In 2024, ITC will achieve the following key milestones:

SheTrades Initiative

- Delivering a MC13 event on Women and Trade, including launch of joint WTO-ITC Women in the Digital Economy (WEIDE) Fund, with 200 women accessing capacity building and networking opportunities.
- Delivering the Innovation Fest to showcase young women innovators, and high-level engagement with donors and partners.
- Launching and rolling out a Gender Responsive Public Procurement campaign, mobilising pledges from at least 6 champions and piloting 1 in-country intervention.
- Mainstreaming gender strategies into 5 large ITC projects.
- Supporting 18 SheTrades Hubs, with 2 new service offerings, 3 export competitiveness and 2 business generation interventions across all Hubs, and launch of two new Hubs.

Youth and Trade Initiative

- Rolling out of the Global Youth Ecopreneur Programme, scaling solutions for 100 young ecopreneurs through the YE community, in partnership with the G20 Land Initiative under UNCCD, WIPO, and Google for Startup Development.
- Consolidating ITC's value proposition for the sports sector, with three new partnerships developed including a sports value chain programme related to WTO/C4 or an initiative to activate vertical linkages between the tourism sector and sport; and a pilot on sports entrepreneurship for athletes in collaboration with WIPO, VISA and the academia.
- Expanding the youth employability framework, focusing on young women and refugees based on Kick4Trade in partnership with the UEFA foundation, the Common Goal and the UNHCR.
- Consolidating service offering for youth in creative industries and rolling out of two new programmes in The Gambia and Uganda.
- Producing a Policy position paper on the outlook of the African Youth on Trade, Migration and Mobility.
- Strengthening ITC's youth advocacy efforts through the development of the Youth and Trade Compass and the Trade for the Future Alliance.

Ethical Fashion Initiative

- Setting up a new social enterprise and training centre in Kenya.
- Developing a strategy for EFI in West Africa.
- Rolling out a new project in Lesotho in wool/mohair sector.
- Providing thought leadership on ESG and sustainability in the fashion industry.

Refugees/Returnees Empowerment through Markets Initiative

- Applying MSD principles in new projects in Rwanda and Kenya, including focus on market assessments, working through partners, and embedding a systemic approach to activities design.
- Strengthening digital, agricultural, and artisanal sectors in Kenya (Kakuma), Rwanda and Pakistan (Balochistan), for increased income of refugees and host communities.
- Offering integrated support to returnees in Nigeria and The Gambia.
- Supporting inclusion of displaced persons in South Sudan's formal economy.

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).

In 2024, ITC will achieve the following key milestones:

New or enhanced tools, services and methodologies for green growth

- Developing Trade and Climate Change Country Diagnostic Studies for 5 countries, assessing how trade supports their green transition and builds climate change resilience and designs pilot related to Aid for Trade projects.
- Piloting a beta tool for EU Deforestation Regulation (EUDR) due diligence.

Support ecosystem for green growth

- Fostering 20,000 climate actions for/ by MSMEs through mainstreaming of the Green and Inclusive value chain approaches, tools and services.

Mobilization of partners for green and sustainable growth of MSMEs

- Developing five innovative partnerships/collaborations to achieve impact for MSMEs including through textiles and clothing sector initiatives, finance and impact investment, circular economy, human rights and environmental due diligence and net zero pathways.
- Implementing the deforestation free value chain work programme including one business guide for MSMEs on EUDR due diligence processes.
- Hosting two Deforestation-free Global Value Chains roundtables.
- Holding two regional/national level dialogues on leveraging trade and investment policies to facilitate the green transition and support to align regulatory frameworks for selected value chains.

Digital Trade

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.*

In 2024, ITC will achieve the following key milestones:

Enhancing MSMEs' digital connectivity through capacity building and digital and e-commerce platforms

- Developing e-commerce capacity, through one innovative partnership in Kenya.
- Developing and testing a training programme on applications of artificial intelligence to MSMEs/e-commerce.
- Developing a methodology for large-scale deployment of trainings on social media selling (for over 1 thousand participants).

Supporting BSOs and policymakers in relation to digitalization

- Supporting three countries and one regional organization (ASEAN Secretariat), to enhance regulatory and policy framework for e-commerce and digital trade.
- Providing advisory support and review of e-commerce policies for three countries.

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.

In 2024, ITC will achieve the following key milestones:

Boosting regional trade

- Supporting one country to enhance regional integration through accession to ASEAN.
- Supporting the AfCFTA implementation through the enhancement of the African Trade Observatory, facilitation of Africa's Women Business Associations Network, and next phase of the One Trade Africa programme.
- Supporting economic operators in South and East Mediterranean countries to promote regional trade opportunities through the use of Euromed Trade Helpdesk and the improvement of the trade environment based on the recommendations of the business surveys.
- Supporting economic operators in Eastern Partnership countries to promote regional trade opportunities through the use of Eastern Partnership Trade Helpdesk and the improvement of the trade environment based on the recommendations of the business surveys.

Advancing South-South trade and investment

- Facilitating \$10 million of South-South investment and trade flows between China, and selected countries in Asia and Africa.

5. Managing for results

5.1 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). Aligned with one of the key recommendations from the 2023 Annual Evaluation Synthesis Report of ITC's Independent Evaluation Unit, 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 UN Resident Coordinator system in countries.

Accordingly, ITC's Country Engagement Strategy 2024-2030 aims to enhance the organizational response to country needs and harmonize coordination of country activities, including by mobilizing resources for TRTA, and further enhancing efficiency, effectiveness, and results.

To advance this area of work, in 2024 ITC will:

- Adopt and activate the Country Engagement Strategy 2024-2030 to better respond to country needs and maximize the impact of ITC's work in the rapidly changing environment.
- Pilot internal coordination mechanisms in selected countries for systematic and streamline exchange of country-related intelligence.
- Develop a concrete business case for opening a corporate country office.

5.2 Engaging with the WTO and the UN

In 2024, 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, continued engagement in the UN Sustainable Development Group (UNSDG), and dialogue with the Resident Coordinator (RC) system.

ITC will contribute to on-going discussions and negotiations in the UN and at the WTO, e.g. in the SIDS and LLDC conferences, support the LDC graduation process, participate in the WTO informal working groups on trade & gender, e-commerce and MSMEs, MC13, the WTO Aid for Trade Global Review and the WTO Public Forum. ITC will also support discussions on sustainability and climate change at the WTO, in particular through its support to the Trade and Environmental Sustainability Structured Discussions (TESSD).

Highlighted engagements include:

- Engaging in a total of 45 UN Common Country Analysis (CCA) and UN Sustainable Development Coordination Frameworks (UNSDCFs).
- Contributing to the further development of the UNSDG Output Indicator Framework for measuring UN Contribution to the SDG.
- Partnering with UNCTAD in the area of e-commerce and trade facilitation.
- Partnering with the WTO on a number of specific initiatives, including: contributing to WTO's work on increasing transparency in SPS/TBT legislation; and developing a publication (toolkit) with the WTO Secretariat on 'Advancing Green Public Procurement - Toolkit for policymakers to foster environmentally sustainable trade'.
- Increasing 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).
- Publishing the World Tariff Profiles 2024 in collaboration with UNCTAD and the WTO and continuing the joint work on the Global Trade Helpdesk.
- Continuing to work with UN stakeholders to support the LDC graduation processes.
- 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.
- With OHRLLS, launching three diversification reports in Bangladesh, Uganda, and Rwanda.

ITC's New York Office will be:

- Supporting the Executive Director in her role as the Co-Chair of the UNSDG Working Group on Our Common Agenda, which engages senior leaders from across the UN development system to provide input into the processes and outcomes of Our Common Agenda.
- Supporting ITC's engagement with UN partners, for example, with UNFPA and UN Global Compact.
- Facilitating ITC's contributions to intergovernmental conferences and processes such as the Commission on the Status of Women, the High-Level Political Forum on the SDGs, and the Summit of the Future.

5.3 Partnering for purpose

In 2024, aligned with its Resource Mobilization Strategy and its ambition of diversifying its funder base, ITC will look at strengthening its internal coordination and external outreach capacities. In this regard, ITC will be:

- Enhancing partnership with ISO, ARSO, PTB, CEN/CENELEC to support harmonization of standards and compliance.
- Implementing the planned upgrades to the Partnership Dashboard that was launched in 2023, as an on-line platform where all partnership data and information will be searchable and available to personnel.
- Holding two coordination meetings to follow up on progress of engagement with non-traditional partners.
- Publishing five partnership success stories to advocate the benefits of working with like-minded partners to achieve impact and to share good practices.
- Contributing to and taking part in the UN DSG supported "PPP Action Dialogue- UN Stakeholder" meetings.

5.4 Leading the global conversation

During 2024, we will continue advancing ITC's leadership on MSMEs and trade through communications, high-impact events and outreach. We will continue promoting the four "moonshot" areas – namely, digital, green, youth and gender – as well as our flagship SME Competitiveness Outlook, with a theme of digital transformation of small businesses and our work in other areas such as regional integration and value chain development. We will continue to develop platforms and tools to amplify our impact and reach.

The key milestones for the year are:

- Continuing to grow and engage our audience through the ITC website.
- Implementing ITC's social media policy to streamline our corporate communications for maximum impact.

6. Organizational effectiveness and efficiency

6.1 A purpose-driven identity: applying cross-cutting development objectives within ITC

Gender equality, diversity and inclusion

To support ITC's strategic efforts towards strengthening gender equality, diversity and inclusion (GDI) within ITC, our key 2024 deliverables reflect a multifaceted approach:

- Integrating UN-SWAP 2.0/3.0 and UNDIS benchmarking frameworks within ITC's organizational structure, ensuring strategic alignment and strengthened organizational culture. This includes progress tracking on gender parity, women's empowerment, geographic diversity, and disability inclusion.
- Embedding – mainstreaming diversity and inclusion components in key human resources initiatives, fostering an inclusive work environment. This involves advancing leadership development, talent management, recruitment, and employee training with a focus on diversity and inclusion.
- Establishing a discrimination-free work environment through the implementing comprehensive anti-discrimination and anti-harassment initiatives.
- Advancing the well-being of all ITC personnel through collaborative efforts led by the Mental Health and Well-being Focal Point in partnership with ITC's Staff Council.

To support the programmatic aspects of mainstreaming the cross-cutting perspectives, the key milestones will be:

- Developing KPIs for youth and vulnerable communities, agreeing on monitoring methodologies, to ensure coherent and consistent reporting on women, youth and vulnerable communities.
- Adapting ITC Project Management procedures, tools and design processes to integrate modified KPIs and monitoring processes for women youth, and vulnerable communities.
- Completing ITC-internal methodology for conducting conflict sensitivity analysis and piloting it in one location, enabling staff to conduct conflict sensitivity analyses in fragile settings, embedding a more systemic lens to project design.
- Integrating new guidelines on programmatic mainstreaming of Disability Inclusion in ITC's Project Management Guidelines.

Environmental sustainability of ITC operations

The key 2024 actions for ITC to contribute to environmental sustainability are:

- Continued participation in UNEP's Greening the Blue initiative to transition to more sustainable environmental practices in facility management and operations.
- Achieving carbon neutrality by purchasing carbon credits / certificates.
- The on-going ITC building renovation multi-year project, which aims to reduce carbon footprint, will be continued.

6.2 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, including areas of work highlighted 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 2024 targets below are complemented by the 'efficiency and effectiveness milestones' presented in the next chapter.

Table 5. Tier 3. Efficiency and effectiveness

Tier 3: Efficiency and effectiveness		2023 OP Targets	2023 Actuals preliminary*	2024 OP Targets
General management				
Oversight and compliance	Unqualified financial statements	Unqualified audit opinion	achieved	Unqualified audit opinion
	Percentage of open audit recommendations closed by the Board of Auditors	47%	53%	50%
Carbon footprint	Achieve a climate-neutral ITC	Target: achieved	achieved	Target: achieved
Operational management	Increase in advanced travel arrangements (21-day rule) compliance, in %	[n/a]	[n/a]	7.5%
Compliance rate: 62.5% Compliance rate: 70%				
Results-based management and risk management				
Client satisfaction	Percentage of clients that rate ITC services positively	≥ 85%	91%	≥ 85%
Focus on priority countries	Percentage of country-specific XB delivery dedicated to LDCs, LLDCs, SIDS, sub-Saharan Africa, SVEs, and conflict-affected countries	≥ 75%	75%	≥ 80%
Gender mainstreaming	Percentage of UN-SWAP 2.0 indicators met or exceeded	94%	94%	94%
Risk management	ITC annual report on risk management completed	1	1	1
Transparency	% of XB delivery published to IATI for TRTA projects	90%	91%	90%
Human resources management				
Staff engagement	Average overall rating provided in the Engagement Survey (out of 3) **	≥ 2.3	2.34	≥ 2.3
Diversity	Percentage of women in professional and senior level positions ***	50%	50%	50%
Talent management	More than 50% of the staff members to use a minimum of 5 days per year for professional development	75%	75%	75%
	Average time to recruit fixed-term staff (in days)	90	90	90
	Average vacancy rate as percentage of all posts	8%	7%	8%
Resource mobilization				
Fundraising	XB funds secured for the following year and beyond	\$205 million	\$292 million	\$260 million
	Total value of projects under development and in discussion with funders (at year-end, for next year and beyond, L2, L3)	\$150 million	\$206 million	\$170 million
Communications				
Outreach	Growth in ITC audience through social media followership (% and # of followers)	10% (315,370 followers)	17% (335,524 followers)	10% (369,076 followers)
	# of ITC's corporate website visitors	1,172,000	770,971	809,520
	# of ITC's corporate website sessions	1,620,000	1,218,178	1,279,087
	# of registered accounts to ITC Market Analysis Tools	1,430,000	1,422,667	1,550,000
Partnerships				
	Number of active United Nations Sustainable Development Cooperation Frameworks (UNSDCFs)	NA	49	50

*Preliminary results, as of end February 2024;

**With the implementation of the new staff satisfaction survey system, the rating scale has changed from 5 to 3, hence the target has been adjusted accordingly.

*** The ITC gender parity dashboard by grade is available on the website of [UN System-wide dashboard on gender parity](#) (page 5)

6.3 Building organizational strengths

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. In 2024, these also include outstanding actions planned under the initiative 'ITC moving forward'. The action plan was produced in consultation with ITC personnel. It is split into two parts – the first consists of measures to mitigate risks of prohibited conduct, which are recorded in the risk annex. The second part of the action plan includes measures to ensure a productive work environment with better communication.

Trust

Results-based management

- Offering tailored introductory and orientation training sessions on RBM concepts, corporate standards and tools to focus groups of ITC personnel and to new large ITC projects on-demand, with increased engagement on set-up of monitoring activities during the inception phase.
- Promoting the use of ITC-standard data collection and monitoring tools, including ITC surveys, ITC outreach and ITC Events application.
- Building capacity of projects to establish MEL (monitoring, evaluation and learning) systems aligned with IEU recommendations and corporate/international standards (e.g.: DCED).
- Kick-off discussions for the Strategic plan 2026-2029.

Risk management

In 2024, uncertainty and risk remain important considerations across ITC's operations (see Appendix III for an overview of the corporate risk register). ITC will seek to reach the advanced level in the UN Reference Maturity Model for Risk Management, through the following milestones:

- Updating of organizational guidelines and trainings on risk management following the promulgation of the updated ERM Framework and Policy.
- Developing proposals for performance targets for job functions that explicitly involve risk management.
- Quarterly briefings or on-demand trainings to familiarize ITC personnel and contractors with ITC's updated ERM policy and framework.
- Initiating adaptation of ITC's accountability framework to the 2023 JIU recommendations.

Reporting

- Collaboration with UN DCO on advancement of the Country-level output indicator framework.
- Launching of the Value for Money guide and capacity-building sessions on its practical applications in projects.
- Meeting all the mandatory corporate reporting requirements in a timely manner.

Expertise

Talent management strategy

- Introduction of skills mapping within larger strategic workforce planning tool.
- Expansion of induction programme with introduction of a buddy system.
- Strengthening of recognition system of outstanding performance.
- Focused programmes for increased mobility opportunities.

Innovation

Growth of ITC's innovation culture and facilitation of project innovation supported through the Innovation Lab. In 2024, the Lab's milestones are outlined below:

- Initiating two projects/initiatives with teams at ITC, to advance corporate priorities.
- Organising a round of AI literacy training sessions to support the AI strategy.
- Organizing and delivering an event open for participation of CCITF members.
- Organizing a round of sessions to increase collaboration/efficiency across ITC.

Data management initiative

- Creating a first corporate beneficiaries database.
- Creating user profile and management area for registered users of integrated ITC tools to allow for seamless navigation, settings, including security features.
- Fostering data savviness and compliance fostered through trainings, advocacy, guiding material, and internal data governance functions.
- Providing data products for operational integration and analytical demand.
- Setting up a data catalogue to make data products transparent and accessible.
- Introducing an AI model trained for the development of an ITC knowledge base that can address various use cases across ITC to facilitate operational efficiency.

Agility

Streamlined internal processes

- Revising and simplifying the MoU templates content and the rollout of the improved General MoU
- Revising and simplifying the content of other Legal Instruments, including French translations of revised templates.
- Revising the approval process of MOUs in the MOU tool.
- Preparation of an all-ITC Guidance note on the establishment of host country agreements ITC.

Moving Forward Action Plan

In 2024, ITC's Moving Forward Action Plan (MFAP), launched in February 2023, continues to be implemented as planned. The finalised recommendations have been integrated in the current plans, and the remaining action items will be formalized into workplans and equally integrated in the regular operations.

6.4 Independent evaluation: supporting learning and accountability

In 2024, IEU's Annual Evaluation Synthesis Report (AESR) will focus on the findings arising from the midterm evaluation of the ITC strategic plan.

Concerning programme and project evaluations, the IEU will continue to ensure that evaluative learning will be integrated into programmatic and resource allocation decisions. IEU will also support managers, whose projects and programmes are evaluated externally, through evaluation training, technical support and quality assurance services. The IEU will continue to assess ITC's contribution to achieving inclusion, sustainability, and prosperity through all its independent evaluations and will demonstrate ITC's accountability.

At the UN system-wide engagement level, the IEU will continue to contribute to 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.

Concerning the evaluation function, in 2024, the IEU will conduct an update of the ITC Evaluation Policy and Guidelines, including the fulfilment of UN requirements in relation to the domains of Gender, Disability and Human Rights.

Evaluations started in 2023 and to be continued in 2024

Evaluation of ITC's Work on Agricultural Value Chains

Evaluation of the Ethical Fashion Initiative (EFI)

Midterm evaluation of the ITC Strategic Plan

Final evaluation of the Systematic Mechanism for Safer Trade (SYMST) project

Midterm evaluation of the project Linking Ukrainian SMEs in the Fruits and Vegetables Sector to Global and Domestic Markets and Value Chains – PHASE II

Midterm evaluation of the NTF V Programme

New evaluation assessments to be launched in 2024

2024 Annual Evaluation Synthesis Report

6.5 Resource Mobilization

In 2024, ITC will continue to focus its resource mobilization efforts on maximizing flexible and predictable funding to implement the Strategic Plan 2022-2025. All three types of funding are important for ITC 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. Window 1 is particularly crucial for developing ITC's moonshots on digital trade, gender, youth and green trade, as well as for the development and piloting of ITC's cutting-edge trade development tools and methodologies that then get rolled out and customized through W2 projects.

In an evolving funding environment, ITC will seek to mobilize more resources in programming countries and invest in relationship building with new funders. 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 workplan and targets for 2024:

- Continue implementing ITC's internal Resource Mobilization Strategy (RMS) 2022-2025 with clear targets and responsibilities.
- Improve the overall conditions for the implementation of RMS by refining corporate presentations, enhancing external communication materials and optimizing the funding webpage on the ITC website. Conduct focused training sessions on Resource Mobilization at ITC and pitching ITC externally.
- Utilize the Resource Mobilization Steering Committee (RMSC) to coordinate actions and track funder relations with the Funder Focal Points.
- Secure \$100 million dollars in extrabudgetary contributions.
- Secure a minimum of \$1 million dollars from multilateral pooled funds.
- Secure at least four new funders in 2024, including one private sector partner.

Appendix I – Major events in 2024

Please note that the events dates are indicative and might change.

19-22 February	Iraq National Trade Forum, Baghdad
24-25 February	WTO-ITC High-level Event on Women and Trade/ WTO-ITC SheTrades Summit, Abu Dhabi, UAE
26-29 February	13 th WTO Ministerial Conference, Abu Dhabi, UAE
7 March	International Women's Day social media campaign
11 March	ITC-UN Women GRPP Campaign launch at the Commission on the Status of Women, New York, USA
25 April	Innovation Fair (with external, including diplomatic audiences)
24 May	ITC Africa Day celebrations
27-30 May	Fourth International Conference on Small Island Developing States, Antigua and Barbuda
18-21 June	Third United Nations Conference on Landlocked Developing Countries, Kigali, Rwanda
20 June	World Refugee Day event
25 June	58 th session of the Joint Advisory Group (JAG), WTO, Geneva, Switzerland
26-28 June	Ninth WTO Aid-for-Trade Global Review, WTO, Geneva, Switzerland
27 June	ITC 60th Anniversary celebrations on MSME Day (in the context of the Aid-for-Trade Global Review), WTO, Geneva, Switzerland
17-19 July	High-Level Policy Forum on Sustainable Development, Ministerial Segment, New York, USA
12 August	International Youth Day event
September	WTO Public Forum
12 September	T4SD Forum 2024, Bern, Switzerland co-hosted with SECO
From 10 September	United Nations General Assembly, with High-Level Week
22-23 September	Summit of the Future
1-2 October	World Trade Promotion Organizations Conference and Awards, Doha, Qatar
October (indicative)	G20 trade and investments ministers' meeting
18-19 November	G20 Summit, Rio De Janeiro, Brazil
5-10 November	China International Import Expo, Shanghai, China
11-24 November	COP29, Baku, Azerbaijan
November / December	AU Summit, Arab SME Summit, UNCTAD e-commerce Week
Q3 (indicative)	SME Competitiveness Outlook Launch

Appendix II – List of 2024 projects by country / region and impact areas

Country / Region	LDCs	Other Priority countries	Project Title	Sustainable and resilient value	Inclusive trade (women, youth, other vulnerable)	Green trade	Digital trade	Regional integration and	General (non-impact area)	Corporate	Funders	Budget 2024 (\$'000)
Afghanistan	■	■	OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	1
Albania			CEFTA: Support to regional integration (B973)					■			Deutsche Gesellschaft für Internationale Zusammenarbeit	7
			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	1
			Trade promotion East: Balkan States and Central Asia (C178)	■	■	■	■				State Secretariat for Economic Affairs of Switzerland	292
Algeria			Algeria: Strengthening the Competitiveness of the Agri-food and Beverage sector (C259)	■	■						International Islamic Trade Finance Corporation	47
			Algeria: Strengthening the competitiveness of the Information and Digital Technology (IDT) sector (C258)	■	■		■				International Islamic Trade Finance Corporation	93
			Euromed: Providing trade and market intelligence for better informed decisions (TIFM 2) (A340)					■			European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	101
Angola	■	■	AfCFTA Export Training Programme for African SMEs (B972)					■			African Export-Import Bank	6
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	4
		■	CARIFORUM: UK Trade Partnerships Programme (B900)	■	■	■	■				Foreign, Commonwealth and Development Office of the UK	21
		■	Conducive policy and regulatory environment: Trade negotiations and policy reform (C128)	■	■	■	■	■	■		ITF Window 1	2
		■	The Caribbean: Strengthening sustainable value chains through productive and commercial Alliances (C346)	■	■	■	■	■			European Commission, Directorate-General International Partnerships	65
Armenia		■	Armenia: Building sustainable apparel and agribusiness value chains (C238)	■	■	■	■				Delegation of the European Union to Armenia	747
		■	Trade and market intelligence for the Eastern Partnership Countries (B802)					■			European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	45
Azerbaijan		■	OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	1
		■	Trade and market intelligence for the Eastern Partnership Countries (B802)					■			European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	45
Bahamas		■	Conducive policy and regulatory environment: Trade negotiations and policy reform (C128)	■	■	■	■	■	■		ITF Window 1	2

Country / Region	LDCs	Other Priority countries	Project Title	Sustainable and resilient value	Inclusive trade (women, youth, other vulnerable)	Green trade	Digital trade	Regional integration and	General (non-impact area)	Corporate	Funders	Budget 2024 (\$'000)
			Non-ODA: UK Trade Partnerships Programme (C166)	■			■				Foreign, Commonwealth and Development Office of the UK	57
			The Caribbean: Strengthening sustainable value chains through productive and commercial Alliances (C346)	■	■	■	■	■			European Commission, Directorate-General International Partnerships	65
Bahrain		■	SheTrades and Visa: Gulf region (C316)		■						Visa International Services Association - Dubai	4
Bangladesh	■	■	Bangladesh, Rwanda, Uganda: Diagnostic studies for trade diversification (C303)	■					■		Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States	100
			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	1
			Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)	■	■	■		■			European Commission, Directorate-General International Partnerships	4
Barbados		■	Conducive policy and regulatory environment: Trade negotiations and policy reform (C128)	■	■	■	■	■	■		ITF Window 1	2
			Non-ODA: UK Trade Partnerships Programme (C166)	■			■				Foreign, Commonwealth and Development Office of the UK	57
			The Caribbean: Strengthening sustainable value chains through productive and commercial Alliances (C346)	■	■	■	■	■			European Commission, Directorate-General International Partnerships	65
Belarus			Trade and market intelligence for the Eastern Partnership Countries (B802)					■			European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	45
			Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)	■	■	■		■			European Commission, Directorate-General International Partnerships	4
Belize		■	Conducive policy and regulatory environment: Trade negotiations and policy reform (C128)	■	■	■	■	■	■		ITF Window 1	2
			The Caribbean: Strengthening sustainable value chains through productive and commercial Alliances (C346)	■	■	■	■	■			European Commission, Directorate-General International Partnerships	65
			ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion and alliances (B807)	■	■	■		■			European Commission, Directorate-General International Partnerships	380
											ITF Window 1	2
Benin	■	■	ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion, alliances and access to finance (C377)	■	■	■	■	■			European Commission, Directorate-General International Partnerships	127
			AfCFTA Export Training Programme for African SMEs (B972)					■			African Export-Import Bank	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	79

Country / Region	LDCs	Other Priority countries	Project Title	Sustainable and resilient value	Inclusive trade (women, youth, other vulnerable)	Green trade	Digital trade	Regional integration and	General (non-impact area)	Corporate	Funders	Budget 2024 (\$'000)
			Bénin: Stratégie Nationale d'Exportation - Élaboration et gestion mise en oeuvre (C096)	■	■	■					Ministère de l'Industrie et du Commerce du Benin	299
			Burkina Faso et Bénin: Création d'activités génératrices de revenu alternatives pour les communautés vivant autour du complexe w-arly-penjari (C108)	■	■	■					European Commission, Directorate-General International Partnerships	296
			ECOWAS: Strengthening agri-food trade in the region through institutional coordination and business support (C232)		■			■			Deutsche Gesellschaft für Internationale Zusammenarbeit	187
			ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	202
			NTF V Programme Coordination (C094)						■		Ministry of Foreign Affairs of the Netherlands	17
			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	1
			SheTrades: Empowering Women in the AfCFTA (Phase II) (C101)		■			■			Deutsche Gesellschaft für Internationale Zusammenarbeit	18
			Supportive business ecosystem: Institutions and Ecosystems for Business Support (C130)	■	■	■	■		■		ITF Window 1	6
Bosnia and Herzegovina		■	CEFTA: Support to regional integration (B973)					■			Deutsche Gesellschaft für Internationale Zusammenarbeit	7
Brunei Darussalam			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	1
			ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion and alliances (B807)	■	■	■		■			European Commission, Directorate-General International Partnerships	380
											ITF Window 1	2
			ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion, alliances and access to finance (C377)	■	■	■	■	■			European Commission, Directorate-General International Partnerships	127
Burkina Faso	■	■	AfCFTA Export Training Programme for African SMEs (B972)					■			African Export-Import Bank	6
			Burkina Faso et Bénin: Création d'activités génératrices de revenu alternatives pour les communautés vivant autour du complexe w-arly-penjari (C108)	■	■	■					European Commission, Directorate-General International Partnerships	296
			ECOWAS: Strengthening agri-food trade in the region through institutional coordination and business support (C232)		■			■			Deutsche Gesellschaft für Internationale Zusammenarbeit	187
			ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	202

Country / Region	LDCs	Other Priority countries	Project Title	Sustainable and resilient value	Inclusive trade (women, youth, other vulnerable)	Green trade	Digital trade	Regional integration and	General (non-impact area)	Corporate	Funders	Budget 2024 (\$'000)	
			OIC: Trade and market intelligence for ICDDT (C175)					■			Islamic Centre for Development of Trade	1	
			Supportive business ecosystem: Institutions and Ecosystems for Business Support (C130)	■	■	■	■		■		ITF Window 1	6	
Burundi	■	■	Burundi: Market Access Upgrade Programme - MARKUP (B718)	■				■			European Commission, Directorate-General International Partnerships	140	
			EAC: EU Market Access Upgrade Programme Phase II (MARKUP II) (C189)	■		■		■				European Commission, Directorate-General International Partnerships	1,388
Cabo Verde		■	ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	202	
			Supportive business ecosystem: Institutions and Ecosystems for Business Support (C130)	■	■	■	■			■		ITF Window 1	6
Cambodia	■	■	Programme Management: UK Trade Partnerships Programme (B908)	■							Foreign, Commonwealth and Development Office of the UK	11	
			Trade Centre of Expertise: UK Trade Partnerships Programme (C293)	■	■	■	■					Foreign, Commonwealth and Development Office of the UK	93
Cameroon		■	ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion and alliances (B807)	■	■	■		■			European Commission, Directorate-General International Partnerships	380	
											ITF Window 1	2	
			ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion, alliances and access to finance (C377)	■	■	■	■	■				European Commission, Directorate-General International Partnerships	127
			AfCFTA Export Training Programme for African SMEs (B972)						■			African Export-Import Bank	6
			Cameroon: UK Trade Partnerships Programme (B899)	■	■	■						Foreign, Commonwealth and Development Office of the UK	40
			OIC: Trade and market intelligence for ICDDT (C175)							■			Islamic Centre for Development of Trade
			Programme Management: UK Trade Partnerships Programme (B908)	■							Foreign, Commonwealth and Development Office of the UK	6	
Central African Republic	■	■	République Centrafricaine: Programme d'appui à la promotion de l'entrepreneuriat en milieu urbain et rural (PAPEUR) (B867)	■	■						European Commission, Directorate-General International Partnerships	3,220	
Chad	■	■	OIC: Trade and market intelligence for ICDDT (C175)					■			Islamic Centre for Development of Trade	1	
China			Partnership for enhancing export capacity of Africa to China (PEECAC) (C040)	■	■			■			Department of Commerce of Hunan Province China	19	
Comoros	■	■	Comoros: Improving public-private dialogue and quality management systems to benefit from Economic Partnership Agreement with the EU (B963)						■		European Commission, Directorate-General International Partnerships	448	
			OIC: Trade and market intelligence for ICDDT (C175)						■			Islamic Centre for Development of Trade	1

Country / Region	LDCs	Other Priority countries	Project Title	Sustainable and resilient value	Inclusive trade (women, youth, other vulnerable)	Green trade	Digital trade	Regional integration and	General (non-impact area)	Corporate	Funders	Budget 2024 (\$'000)
			Programme Management: UK Trade Partnerships Programme (B908)	■							Foreign, Commonwealth and Development Office of the UK	6
Costa Rica			Supportive business ecosystem: Institutions and Ecosystems for Business Support (C130)	■	■	■	■		■		ITF Window 1	6
			AfCFTA Export Training Programme for African SMEs (B972)					■			African Export-Import Bank	6
			Alliance for Product Quality in Africa (B928)	■	■						Deutsche Gesellschaft für Internationale Zusammenarbeit	21
			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	79
			Côte d'Ivoire: Creation of a Production and Product Development Hub for Artisans and emerging Designers (C233)	■	■	■					ENI - Côte d'Ivoire	724
Côte d'Ivoire		■	ECOWAS: Strengthening agri-food trade in the region through institutional coordination and business support (C232)		■			■			Deutsche Gesellschaft für Internationale Zusammenarbeit	561
			ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	202
			NTF V Programme Coordination (C094)						■		Ministry of Foreign Affairs of the Netherlands	17
			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	1
			Programme Management: UK Trade Partnerships Programme (B908)	■							Foreign, Commonwealth and Development Office of the UK	6
			Supportive business ecosystem: Institutions and Ecosystems for Business Support (C130)	■	■	■	■		■		ITF Window 1	6
Curaçao		■	Curaçao: National Export Strategy and Implementation Management (B896)	■	■	■	■				Ministry of Economic Development of Curaçao	27
			ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion and alliances (B807)	■	■	■		■			European Commission, Directorate-General International Partnerships	380
											ITF Window 1	2
Democratic Republic of the Congo (the)	■	■	ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion, alliances and access to finance (C377)	■	■	■	■	■			European Commission, Directorate-General International Partnerships	159
			AfCFTA Export Training Programme for African SMEs (B972)					■			African Export-Import Bank	6
			COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)		■			■			Common Market for Eastern and Southern Africa	42

Country / Region	LDCs	Other Priority countries	Project Title	Sustainable and resilient value	Inclusive trade (women, youth, other vulnerable)	Green trade	Digital trade	Regional integration and	General (non-impact area)	Corporate	Funders	Budget 2024 (\$'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	4	
			CARIFORUM: UK Trade Partnerships Programme (B900)	■	■	■	■				Foreign, Commonwealth and Development Office of the UK	21	
			Conducive policy and regulatory environment: Trade negotiations and policy reform (C128)	■	■	■	■	■	■			ITF Window 1	2
			The Caribbean: Strengthening sustainable value chains through productive and commercial Alliances (C346)	■	■	■	■	■				European Commission, Directorate-General International Partnerships	65
Dominican Republic	■		ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion and alliances (B807)	■	■	■		■			European Commission, Directorate-General International Partnerships	380	
			ITF Window 1								ITF Window 1	2	
			ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion, alliances and access to finance (C377)	■	■	■	■	■				European Commission, Directorate-General International Partnerships	127
			Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)	■	■	■		■				European Commission, Directorate-General International Partnerships	4
			CARIFORUM: UK Trade Partnerships Programme (B900)	■	■	■	■					Foreign, Commonwealth and Development Office of the UK	21
			Conducive policy and regulatory environment: Trade negotiations and policy reform (C128)	■	■	■	■	■	■			ITF Window 1	2
Ecuador	■		Global: Climate competitiveness: Building opportunities in the green economy for emerging and developing countries (C190)			■					European Commission, Directorate-General for Trade	200	
			Ecuador: Pilot on indigenous peoples and trade (IPT) (C351)		■					■	ITF Window 1	59	
			Ecuador: Promoting new non-traditional exports (NEXT Ecuador) (B452)	■	■			■				European Commission, Directorate-General International Partnerships	1,466
Egypt			Global: Climate competitiveness: Building opportunities in the green economy for emerging and developing countries (C190)			■					European Commission, Directorate-General for Trade	200	
			AfCFTA Export Training Programme for African SMEs (B972)					■			African Export-Import Bank	6	
			Egypt: Effective trade support for export-driven industrialization post COVID-19 (C275)							■		International Islamic Trade Finance Corporation	28
			Egypt: Textile and clothing programme Phase II (C336)	■	■	■	■					State Secretariat for Economic Affairs of Switzerland	234
			Swedish International Development Cooperation Agency									Swedish International Development Cooperation Agency	234
Egypt			Euromed: Providing trade and market intelligence for better informed decisions (TIFM 2) (A340)					■			European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	101	
			Global: Textile and Clothing programme Phase II (C297)	■	■	■	■					State Secretariat for Economic Affairs of Switzerland	52

Country / Region	LDCs	Other Priority countries	Project Title	Sustainable and resilient value	Inclusive trade (women, youth, other vulnerable)	Green trade	Digital trade	Regional integration and	General (non-impact area)	Corporate	Funders	Budget 2024 (\$'000)
			MENATEX Regional: Textile and clothing programme II (C337)	■	■	■	■				Swedish International Development Cooperation Agency	58
			SheTrades Egypt – Phase 2 (C263)	■	■						International Islamic Trade Finance Corporation	187
Eswatini		■	Eswatini: Promoting growth through competitive alliances I (B978)	■					■		European Commission, Directorate-General International Partnerships	978
			Eswatini: Promoting growth through competitive alliances II (B992)	■							European Commission, Directorate-General International Partnerships	1,170
			Eswatini: Promoting growth through competitive alliances III (C229)	■	■				■		European Commission, Directorate-General International Partnerships	1,028
			Alliance for Product Quality in Africa (B928)	■	■						Deutsche Gesellschaft für Internationale Zusammenarbeit	21
			COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)		■			■			Common Market for Eastern and Southern Africa	42
Ethiopia	■	■	Ethiopia: Building Alliances for Action in Coffee from seed to cup (NTF V) (C148)	■							Ministry of Foreign Affairs of the Netherlands	475
			Ethiopia: Building Resilient Trade Competitiveness by Fast Tracking the Digital Technology Sector (NTF V) (C149)				■				Ministry of Foreign Affairs of the Netherlands	423
			NTF V Programme Coordination (C094)						■		Ministry of Foreign Affairs of the Netherlands	90
			Partnership for enhancing export capacity of Africa to China (PEECAC) (C040)	■	■			■			Department of Commerce of Hunan Province China	17
			Programme Management: UK Trade Partnerships Programme (B908)	■							Foreign, Commonwealth and Development Office of the UK	6
			Trade Centre of Expertise: UK Trade Partnerships Programme (C293)	■	■	■	■				Foreign, Commonwealth and Development Office of the UK	93
Fiji		■	Pacific: UK Trade Partnerships Programme (C292)	■	■	■					Foreign, Commonwealth and Development Office of the UK	97
Gabon		■	OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	1
			ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	202
The Gambia	■	■	OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	1
			Supportive business ecosystem: Institutions and Ecosystems for Business Support (C130)	■	■	■	■		■		ITF Window 1	6

Country / Region	LDCs	Other Priority countries	Project Title	Sustainable and resilient value	Inclusive trade (women, youth, other vulnerable)	Green trade	Digital trade	Regional integration and	General (non-impact area)	Corporate	Funders	Budget 2024 (\$'000)
			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	284
			The Gambia: Localizing SDGs - Improving the livelihoods of vulnerable women and youth around the Senegambia Bridge (C036)		■						MPTF - United Nations Trust Fund for Human Security	9
			The Gambia: Strengthening the National Infrastructure for Peace to Promote Social Cohesion (C206)		■						MPTF - Peacebuilding Fund	327
Georgia			Trade and market intelligence for the Eastern Partnership Countries (B802)					■			European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	45
	■		ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion and alliances (B807)	■	■	■		■			European Commission, Directorate-General International Partnerships	380
	■	ITF Window 1									2	
	■		ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion, alliances and access to finance (C377)	■	■	■	■	■			European Commission, Directorate-General International Partnerships	127
	■		AfCFTA Export Training Programme for African SMEs (B972)					■			African Export-Import Bank	6
	■		Alliance for Product Quality in Africa (B928)	■	■						Deutsche Gesellschaft für Internationale Zusammenarbeit	21
	■		ECOWAS: Strengthening agri-food trade in the region through institutional coordination and business support (C232)		■			■			Deutsche Gesellschaft für Internationale Zusammenarbeit	187
	■		ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	202
Ghana	■		Ghana: Building Alliances for Action in Cocoa from bean to bar (NTF V) (C150)	■							Ministry of Foreign Affairs of the Netherlands	552
	■		Ghana: Building Resilient Trade Competitiveness by Fast Tracking the Digital Technology Sector (NTF V) (C151)				■				Ministry of Foreign Affairs of the Netherlands	408
	■		Ghana: Developing cocoa and associated crops through the Sankofa Project empowered by Alliances for Action (B766)	■	■	■					Max Havelaar Foundation	50
	■	Chocolats Halba/ Coop Genossenschaft									113	
	■		Ghana: UK Trade Partnerships Programme (B903)	■	■						Foreign, Commonwealth and Development Office of the UK	41
	■		NTF V Programme Coordination (C094)						■		Ministry of Foreign Affairs of the Netherlands	77
	■		Programme Management: UK Trade Partnerships Programme (B908)	■							Foreign, Commonwealth and Development Office of the UK	6
	■		SheTrades and UPS (Phase II) (C302)	■	■					■	UPS Foundation	62
	■		Supportive business ecosystem: Institutions and Ecosystems for Business Support (C130)	■	■	■	■		■		ITF Window 1	6

Country / Region	LDCs	Other Priority countries	Project Title	Sustainable and resilient value	Inclusive trade (women, youth, other vulnerable)	Green trade	Digital trade	Regional integration and	General (non-impact area)	Corporate	Funders	Budget 2024 (\$'000)		
Grenada		■	Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)	■	■	■		■			European Commission, Directorate-General International Partnerships	6		
			CARIFORUM: UK Trade Partnerships Programme (B900)	■	■	■	■				Foreign, Commonwealth and Development Office of the UK	21		
			Conducive policy and regulatory environment: Trade negotiations and policy reform (C128)	■	■	■	■	■	■			ITF Window 1	2	
			The Caribbean: Strengthening sustainable value chains through productive and commercial Alliances (C346)	■	■	■	■	■				European Commission, Directorate-General International Partnerships	65	
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	555			
Guinea	■	■	ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	202		
			OIC: Trade and market intelligence for ICDT (C175)						■			Islamic Centre for Development of Trade	1	
			Supportive business ecosystem: Institutions and Ecosystems for Business Support (C130)	■	■	■	■			■		ITF Window 1	6	
Guinea-Bissau	■	■	ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	202		
			OIC: Trade and market intelligence for ICDT (C175)						■			Islamic Centre for Development of Trade	1	
			Supportive business ecosystem: Institutions and Ecosystems for Business Support (C130)	■	■	■	■			■		ITF Window 1	6	
Guyana		■	Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)	■	■	■		■			European Commission, Directorate-General International Partnerships	4		
			Conducive policy and regulatory environment: Trade negotiations and policy reform (C128)	■	■	■	■	■	■			ITF Window 1	2	
			OIC: Trade and market intelligence for ICDT (C175)							■			Islamic Centre for Development of Trade	1
			The Caribbean: Strengthening sustainable value chains through productive and commercial Alliances (C346)	■	■	■	■	■				European Commission, Directorate-General International Partnerships	65	
Haiti	■	■	Conducive policy and regulatory environment: Trade negotiations and policy reform (C128)	■	■	■	■	■	■		ITF Window 1	2		
Honduras		■	El Amatillo-Honduras: Creating Resilience and Employment for Communities in Remote Environments (CRECER) (C074)		■					United States Agency for International Development	187			

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Indonesia			OIC: Trade and market intelligence for ICDDT (C175)					■			Islamic Centre for Development of Trade	1
			SheTrades and Unilever (C198)	■	■				■	■	Unilever	19
Iran (Islamic Republic of)			OIC: Trade and market intelligence for ICDDT (C175)					■			Islamic Centre for Development of Trade	1
Iraq		■	Iraq: Housing & complementary job creation (C254)	■	■	■					European Commission, Directorate-General International Partnerships	1,495
			Iraq: Strengthening the Agriculture and Agri-Food Value Chain and Improving Trade Policy (SAAVI) (B960)	■	■	■	■		■		European Commission, Directorate-General International Partnerships	7,444
Jamaica		■	ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion and alliances (B807)	■	■	■		■			European Commission, Directorate-General International Partnerships	380
											ITF Window 1	2
			ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion, alliances and access to finance (C377)	■	■	■	■	■			European Commission, Directorate-General International Partnerships	127
			Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)	■	■	■		■			European Commission, Directorate-General International Partnerships	4
			CARIFORUM: UK Trade Partnerships Programme (B900)	■	■	■	■				Foreign, Commonwealth and Development Office of the UK	21
			Conducive policy and regulatory environment: Trade negotiations and policy reform (C128)	■	■	■	■	■	■		ITF Window 1	2
			Programme Management: UK Trade Partnerships Programme (B908)	■							Foreign, Commonwealth and Development Office of the UK	6
		The Caribbean: Strengthening sustainable value chains through productive and commercial Alliances (C346)	■	■	■	■	■			European Commission, Directorate-General International Partnerships	65	
Jordan			Euromed: Providing trade and market intelligence for better informed decisions (TIFM 2) (A340)					■			European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	101
			Global: Textile and Clothing programme Phase II (C297)	■	■	■	■				State Secretariat for Economic Affairs of Switzerland	52
		■	Jordan: Textile and clothing programme Phase II (C335)	■	■	■	■				Swedish International Development Cooperation Agency	514
			Jordan: Trade for Employment Project: "Improving Business Environment for SMEs Through Trade Facilitation" (B639)	■	■	■			■		Deutsche Gesellschaft für Internationale Zusammenarbeit	678
			MENATEX Regional: Textile and clothing programme II (C337)	■	■	■	■				Swedish International Development Cooperation Agency	58
Kazakhstan		■	Central Asia: Ready4Trade (R4TCA) (B723)				■		■		European Commission, Directorate-General International Partnerships	216
			OIC: Trade and market intelligence for ICDDT (C175)					■			Islamic Centre for Development of Trade	1

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Kenya		■	ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion and alliances (B807)	■	■	■		■			European Commission, Directorate-General International Partnerships	380	
											ITF Window 1	2	
			AfCFTA Export Training Programme for African SMEs (B972)						■			African Export-Import Bank	6
			COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)			■				■		Common Market for Eastern and Southern Africa	49
			EAC: EU Market Access Upgrade Programme Phase II (MARKUP II) (C189)	■		■		■		■		European Commission, Directorate-General International Partnerships	1,388
			Global: Climate competitiveness: Building opportunities in the green economy for emerging and developing countries (C190)					■				European Commission, Directorate-General for Trade	200
			Kenya and Pakistan: Creating digital entrepreneurship opportunities for refugees (REMI) (C212)				■		■			Visa Foundation	327
			Kenya: Promoting sustainable socio-economic development and creating market-based livelihoods opportunities for refugees and host communities (C085)			■	■	■	■			Korea International Cooperation Agency	1,373
Partnership for enhancing export capacity of Africa to China (PEECAC) (C040)			■	■			■		Department of Commerce of Hunan Province China	17			
Kuwait			SheTrades and Visa: Gulf region (C316)		■					Visa International Services Association - Dubai	4		
Kyrgyzstan		■	Central Asia: Ready4Trade (R4TCA) (B723)				■		■		European Commission, Directorate-General International Partnerships	216	
			OIC: Trade and market intelligence for ICDT (C175)						■			Islamic Centre for Development of Trade	1
Lao People's Democratic Republic	■	■	Programme Management: UK Trade Partnerships Programme (B908)	■							Foreign, Commonwealth and Development Office of the UK	6	
			Trade Centre of Expertise: UK Trade Partnerships Programme (C293)	■	■	■	■					Foreign, Commonwealth and Development Office of the UK	93
Lebanon		■	Euromed: Providing trade and market intelligence for better informed decisions (TIFM 2) (A340)					■			European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	101	
Lesotho	■	■	Lesotho: Expanding market linkages for wool and mohair sector (C209)		■	■					ITF Window 1 (BDF)	22	
			Lesotho: Increasing competitiveness and decent work in the T&C sector (C192)	■								International Labour Organization	374
Liberia	■	■	ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion and alliances (B807)	■	■	■		■			European Commission, Directorate-General International Partnerships	380	

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											ITF Window 1	2
			ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion, alliances and access to finance (C377)	■	■	■	■	■			European Commission, Directorate-General International Partnerships	159
			ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	202
			SheTrades: Empowering Women in the AfCFTA (Phase II) (C101)		■			■			Deutsche Gesellschaft für Internationale Zusammenarbeit	18
			Supportive business ecosystem: Institutions and Ecosystems for Business Support (C130)	■	■	■	■		■		ITF Window 1	6
Madagascar	■	■	Partnership for enhancing export capacity of Africa to China (PEECAC) (C040)	■	■			■			Department of Commerce of Hunan Province China	17
			Programme Management: UK Trade Partnerships Programme (B908)	■							Foreign, Commonwealth and Development Office of the UK	6
			AfCFTA Export Training Programme for African SMEs (B972)					■			African Export-Import Bank	6
Malawi	■	■	COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)		■			■			Common Market for Eastern and Southern Africa	42
			SheTrades: Empowering Women in the AfCFTA (Phase II) (C101)		■			■			Deutsche Gesellschaft für Internationale Zusammenarbeit	18
Malaysia			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	1
Maldives		■	OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	1
			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	79
Mali	■	■	ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	202
			NTF V Programme Coordination (C094)						■		Ministry of Foreign Affairs of the Netherlands	17
			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	1
			Supportive business ecosystem: Institutions and Ecosystems for Business Support (C130)	■	■	■	■		■		ITF Window 1	6
Mauritania	■	■	ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	336
			ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion, alliances and access to finance (C377)	■	■	■	■	■			European Commission, Directorate-General International Partnerships	127
Mauritius		■	Global: Climate competitiveness: Building opportunities in the green economy for emerging and developing countries (C190)			■					European Commission, Directorate-General for Trade	200

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			Partnership for enhancing export capacity of Africa to China (PEECAC) (C040)	■	■			■			Department of Commerce of Hunan Province China	17
			Programme Management: UK Trade Partnerships Programme (B908)	■							Foreign, Commonwealth and Development Office of the UK	6
Mexico			SheTrades and UPS (Phase II) (C302)	■	■					■	UPS Foundation	62
Mongolia		■	Mongolia: National Export Strategy (C281)	■	■	■					Ministry of Food, Agriculture, and Light Industry of Mongolia	21
Montenegro			CEFTA: Support to regional integration (B973)					■			Deutsche Gesellschaft für Internationale Zusammenarbeit	7
			AfCFTA Export Training Programme for African SMEs (B972)					■			African Export-Import Bank	6
			Euromed: Providing trade and market intelligence for better informed decisions (TIFM 2) (A340)					■			European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	101
Morocco			Global: Textile and Clothing programme Phase II (C297)	■	■	■	■				State Secretariat for Economic Affairs of Switzerland	52
			MENATEX Regional: Textile and clothing programme II (C337)	■	■	■	■				Swedish International Development Cooperation Agency	58
			Morocco: Textile and Clothing programme Phase II (C339)	■	■	■	■				Swedish International Development Cooperation Agency	280
											State Secretariat for Economic Affairs of Switzerland	234
Mozambique	■	■	OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	1
			Partnership for enhancing export capacity of Africa to China (PEECAC) (C040)	■	■			■			Department of Commerce of Hunan Province China	17
Myanmar	■	■	Myanmar: Trade-Related Technical Assistance (ARISE+ Myanmar) (B567)	■	■			■			European Commission, Directorate-General International Partnerships	1,195
			NTF V Programme Coordination (C094)							■	Ministry of Foreign Affairs of the Netherlands	23
Nepal	■	■	Nepal: Trade-Related Assistance (B731)	■							European Commission, Directorate-General International Partnerships	1,313
			Trade Centre of Expertise: UK Trade Partnerships Programme (C293)	■	■	■	■				Foreign, Commonwealth and Development Office of the UK	46
			ECOWAS: Strengthening agri-food trade in the region through institutional coordination and business support (C232)		■			■			Deutsche Gesellschaft für Internationale Zusammenarbeit	187
Niger	■	■	ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	202
			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	1

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			SheTrades: Empowering Women in the AfCFTA (Phase II) (C101)		■			■			Deutsche Gesellschaft für Internationale Zusammenarbeit	18
			Supportive business ecosystem: Institutions and Ecosystems for Business Support (C130)	■	■	■	■		■		ITF Window 1	6
			AfCFTA Export Training Programme for African SMEs (B972)					■			African Export-Import Bank	6
			ECOWAS: Strengthening agri-food trade in the region through institutional coordination and business support (C232)		■			■			Deutsche Gesellschaft für Internationale Zusammenarbeit	561
			ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	202
			Nigeria: Inclusive Digital Entrepreneurship in the Agri-food Sector (IDEAS) (C286)		■		■				Ministry of Foreign Affairs of Japan	169
Nigeria		■	OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	1
			SheTrades and UPS (Phase II) (C302)	■	■					■	UPS Foundation	62
			SheTrades: Empowering Women in the AfCFTA (Phase II) (C101)		■			■			Deutsche Gesellschaft für Internationale Zusammenarbeit	20
			Supportive business ecosystem: Institutions and Ecosystems for Business Support (C130)	■	■	■	■		■		ITF Window 1	6
			Trade Centre of Expertise: UK Trade Partnerships Programme (C293)	■	■	■	■				Foreign, Commonwealth and Development Office of the UK	93
North Macedonia		■	CEFTA: Support to regional integration (B973)					■			Deutsche Gesellschaft für Internationale Zusammenarbeit	7
Oman			SheTrades and Visa: Gulf region (C316)		■						Visa International Services Association - Dubai	5
			Kenya and Pakistan: Creating digital entrepreneurship opportunities for refugees (REMI) (C212)		■		■				Visa Foundation	327
			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	1
			Pakistan: Gender-responsive UK export information and network (C343)	■	■						Foreign, Commonwealth and Development Office of the UK	145
Pakistan			Pakistan: Growth for rural advancement and sustainable progress (GRASP) (B466)	■	■	■	■				European Commission, Directorate-General International Partnerships	13,652
			Programme Management: UK Trade Partnerships Programme (B908)	■							Foreign, Commonwealth and Development Office of the UK	11
			Trade Centre of Expertise: UK Trade Partnerships Programme (C293)	■	■	■	■				Foreign, Commonwealth and Development Office of the UK	139
Papua New Guinea		■	ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion and alliances (B807)	■	■	■		■			European Commission, Directorate-General International Partnerships	380
											ITF Window 1	2

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			ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion, alliances and access to finance (C377)	■	■	■	■	■			European Commission, Directorate-General International Partnerships	127
			Pacific: UK Trade Partnerships Programme (C292)	■	■	■					Foreign, Commonwealth and Development Office of the UK	97
			Programme Management: UK Trade Partnerships Programme (B908)	■							Foreign, Commonwealth and Development Office of the UK	6
Philippines			Global: Climate competitiveness: Building opportunities in the green economy for emerging and developing countries (C190)			■					European Commission, Directorate-General for Trade	200
			Philippines: Trade-Related Assistance (Arise + Philippines) (C007)		■		■	■	■		European Commission, Directorate-General International Partnerships	1,355
			The Philippines: Food safety and Investment readiness (C231)	■							European Commission, Directorate-General International Partnerships	132
											ITF Window 1	18
Qatar			SheTrades and Visa: Gulf region (C316)		■						Visa International Services Association - Dubai	4
Republic of Moldova (the)		■	CEFTA: Support to regional integration (B973)					■			Deutsche Gesellschaft für Internationale Zusammenarbeit	8
			Trade and market intelligence for the Eastern Partnership Countries (B802)					■			European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	57
Rwanda			AfCFTA Export Training Programme for African SMEs (B972)					■			African Export-Import Bank	6
			Alliance for Product Quality in Africa (B928)	■	■						Deutsche Gesellschaft für Internationale Zusammenarbeit	21
			Bangladesh, Rwanda, Uganda: Diagnostic studies for trade diversification (C303)	■					■		Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States	97
		■	EAC: EU Market Access Upgrade Programme Phase II (MARKUP II) (C189)	■		■		■			European Commission, Directorate-General International Partnerships	1,388
			Partnership for enhancing export capacity of Africa to China (PEECAC) (C040)	■	■			■			Department of Commerce of Hunan Province China	17
			Rwanda: Value Added Initiative to Boost Employment for Refugees (REMI) (C225)		■						TradeMark Africa - Rwanda	189
			SheTrades: Empowering Women in the AfCFTA (Phase II) (C101)		■			■			Deutsche Gesellschaft für Internationale Zusammenarbeit	18
Saint Kitts and Nevis		■	Conducive policy and regulatory environment: Trade negotiations and policy reform (C128)	■	■	■	■	■	■		ITF Window 1	2

Country / Region	LDCs	Other Priority countries	Project Title	Sustainable and resilient value	Inclusive trade (women, youth, other vulnerable)	Green trade	Digital trade	Regional integration and	General (non-impact area)	Corporate	Funders	Budget 2024 (\$'000)	
			Non-ODA: UK Trade Partnerships Programme (C166)	■			■				Foreign, Commonwealth and Development Office of the UK	57	
			The Caribbean: Strengthening sustainable value chains through productive and commercial Alliances (C346)	■	■	■	■	■			European Commission, Directorate-General International Partnerships	65	
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	4	
			CARIFORUM: UK Trade Partnerships Programme (B900)	■	■	■	■				Foreign, Commonwealth and Development Office of the UK	21	
			Conducive policy and regulatory environment: Trade negotiations and policy reform (C128)	■	■	■	■	■	■			ITF Window 1	2
			The Caribbean: Strengthening sustainable value chains through productive and commercial Alliances (C346)	■	■	■	■	■				European Commission, Directorate-General International Partnerships	65
			Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)	■	■	■		■				European Commission, Directorate-General International Partnerships	4
Saint Vincent and the Grenadines	■	■	CARIFORUM: UK Trade Partnerships Programme (B900)	■	■	■	■				Foreign, Commonwealth and Development Office of the UK	24	
			Conducive policy and regulatory environment: Trade negotiations and policy reform (C128)	■	■	■	■	■	■			ITF Window 1	2
			The Caribbean: Strengthening sustainable value chains through productive and commercial Alliances (C346)	■	■	■	■	■				European Commission, Directorate-General International Partnerships	65
Samoa	■	■	Pacific: UK Trade Partnerships Programme (C292)	■	■	■				Foreign, Commonwealth and Development Office of the UK	97		
Saudi Arabia			SheTrades and Visa: Gulf region (C316)		■					Visa International Services Association - Dubai	4		
Senegal	■	■	AfCFTA Export Training Programme for African SMEs (B972)					■			African Export-Import Bank	12	
			ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	202	
			Global: Climate competitiveness: Building opportunities in the green economy for emerging and developing countries (C190)			■						European Commission, Directorate-General for Trade	200
			NTF V Programme Coordination (C094)							■		Ministry of Foreign Affairs of the Netherlands	77
			OIC: Trade and market intelligence for ICDT (C175)						■			Islamic Centre for Development of Trade	1
			Programme Management: UK Trade Partnerships Programme (B908)	■								Foreign, Commonwealth and Development Office of the UK	6
			Senegal: Alliances for Value Addition in Cashew Nut (NTF V) (C152)	■								Ministry of Foreign Affairs of the Netherlands	481
			Senegal: Building Resilient Trade Competitiveness by Fast Tracking the Digital Technology Sector (NTF V) (C153)						■			Ministry of Foreign Affairs of the Netherlands	340
			Sénégal: Programme d'appui à la Compétitivité de l'Afrique de l'Ouest (PACAO) (B461)	■	■	■	■					European Commission, Directorate-General International Partnerships	415
Supportive business ecosystem: Institutions and Ecosystems for Business Support (C130)	■	■	■	■				■		ITF Window 1	6		

Country / Region	LDCs	Other Priority countries	Project Title	Sustainable and resilient value	Inclusive trade (women, youth, other vulnerable)	Green trade	Digital trade	Regional integration and	General (non-impact area)	Corporate	Funders	Budget 2024 (\$'000)
			Trade Centre of Expertise: UK Trade Partnerships Programme (C293)	■	■	■	■				Foreign, Commonwealth and Development Office of the UK	46
Serbia			CEFTA: Support to regional integration (B973)					■			Deutsche Gesellschaft für Internationale Zusammenarbeit	7
			Trade promotion East: Balkan States and Central Asia (C178)	■	■	■	■				State Secretariat for Economic Affairs of Switzerland	292
Seychelles		■	Non-ODA: UK Trade Partnerships Programme (C166)	■			■				Foreign, Commonwealth and Development Office of the UK	57
Sierra Leone	■	■	ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	202
			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	1
			Sierra Leone: West Africa Competitiveness Programme (B457)	■	■			■			United Nations Industrial Development Organization	47
			Supportive business ecosystem: Institutions and Ecosystems for Business Support (C130)	■	■	■	■			■	ITF Window 1	6
Solomon Islands	■	■	Pacific: UK Trade Partnerships Programme (C292)	■	■	■					Foreign, Commonwealth and Development Office of the UK	97
			Programme Management: UK Trade Partnerships Programme (B908)	■							Foreign, Commonwealth and Development Office of the UK	6
South Africa		■	AfCFTA Export Training Programme for African SMEs (B972)					■			African Export-Import Bank	6
South Sudan	■	■	EAC: EU Market Access Upgrade Programme Phase II (MARKUP II) (C189)	■		■		■			European Commission, Directorate-General International Partnerships	1,388
			South Sudan: Jobs Creation and Trade Development (B910)	■	■						European Commission, Directorate-General International Partnerships	1,062
Sri Lanka		■	Conducive policy and regulatory environment: Trade negotiations and policy reform (C128)	■	■	■	■	■	■		ITF Window 1	23
			Global: Textile and Clothing programme Phase II (C297)	■	■	■	■				State Secretariat for Economic Affairs of Switzerland	52
			Programme Management: UK Trade Partnerships Programme (B908)	■							Foreign, Commonwealth and Development Office of the UK	6
			Sri Lanka: Promotion of conducive trade facilitation environment (C342)		■					■	Japan International Cooperation Agency (Sri Lanka Office)	53
			Supportive business ecosystem: Institutions and Ecosystems for Business Support (C130)	■	■	■	■			■	ITF Window 1	6
			Trade Centre of Expertise: UK Trade Partnerships Programme (C293)	■	■	■	■				Foreign, Commonwealth and Development Office of the UK	93
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	101	

Country / Region	LDCs	Other Priority countries	Project Title	Sustainable and resilient value	Inclusive trade (women, youth, other vulnerable)	Green trade	Digital trade	Regional integration and	General (non-impact area)	Corporate	Funders	Budget 2024 (\$'000)		
			State of Palestine: Create Self-Employment Opportunities for Vulnerable and Marginalized groups in Gaza through Digital Channels (Go Digital) (C269)	■	■		■				Ministry of Foreign Affairs of Japan	151		
Suriname	■		Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)	■	■	■		■			European Commission, Directorate-General International Partnerships	4		
			Conducive policy and regulatory environment: Trade negotiations and policy reform (C128)	■	■	■	■	■	■			ITF Window 1	2	
			OIC: Trade and market intelligence for ICDT (C175)						■			Islamic Centre for Development of Trade	1	
			The Caribbean: Strengthening sustainable value chains through productive and commercial Alliances (C346)	■	■	■	■	■				European Commission, Directorate-General International Partnerships	65	
Tajikistan	■		Central Asia: Ready4Trade (R4TCA) (B723)				■		■		European Commission, Directorate-General International Partnerships	216		
			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	1		
			Trade promotion East: Balkan States and Central Asia (C178)	■	■	■	■					State Secretariat for Economic Affairs of Switzerland	292	
Timor-Leste	■	■	Conducive policy and regulatory environment: Trade negotiations and policy reform (C128)	■	■	■	■	■	■		ITF Window 1	15		
			Timor-Leste: Support to Regional Integration and Trade (C249)		■			■	■			European Commission, Directorate-General International Partnerships	841	
Togo	■	■	AfCFTA Export Training Programme for African SMEs (B972)					■			African Export-Import Bank	6		
			ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■			■				European Commission, Directorate-General International Partnerships	202	
			OIC: Trade and market intelligence for ICDT (C175)						■			Islamic Centre for Development of Trade	1	
			SheTrades: Empowering Women in the AfCFTA (Phase II) (C101)		■			■				Deutsche Gesellschaft für Internationale Zusammenarbeit	18	
			Supportive business ecosystem: Institutions and Ecosystems for Business Support (C130)	■	■	■	■			■			ITF Window 1	6
			Togo: Facilitation d'un meilleur accès aux marchés internationaux – (AMI Commerce Togo) (C114)	■						■			Deutsche Gesellschaft für Internationale Zusammenarbeit	598
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	4		
			Conducive policy and regulatory environment: Trade negotiations and policy reform (C128)	■	■	■	■	■	■			ITF Window 1	2	
			Non-ODA: UK Trade Partnerships Programme (C166)	■				■				Foreign, Commonwealth and Development Office of the UK	57	
			The Caribbean: Strengthening sustainable value chains through productive and commercial Alliances (C346)	■	■	■	■	■				European Commission, Directorate-General International Partnerships	149	
Tunisia			AfCFTA Export Training Programme for African SMEs (B972)					■		African Export-Import Bank	6			

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			Alliance for Product Quality in Africa (B928)	■	■						Deutsche Gesellschaft für Internationale Zusammenarbeit	21		
			Euromed: Providing trade and market intelligence for better informed decisions (TIFM 2) (A340)					■			European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	101		
			Global: Textile and Clothing programme Phase II (C297)	■	■	■	■				State Secretariat for Economic Affairs of Switzerland	52		
			MENATEX Regional: Textile and clothing programme II (C337)	■	■	■	■				Swedish International Development Cooperation Agency	58		
			Tunisia: Textile and clothing programme Phase II (C340)	■	■	■	■				State Secretariat for Economic Affairs of Switzerland	234		
		Swedish International Development Cooperation Agency									187			
Türkiye			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	1		
Turkmenistan	■		Central Asia: Ready4Trade (R4TCA) (B723)				■		■		European Commission, Directorate-General International Partnerships	216		
			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	1		
			AfCFTA Export Training Programme for African SMEs (B972)					■			African Export-Import Bank	6		
			Bangladesh, Rwanda, Uganda: Diagnostic studies for trade diversification (C303)	■					■		Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States	97		
			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	79		
			EAC: EU Market Access Upgrade Programme Phase II (MARKUP II) (C189)	■		■		■			European Commission, Directorate-General International Partnerships	1,388		
			NTF V Programme Coordination (C094)						■		Ministry of Foreign Affairs of the Netherlands	17		
Uganda	■	■	OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	1		
			Partnership for enhancing export capacity of Africa to China (PEECAC) (C040)	■	■			■			Department of Commerce of Hunan Province China	17		
			Programme Management: UK Trade Partnerships Programme (B908)	■								Foreign, Commonwealth and Development Office of the UK	6	
			Trade Centre of Expertise: UK Trade Partnerships Programme (C293)	■	■	■	■					Foreign, Commonwealth and Development Office of the UK	93	
			Uganda: Business acceleration for young entrepreneurs in the film sector 'Opportunities Are Here' (OAH) (C227)			■							European Commission, Directorate-General International Partnerships	1,024
			Uganda: Strengthening Agribusiness Resilience and Competitiveness (STAR) (C017)	■	■	■							Korea International Cooperation Agency	1,738

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			Uganda: Youth Startup Academy in Africa (C026)	■	■						Ministry of SMEs and Startups of the Republic of Korea	1,087
											ITF Window 1	18
Ukraine		■	Trade and market intelligence for the Eastern Partnership Countries (B802)					■			European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	45
			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	785
United Arab Emirates			SheTrades and Visa: Gulf region (C316)		■						Visa International Services Association - Dubai	4
			COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)		■			■			Common Market for Eastern and Southern Africa	42
United Republic of Tanzania (the)	■	■	EAC: EU Market Access Upgrade Programme Phase II (MARKUP II) (C189)	■		■		■			European Commission, Directorate-General International Partnerships	1,735
			Programme Management: UK Trade Partnerships Programme (B908)	■							Foreign, Commonwealth and Development Office of the UK	6
			Tanzania: Developing the Beekeeping Value Chain (B924)	■	■						Enabel – Agence Belge de développement	933
			Trade Centre of Expertise: UK Trade Partnerships Programme (C293)	■	■	■	■				Foreign, Commonwealth and Development Office of the UK	46
			Central Asia: Ready4Trade (R4TCA) (B723)				■		■		European Commission, Directorate-General International Partnerships	216
Uzbekistan		■	OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	1
			Trade promotion East: Balkan States and Central Asia (C178)	■	■	■	■				State Secretariat for Economic Affairs of Switzerland	292
			Uzbekistan: Facilitating the Process of Accession to the WTO (B915)	■	■				■		European Commission, Directorate-General International Partnerships	934
			ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion and alliances (B807)	■	■	■		■			European Commission, Directorate-General International Partnerships	570
Vanuatu		■									ITF Window 1	3
			ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion, alliances and access to finance (C377)	■	■	■	■	■			European Commission, Directorate-General International Partnerships	127
			Global: Climate competitiveness: Building opportunities in the green economy for emerging and developing countries (C190)			■					European Commission, Directorate-General for Trade	229
Viet Nam			SheTrades and UPS (Phase II) (C302)	■	■					■	UPS Foundation	62
			Vietnam: Trade Policy and Promotion Project (B888)	■							State Secretariat for Economic Affairs of Switzerland	503
			ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion and alliances (B807)	■	■	■		■			European Commission, Directorate-General International Partnerships	380
Zambia	■	■									ITF Window 1	2
			ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion, alliances and access to finance (C377)	■	■	■	■	■			European Commission, Directorate-General International Partnerships	127
			COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)		■			■			Common Market for Eastern and Southern Africa	42

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			Partnership for enhancing export capacity of Africa to China (PEECAC) (C040)	■	■			■			Department of Commerce of Hunan Province China	17
			Supportive business ecosystem: Institutions and Ecosystems for Business Support (C130)	■	■	■	■		■		ITF Window 1	36
Zimbabwe	■		AfCFTA Export Training Programme for African SMEs (B972)					■			African Export-Import Bank	6
			COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)		■			■			Common Market for Eastern and Southern Africa	42
			Programme Management: UK Trade Partnerships Programme (B908)	■							Foreign, Commonwealth and Development Office of the UK	6
			Trade Centre of Expertise: UK Trade Partnerships Programme (C293)	■	■	■	■				Foreign, Commonwealth and Development Office of the UK	93
Africa			Africa: Feasibility study for the creation of a Pan African cooperative (C246)	■	■			■			African Export-Import Bank	93
			Conducive policy and regulatory environment: Quality (C126)	■		■		■			ITF Window 1	175
			Implementation of the African Trade Observatory within the AUC (B353)					■			European Commission, Directorate-General International Partnerships	1,869
			ONE TRADE AFRICA: Connecting the African business community with the AfCFTA (C088)	■	■		■	■			ITF Window 1	150
			T4SD: Advisory Services (C110)	■		■					Sustainable Agriculture Initiative	3
											Revolving Fund MAR	1
										Finance in Motion	3	
			Trade Promotion between China and other Developing Countries along the Belt and Road Initiative (B568)					■			Ministry of Commerce of China	154
Asia and the Pacific			SheTrades and Visa: Asia Pacific (C344)		■						Visa Foundation	62
			T4SD: Advisory Services (C110)	■		■					Sustainable Agriculture Initiative	3
											Revolving Fund MAR	1
											Finance in Motion	3
			Trade Promotion between China and other Developing Countries along the Belt and Road Initiative (B568)					■			Ministry of Commerce of China	154
Eastern Europe and Central Asia			T4SD: Advisory Services (C110)	■		■					Sustainable Agriculture Initiative	3
											Revolving Fund MAR	1
											Finance in Motion	3
Latin America and the Caribbean			T4SD: Advisory Services (C110)	■		■					Sustainable Agriculture Initiative	3
											Revolving Fund MAR	1
											Finance in Motion	3

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Middle East and North Africa			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	13
			T4SD: Advisory Services (C110)	■		■					Sustainable Agriculture Initiative	4
				Revolving Fund MAR	1							
				Finance in Motion	4							
Global			Alliances for Action: Coffee Network (C093)	■		■		■			ITF Window 1	75
			Business, trade and market intelligence: Artificial Intelligence (C121)						■		ITF Window 1	50
			Business, trade and market intelligence: Global Trade Helpdesk (C183)				■		■		ITF Window 1	373
			Business, trade and market intelligence: SME Competitiveness Survey and Outlook (C120)	■	■	■	■		■		ITF Window 1	980
			Business, trade and market intelligence: Trade analysis (C124)						■		ITF Window 1	150
			Business, trade and market intelligence: Trade for Sustainable Development (T4SD) database (C122)	■		■					ITF Window 1	750
			Conducive policy and regulatory environment: Quality (C126)	■		■		■			ITF Window 1	75
			Conducive policy and regulatory environment: Strategy (C129)	■	■	■	■				ITF Window 1	250
			Conducive policy and regulatory environment: Trade facilitation (C127)	■	■	■			■		ITF Window 1	100
			Conducive policy and regulatory environment: Trade negotiations and policy reform (C128)	■	■	■	■	■	■		ITF Window 1	90
			Business Development Fund (BDF 2024) (C366)						■		ITF Window 1 (BDF)	478
			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)	■							European Commission, Directorate-General International Partnerships	355
			Euromed: Providing trade and market intelligence for better informed decisions (TIFM 2) (A340)					■			European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	134
			Export Potential Map (A341)	■	■			■	■		Enterprise Greece Invest & Trade	17
				CAPSA Group	2							
				Asociación Guatemalteca de Exportadores	4							
			Fellowship: Mo Ibrahim Foundation (B203)							■	Mo Ibrahim Foundation	107
			Global Public Goods: Providing trade and market intelligence for informed trade decisions (C203)						■		European Commission, Directorate-General International Partnerships	598
				ITF Window 1	550							
			Global Public Goods: Providing trade and market intelligence for informed trade decisions (T4SD component) (C271)	■		■					European Commission, Directorate-General International Partnerships	201
		Global: Connecting climate smart businesses for the net-zero transition (C234)	■		■					United States Agency for International Development	60	
		Global: Country Engagement Strategy (B997)							■	ITF Window 1	100	
		Global: Development of innovative e-commerce support (C075)					■			United States Agency for International Development	64	
		Global: Digital connectivity and trade (Switch ON) (C136)					■			ITF Window 1	450	

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			Global: Facilitating youth and MSMEs economic empowerment through financial literacy and capacity building (C224)		■		■				Visa International Services Association - Dubai	30
			Global: Textile and Clothing programme Phase II (C297)	■	■	■	■				State Secretariat for Economic Affairs of Switzerland	65
			Green Trade (C135)			■					ITF Window 1	925
			Improving transparency in trade through embedded market analysis tools (B352)						■		Federation of United Arab Emirates Chambers of Commerce and Industry	9
											CrimsonLogic - Panama	44
											Public Procurement Service of the Republic of Korea	5
			Inclusive trade: SheTrades initiative (C131)		■						ITF Window 1	750
			Inclusive trade: Youth and Trade initiative (C132)		■						ITF Window 1	300
			ITC Digitalization of Group Trainings (C250)							■	ITF Window 1	350
			ITC's 60th anniversary (C328)							■	ITF Window 1	100
			Mainstreaming gender, diversity and inclusion (UN-SWAP) (C309)							■	ITF Window 1	310
			Managing for impact and results: Data Management initiative (C143)							■	ITF Window 1	500
			Managing for impact and results: DCP/OD Partnership, coordination and business development (C140)							■	ITF Window 1	205
			Managing for impact and results: DECI/OD Partnership and Coordination (C141)							■	ITF Window 1	25
			Managing for impact and results: DMD/OD Partnership, coordination and business development (C163)							■	ITF Window 1	25
			Managing for impact and results: DSIT/OD Partnership, coordination and business development (C280)	■	■	■					ITF Window 1	25
			Managing for impact and results: External relations (C311)							■	ITF Window 1	173
			Managing for impact and results: Information Technology (C138)							■	ITF Window 1	600
			Managing for impact and results: Innovation Lab (C144)							■	ITF Window 1	150
			Managing for impact and results: ITC Website (C200)							■	ITF Window 1	135
			Managing for impact and results: OED Partnership and Coordination (C139)							■	ITF Window 1	150
			Managing for impact and results: OED/NY Partnership and Coordination (C142)							■	ITF Window 1	60
			Managing for impact and results: Results Based Management (RBM) (C145)							■	ITF Window 1	80
			Refugees Empowerment through Markets Initiative (REMI) (C202)		■						ITF Window 1	300
			SheTrades and UPS (B956)		■		■			■	UPS Foundation	195


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Global			SheTrades and UPS (Phase II) (C302)	■	■					■	UPS Foundation	62
			SheTrades Connect (Japan) (B516)		■				■		Ministry of Foreign Affairs of Japan	13
			Supportive business ecosystem: Institutions and Ecosystems for Business Support (C130)	■	■	■	■		■		ITF Window 1	462
			Sustainable and resilient value chains (C133)	■							ITF Window 1	225
			T4SD: Advisory Services (C110)	■		■					Sustainable Agriculture Initiative	3
		Revolving Fund MAR									1	
		Finance in Motion									3	
			Trade in services (B026)	■			■	■			Ministry of Commerce of China	234
			World Export Development Forum (WEDF) 2024 (C369)							■	ITF Window 1	300
			Associate expert - Sector and Enterprise Competitiveness (C030)	■			■				Ministry of Foreign Affairs and International Cooperation of Italy	20
			Associate expert - Sector and Enterprise Competitiveness (C375)	■							Ministry of Foreign Affairs of Japan	175
			Associate expert - Green and Inclusive Value Chains (C186)							■	Federal Ministry for Economic Cooperation and Development of Germany - Berlin	110
			Associate expert - Sector and Enterprise Competitiveness (C273)		■	■	■				Ministry of Foreign Affairs of the Netherlands	170
			Associate expert - Office for Africa (C308)					■			Federal Ministry for Economic Cooperation and Development of Germany - Berlin	177
			Associate expert - Office for Asia and the Pacific (C201)							■	Ministry of Commerce of China	122
		Secondee from Republic of Korea (C295)		■					■	Ministry of SMEs and Startups of the Republic of Korea	210	

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Appendix III ITC's risk mitigation actions in 2024 and the Corporate Risk Register

ITC reviewed the risk rating and trend for other risks in its risk register and reflected on new risks. The table below shows the status of the updated risks, and the controls planned for 2024.

Table 6 ITC's Risk Register 2024

Risk ID	Risk statement	Risk responses and mitigation actions planned FY 2024	Risk rating and 2024 trend vs 2023
R1	<p>Inability of ITC to fully deliver on (contractual) commitments in <i>beneficiary countries, where either the environment suddenly deteriorates due to external events, or unforeseen circumstances are encountered during the project implementation</i>⁴.</p>	<p>Control:</p> <ul style="list-style-type: none"> • Raising awareness of Senior Management / reject certain projects that lead to excessive operational difficulties. • ITC EDB on Digitalization of learning – a digitalization plan to be required for future projects and shifting from “ad hoc” digital products” towards integrated approach to digital offering. • Mitigating risks related to a major ITC event – WTPO flagship conference in the Middle East – in case of erosion of people (no travelling); with a hybrid event as an alternative possibility. • Testing of corporate approach to fragile settings - “Fragility assessment tool” – used for design of new projects for REMI. • Translation of the corporate approach for fragile settings into an overarching operational approach: <ul style="list-style-type: none"> • National teams / local personnel will be trained to be able to conduct audits (data collection) – assessments, that will form the basis for the interventions. • local recruitment rather than data collection by ITC, in order to understand the country challenges/constraints/opportunities, (e.g., ITC trains individual contractors, involved with refugees). • New tools to inform and support programming approaches across ITC sections (Climate Competitiveness Tool; Clean performance tool) to be scaled up and proactively integrated in new projects (e.g., MARKUP, ASEAN, SANKOFA). • When funding is suddenly restricted, explore how to maintain engagement with the beneficiary country– member state; conceptualize the buffer funding necessary for these situations. 	



⁴ This risk was expanded during 2024 Risk assessment sessions.

Risk ID	Risk statement	Risk responses and mitigation actions planned FY 2024	Risk rating and 2024 trend vs 2023
		Avoid/Terminate: <ul style="list-style-type: none"> In case of extreme instability, ITC may temporarily stop activities, and re-discuss project plans with stakeholders (redesign of project activities is a possibility). The ITC Crisis Management Committee remains in place for discussions and recommendations to SMC concerning ITC crises responses. 	
R2	Implementing Partner(s) commit fraud or engage in corruption, or <i>any partner or beneficiary engages in unethical practices</i> ⁵	Control: <ul style="list-style-type: none"> Implementation of OIOS recommendations from the audit of ITC's practices on IP management. For beneficiaries/ safeguarding: Enforce controls, i.e., in -person due diligence for every partner/company (MSMEs), especially those with significant engagement. Re-evaluate the screening of companies/grantees that ITC engages with (incl. through grants/financial MoUs). Ensure adequate controls in place for issuing the matching grants. Enhance tools for assessment of IP's financial mechanisms. 	↔
R3	Inability to substantiate and/or aggregate ITC development results	Control: <ul style="list-style-type: none"> Upgrades of corporate reporting dashboards. Launch of a centralized Beneficiary database. Deployment of corporate indicators Question Bank. Value for Money perspectives of corporate indicators to be integrated in corporate training for RBM. 	↓
R4	Compromised cyber security / data breaches and/or disruptions to the functioning of IT systems.	Control: <ul style="list-style-type: none"> Maintenance of UN Secretariat information security protocols. Keeping abreast of key developments through IT Network meetings. Data management committee to organize data cleanup within ITC – to optimize size and data monitoring. Optimize security on servers where the GPGs are hosted. Due diligence on ITC's data to safeguard it from cyber attacks. 	↔
R5	ITC personnel become exposed to deliberate harm (e.g., terrorism, armed conflict, crime and civil unrest, kidnapping...)	Control: <ul style="list-style-type: none"> Attendance of SSAFE training for staff members travelling. 	↔

⁵ This risk was expanded by the formulation in italics during the risk assessments for 2024

Risk ID	Risk statement	Risk responses and mitigation actions planned FY 2024	Risk rating and 2024 trend vs 2023
		<ul style="list-style-type: none"> Increased consideration of safety/security when accepting projects in fragile/post-conflict countries. Projects to consider and assess the country-specific security situation prior to the approval / during the submission process. 	
R6	Insufficient/inadequate in-house knowledge and skills-sets for future client needs	Control: <ul style="list-style-type: none"> Implementation of the Strategic workforce Plan. Working group - on Strategic workforce plan (MFAP). 	↔
R7	Delayed identification of internal fraud or significant / systemic non-compliance with rules and procedures	Control: <ul style="list-style-type: none"> Enforcement of existing rules and regulations, with zero tolerance and action taken on any presumptive fraud case; including management leadership dialogues and mandatory trainings. Issuance of a report on measures and other actions in response to assumed fraud, corruption, and wrongdoing (investigations) 	↔
R8	Sharp decline in W2 funding	Control: <ul style="list-style-type: none"> Increasing mitigation by diversifying substantially the funding basket remains a constant priority. 	↓
R9	ITC's business model is not flexible enough to adapt well to the processes of the repositioned UN development system	<ul style="list-style-type: none"> <i>Promulgation and implementation of ITC's Country Engagement Strategy.</i> Intensive engagement, for example, in OEECA – 12 new UNSCDF processes Discussions at the corporate level on how to optimize the cost of engagement with the RC system /programming at the country level; including on UN INFO. Shift towards an all-ITC approach of engagement with the RC (from the regional offices engagements). Minimize risk of exclusion from the country programming if not being part of the group as the NRA. Asia-Pacific – seizing the opportunity of joint SDG funding a possibility; as a signatory of UNSCDF (HQ + local team engagement necessary). Developing a corporate approach regarding the payments/financial obligations towards the RC System / UNCT (in addition to the 1% levy); e.g., on the evaluation or performance assessments of the RCS. 	↔
R10	ITC personnel committing, being exposed to or wrongly accused of discrimination, abuse of authority, harassment, including sexual	Control: <ul style="list-style-type: none"> Zero tolerance policy: controls and systems exist across the UN system to ensure due diligence in cases of allegations against discrimination, abuse of authority and harassment. 	↓

Risk ID	Risk statement	Risk responses and mitigation actions planned FY 2024	Risk rating and 2024 trend vs 2023
		<ul style="list-style-type: none"> • Access to all existing all UN and ITC systems around prohibited conduct, including fraud, SEA. • Investigations on wrongdoings are handled externally by OIOS to ensure impartiality. • Continuing the activities of the 6-point Zero-tolerance action plan. 	
R11	Disparate ITC identities and messaging	<p>Control:</p> <ul style="list-style-type: none"> • Task teams cutting across ITC continue connecting core services areas to work on ITC 'moonshots' in line with the ITC Strategic Plan 2022-25 impact areas. 	↓
R12	Significant reduction or volatility in W1 funding	<p>Control:</p> <p>Proactive funder management and implementation of the Resource Mobilization Strategy:</p> <ul style="list-style-type: none"> • Bilateral annual institutional dialogues with W1 funders to consult on all relevant issues to delivery and funding and explore options for enhanced engagement. • Focus on development results, offering value for money and earning trust. • Identification and engagement with potential new W1 funders. 	↔
R13	ITC personnel/travellers suffer accidents; infections and assaults	<p>Control:</p> <ul style="list-style-type: none"> • Maintaining all internal controls, rules and regulations related to safety and security, as these controls are in place and functioning. • Increased attention necessary to cover risk situations where additional funding is needed for emergencies. • Intranet – wellbeing information available to all personnel. 	↓
R14	Inability to achieve the planned level of results, based on the same level of inputs, in an environment that is very challenging for ITC's beneficiaries	<p>Control:</p> <ul style="list-style-type: none"> • Use of more multipliers for the results monitoring and reporting • Factoring-in the new market regulations – making trading more difficult (after COVID-19). • Systemic approach and scaling up of interventions • Ambition to build a strategic partnership – WIPO; HUB meetings / Workshops (jointly delivered); around entrepreneurship and IP; Creative industries. • Peer to Peer support, more integrated monitoring system (a more systemic approach to Hubs). • Ongoing Market Systems Development (MSD) Work done through REMI – approach on vulnerable groups to have a systemic element; operationalized through these projects. 	↓

Risk ID	Risk statement	Risk responses and mitigation actions planned FY 2024	Risk rating and 2024 trend vs 2023
R15	<p>Insufficient consideration of <i>sustainability</i>^{6*} in W2 projects that focus on export increases.</p> <p>[* <i>sustainability by definition entails inclusiveness, green, social responsibility/mainstreaming elements, and sustainability of results of an intervention</i>]</p>	<p>Control:</p> <ul style="list-style-type: none"> • Mainstreaming and strengthening the guidance through Moonshots and new toolkits applied across project portfolio; improve the coordination with the cross-cutting moonshot initiatives. • Strengthen monitoring and reporting capabilities for cross-cutting areas (youth, refugees, digital etc). • Developing guidelines on mainstreaming framework. • Develop new tools and approaches in the youth mainstreaming area, to gather more data. • Systematically capture and consolidate data on green interventions. • Integration of incoming/new requirements in projects: • EU Deforestation / social aspects are to become a mandatory element of the projects – a donor requirement. Sustainability is increasingly important – e.g., screening by the EU. 	
R16	<p>Inadequate use of Artificial Intelligence in processes and in work with ITC's beneficiaries, and increased AI assisted fraud, cyber-attacks, deep fakes and AI misuse harming ITC operations.⁷</p>	<p>Control:</p> <p>In work with beneficiaries:</p> <ul style="list-style-type: none"> • Integrate considerations around AI in the Digital Moonshot. • SME TA leveraging AI in various processes/development of materials; also teaching by using AI. <p>In internal processes:</p> <ul style="list-style-type: none"> • Mitigation of “big fakes”, frauds and misinformation that may be channelled through AI. • Increase the awareness in house and constantly monitor all related AI threats. • Reach out to UN networks for mitigating threats and follow best practices. 	

⁶ This risk was abridged during 2024 Risk assessment sessions, to highlight “sustainability” as an overarching term.

⁷ This risk was expanded during 2024 Risk assessment sessions, to show the twin-track controls (in work with beneficiaries, where AI may be an opportunity, and in internal processes where AI is both an opportunity and a threat)



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