
REPORT TO THE CONSULTATIVE COMMITTEE OF THE ITC TRUST FUND

(1 JANUARY – 31 DECEMBER 2023)

ITC mission:

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

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CONSULTATIVE COMMITTEE
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Introduction

ITC is pleased to submit the 2023 report to the Consultative Committee of the ITC Trust Fund (CCITF). The report contains information on ITC's budgets, delivery and performance, covering the period of 1 January to 31 December 2023. It focuses on ITC's extrabudgetary resources, providing a detailed description of the source of funds, their status and use. It also presents an update on regular budget and programme support resources, while giving an account of ITC's performance against the targets set in the [Operational Plan 2023](#) that link to [ITC's Strategic Plan 2022-25](#), along with supplementary information on risks and partnerships.

ITC received an "unqualified audit opinion" on the [financial statements for 2022](#), confirming that ITC fully complies with IPSAS accounting and reporting requirements.¹

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

1. Voluntary contributions to the ITC Trust Fund

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

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

Table 1 below reflects the source and size of voluntary contributions to the ITC trust fund in 2023, in comparison with the contributions received in 2022. The amounts shown include funding designated for years beyond 2023, as per individual grant agreement.

Table 1: XB funding received in 2022 and 2023, in \$ thousands

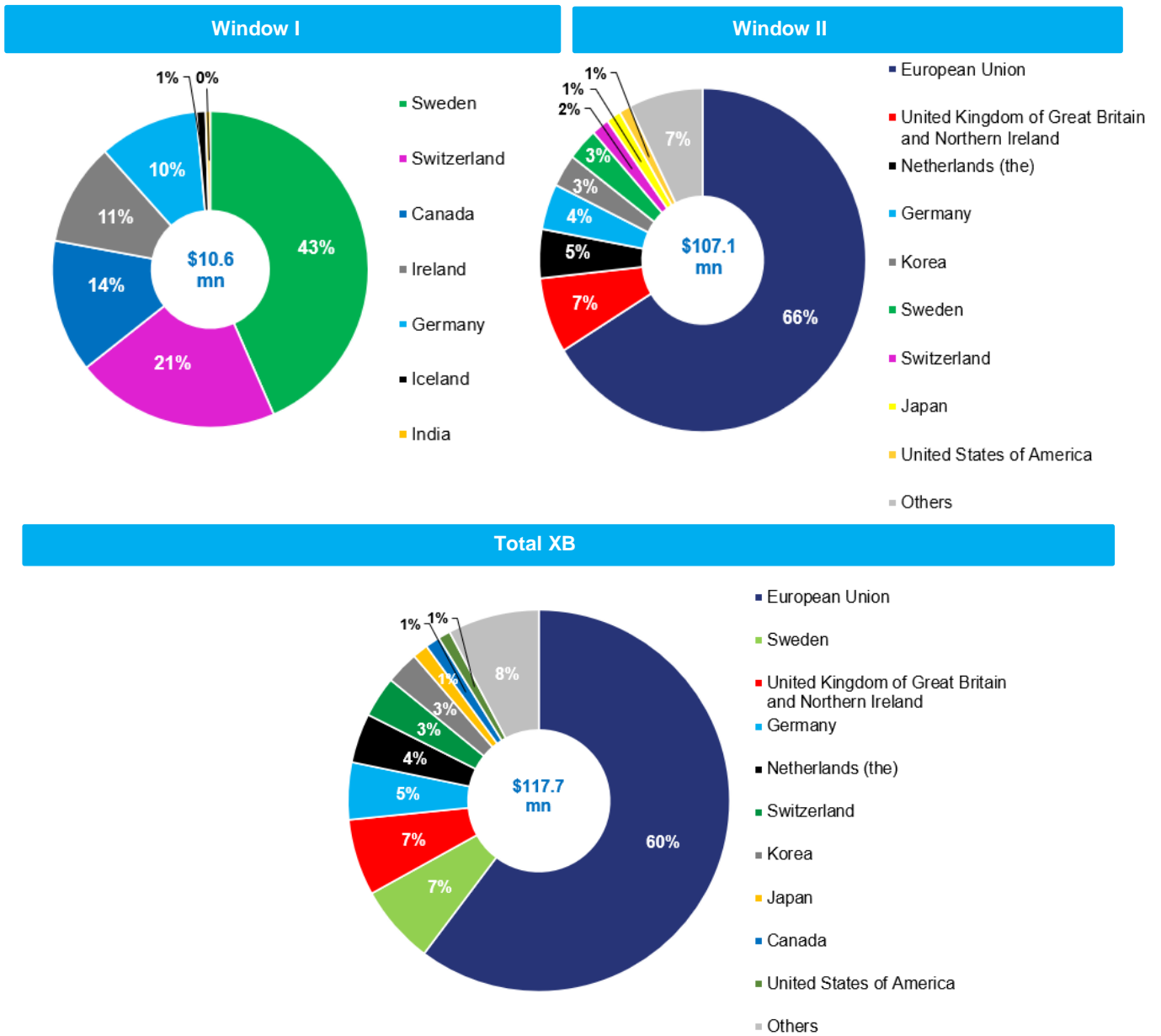
Funders	Jan - Dec 2022 (\$ '000)			Jan - Dec 2023 (\$ '000)		
	Window I	Window II	Total	Window I	Window II	Total
Governments and national development agencies	12,233	22,738	34,970	10,584	29,616	40,200
Australia	-	25	25	-	25	25
Belgium	-	1,065	1,065	-	-	-
Canada	-	-	-	1,437	24	1,461
Chile	-	-	-	-	45	45
China	-	1,173	1,173	-	580	580
Comoros	-	-	-	-	75	75
Curaçao	-	350	350	-	-	-
Finland	3,006	-	3,006	-	-	-
Germany	1,581	4,836	6,417	1,079	4,612	5,690
Iceland	100	-	100	100	-	100
India	50	-	50	50	-	50
Ireland	1,056	-	1,056	1,109	-	1,109
Japan	-	691	691	-	1,547	1,547
Mongolia	-	-	-	-	546	546
Netherlands (the)	-	3,881	3,881	-	4,924	4,924
Norway	1,468	-	1,468	-	-	-
Qatar Development Bank	-	362	362	-	-	-

¹ The ITC 'Financial report and audited financial statements for the year ended 31 Dec 2022' and 'Report of the Board of Auditors' is available online: <https://intracen.org/about-us/governance/corporate-documents/financial-report-and-audited-financial-statements>

Funders	Jan - Dec 2022 (\$ '000)			Jan - Dec 2023 (\$ '000)		
	Window I	Window II	Total	Window I	Window II	Total
Republic of Korea	-	2,949	2,949	-	3,284	3,284
Sweden	2,914	720	3,634	4,597	3,278	7,875
Switzerland	2,058	2,129	4,187	2,212	1,856	4,069
United Kingdom of Great Britain and Northern Ireland	-	3,879	3,879	-	7,610	7,610
United States of America	-	679	679	-	1,209	1,209
International organizations including financial institutions, partnerships and funds, regional organisations, UN system and related	-	62,631	62,631	-	74,050	74,050
African Export Import Bank	-	260	260	-	412	412
Caribbean Development Bank	-	-	-	-	83	83
Enhanced Integrated Framework	-	468	468	-	194	194
European Free Trade Association	-	-	-	-	20	20
European Union	-	58,932	58,932	-	70,895	70,895
FAO	-	200	200	-	481	481
ILO	-	47	47	-	-	-
International Islamic Trade Finance Corporation	-	131	131	-	315	315
Islamic Centre for Development of Trade	-	200	200	-	350	350
MPTF	-	119	119	-	100	100
UNCDF	-	648	648	-	321	321
UNDP	-	774	774	-	213	213
UNFPA	-	-	-	-	117	117
UNIDO	-	537	537	-	468	468
UN-ESCWA	-	200	200	-	-	-
World Bank	-	115	115	-	81	81
Academia, training and research institutions, nonprofit organizations and businesses	-	1,603	1,603	-	2,969	2,969
Alibaba Group	-	90	90	-	-	-
Chocolats Halba/ Coop Genossenschaft	-	216	216	-	-	-
CrimsonLogic	-	65	65	-	-	-
Danish Refugee Council	-	497	497	-	-	-
Eni	-	-	-	-	391	391
Finance in Motion	-	-	-	-	23	23
Google	-	15	15	-	-	-
Mo Ibrahim Foundation	-	114	114	-	114	114
National Graduate Institute for Policy Studies (GRIPS)	-	75	75	-	77	77
SHI International France	-	20	20	-	-	-
Swisscontact	-	61	61	-	89	89
Syngenta Crop Protection	-	-	-	-	8	8
TradeMark Africa	-	-	-	-	947	947
Unilever	-	50	50	-	-	-
UPS foundation	-	400	400	-	320	320
Visa	-	-	-	-	999	999
Business support organizations	-	258	258	-	243	243
Austrian Federal Economic Chamber	-	5	5	-	-	-
Chambre de commerce d'industrie d'agriculture et des métiers de Pointe-Noire	-	30	30	-	-	-

Fundere	Jan - Dec 2022 (\$ '000)			Jan - Dec 2023 (\$ '000)		
	Window I	Window II	Total	Window I	Window II	Total
Chambre de commerce, d'industrie et des services de Genève	-	13	13	-	-	-
Croatian Chamber of Economy	-	2	2	-	-	-
Enterprise Greece	-	-	-	-	21	21
European Brands Association	-	4	4	-	4	4
Federation of U.A.E Chambers of Commerce and Industry	-	5	5	-	32	32
FEFAC	-	5	5	-	27	27
Flanders Investment & Trade	-	28	28	-	-	-
Fundación Internacional y para Iberoamérica de Administración y Políticas Públicas	-	27	27	-	-	-
Global Coffee Platform	-	26	26	-	42	42
Initiative for compliance and Sustainability	-	-	-	-	17	17
International Apparel Federation	-	8	8	-	8	8
International Textile Manufacturers Federation	-	13	13	-	-	-
New Zealand Trade and Enterprise	-	12	12	-	12	12
Soy Network Switzerland	-	8	8	-	-	-
Sustainable Agriculture Initiative (SAI Platform)	-	56	56	-	38	38
Switzerland Global Enterprise	-	6	6	-	33	33
Uludag Exporters Association	-	-	-	-	10	10
Undercurrents News - Seafood business News	-	9	9	-	-	-
Revolving funds	-	181	181	-	208	208
Total XB funding received	12,233	87,411	99,643	10,584	107,085	117,669

Figure 1: Funder contributions to W1 and W2 of the ITC Trust Fund as of 31 Dec 2023



2. Delivery of technical assistance in Jan-Dec 2023

2.1 Budget overview

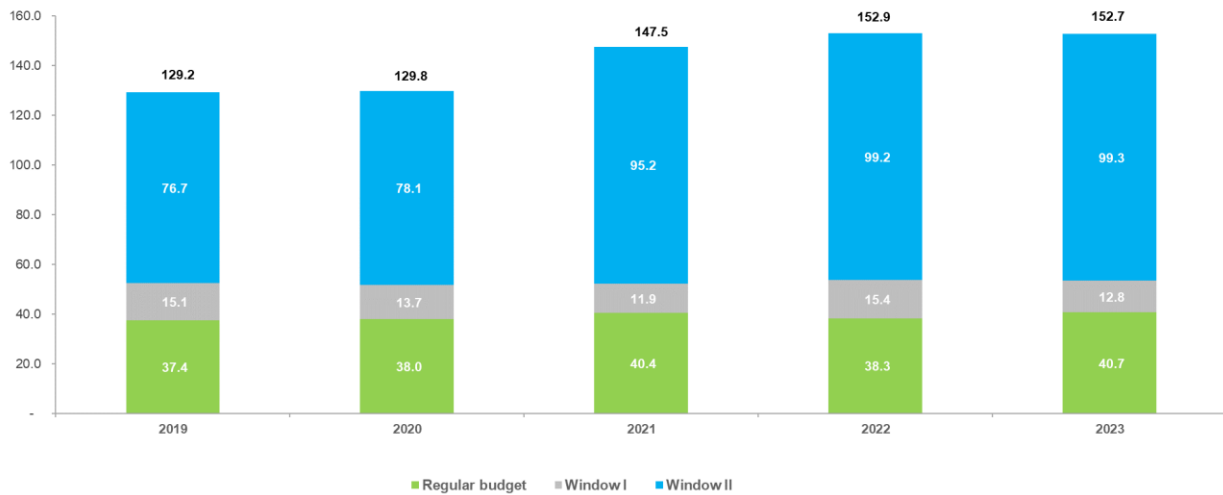
ITC's overall operational plan budget for 2023 (OP budget), amounted to \$146.1 million, consisting of \$105 million of extrabudgetary funds² (XB) and \$41.1 million of Regular Budget (RB).

At year-end, RB delivery was \$40.7 million or 99% of the plan, and XB delivery was \$112 million, or 107% of the plan.

Table 2: ITC OP budget, RB and XB delivery for the period Jan – Dec 2023, \$ mln

Budget	OP Budget	Delivery	% Spent
Extrabudgetary funds	105.0	112.0	107%
Regular budget	41.1	40.7	99%
Total	146.1	152.7	105%

Figure 2: ITC delivery pattern from 2019 to Dec 2023, by source of funds, \$ mln



² Including PSC charges.

2.1.1 Regular budget

As a joint organization of the WTO and the UN, ITC has a unique budget and administrative structure endorsed by the United Nations General Assembly in resolution 59/276. Its regular budget (RB), funded in equal parts by the WTO and the UN, is the foundation for ITC's operational activities for development. RB supports ITC's work in its four core service areas and five impact areas of the Strategic Plan 2022-25 and ensures alignment with country needs. ITC uses the RB contribution to fund: 1) core expertise; 2) development, maintenance and expansion of ITC's intangible assets and global offerings (core components of ITC's Global Public Goods offering, databases, tools, publications); 3) programme development, including monitoring and evaluation; and 4) ITC's core management, country coordination and core corporate communications. The RB funding is used to cover salaries and common staff expenditures for 160 staff, as well as non-post expenditure such as general operating expenses, contractual services, furniture and equipment, etc. The 'Alignment with country needs' area consists of RB spent on staff working in the Regional Offices of the Division of Country Programmes and a proportionate part of the management and support cost.

ITC has a unique budget and administrative structure endorsed by the United Nations General Assembly in resolution 59/276. As of 2020, the General Assembly approved, on a three-year trial basis, a change from a biennial to an annual budget for the United Nations. The trial period ended up with the passing of the resolution 77/267 when the General Assembly decided to continue with the annual programme budget for the United Nations. The WTO maintains its biennial budget cycle.

Many other practical applications of the administrative arrangements have changed over the years. The secretariats of the United Nations and the WTO will conduct a joint review of the administrative arrangements and propose a suitable update to the General Assembly and the WTO General Council for consideration in 2024.

Table 3: Biennial / annual RB appropriation and delivery 2016-2023, \$ mln

Item	2016-17	2018-19	2020**	2021	2022	2023
Appropriations for a biennium/ year*	73.6	75.1	38.0**	40.4	38.3	40.7
Delivery	74.6	73.8	38.0	40.4	38.3	40.7
% spent	101%	98%	100%	100%	100%	100%

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

** Starting 2020, the budget period on the UN side has been annual.

Table 4: RB delivery by cost category for the period Jan – Dec 2023, \$ mln

Categories	Spent	%
Staff and other personnel costs	32.7	80%
Operating and other direct costs	5.1	13%
Contractual services	1.2	3%
Equipment vehicles and furniture	0.7	2%
Travel	0.7	2%
Grants Out	0.2	1%
Supplies Commodities and Materials	0.1	0%
Total	40.7	100%

2.1.2. Programme Support Costs

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

Table 5: PSC delivery by cost category, for the period Jan - Dec 2023, \$ mln

Categories	Spent	%
Staff Personnel	8.3	86%
Operating and Other Direct Costs	1.3	13%
Contractual Services	0.1	1%
Total	9.7	100%

2.1.3. Extrabudgetary funds

Extrabudgetary funds (XB) are mobilized through the ITC Trust Fund (ITF). ITC works with XB in accordance with United Nations regulations and rules, and internal procedures. The volume of XB funds depends on agreements reached with funders on an ongoing basis, often for multiple years. ITF consists of two categories of funds: Window I (W1) comprises un-earmarked and soft-earmarked contributions while Window II (W2) consists of earmarked contributions.

Window I During the annual planning process for ITC's Operational Plan, ITC's Senior Management Committee (SMC) takes decisions on the allocation of Window 1 funds in alignment with ITC's Strategic plan. Additional W1 funds are allocated throughout the year, as per funding availability. Window I is used mainly for initiatives that aim to foster innovation for scale, public goods, seed funding for project design, and corporate improvements and partnership development. SMC also considers W1 funder and client needs/priorities, synergies with Window II components of work, performance in execution of the work programme, funder preferences and actual and expected funder contributions.

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

Typically, Window II funds are received for specific trade related technical assistance projects, mostly funded by ODA funders and government partners; the Enhanced Integrated Framework (EIF) for least developed countries; other UN agencies, and foundations. Window II also covers contributions for Junior Professional Officers (JPOs) and secondees, as well as a small amount of funds channeled through revolving funds. Governed by specific terms of reference, revolving funds enable the delivery of activities which are of a recurring nature and generate financial income on a cost-recovery basis, e.g., for specific services (trainings, webinars).

The analyses presented in the following sections compare total Jan-Dec 2023 delivery, as well as W1 and W2 delivery, with the budget allocations reflected in the ITC Operational Plan 2023. The planned OP 2023 XB budget was set at \$105 million. As 2023 year-end, the total XB delivery stood at \$112.0 million (107% of the plan). W1 delivery was \$12.8 million and W2 delivery was \$99.3 million (both W1 and W2 at 107% of the plan).

Table 6: XB budget and delivery, for the period Jan - Dec 2023, \$ mln

Window	OP budget	Delivery	% spent
Window I	12.0	12.8	107%
Window II	93.0	99.3	107%
Total XB	105.0	112.0	107%

Table 7: XB delivery by cost category for the period Jan - Dec 2023, \$ mln

Categories	XB	%
Technical experts and other personnel	71.2	64%
Travel	13.3	12%
Operating and Other Direct Costs	11.2	10%
Transfers and Grants issued to Implementing Partners	8.7	8%
Contractual Services	5.0	4%
Equipment, Vehicles and Furniture	2.4	2%
Supplies, Commodities and Materials	0.3	0%
Total	112.0	100%

2.1.4. ITC cash position

Table 8 shows the ITC's cash position at the end of December 2023. The balance and contributions received include multi-year contributions.

Table 8: ITC cash position for the period Jan - Dec 2023, in \$ thousand

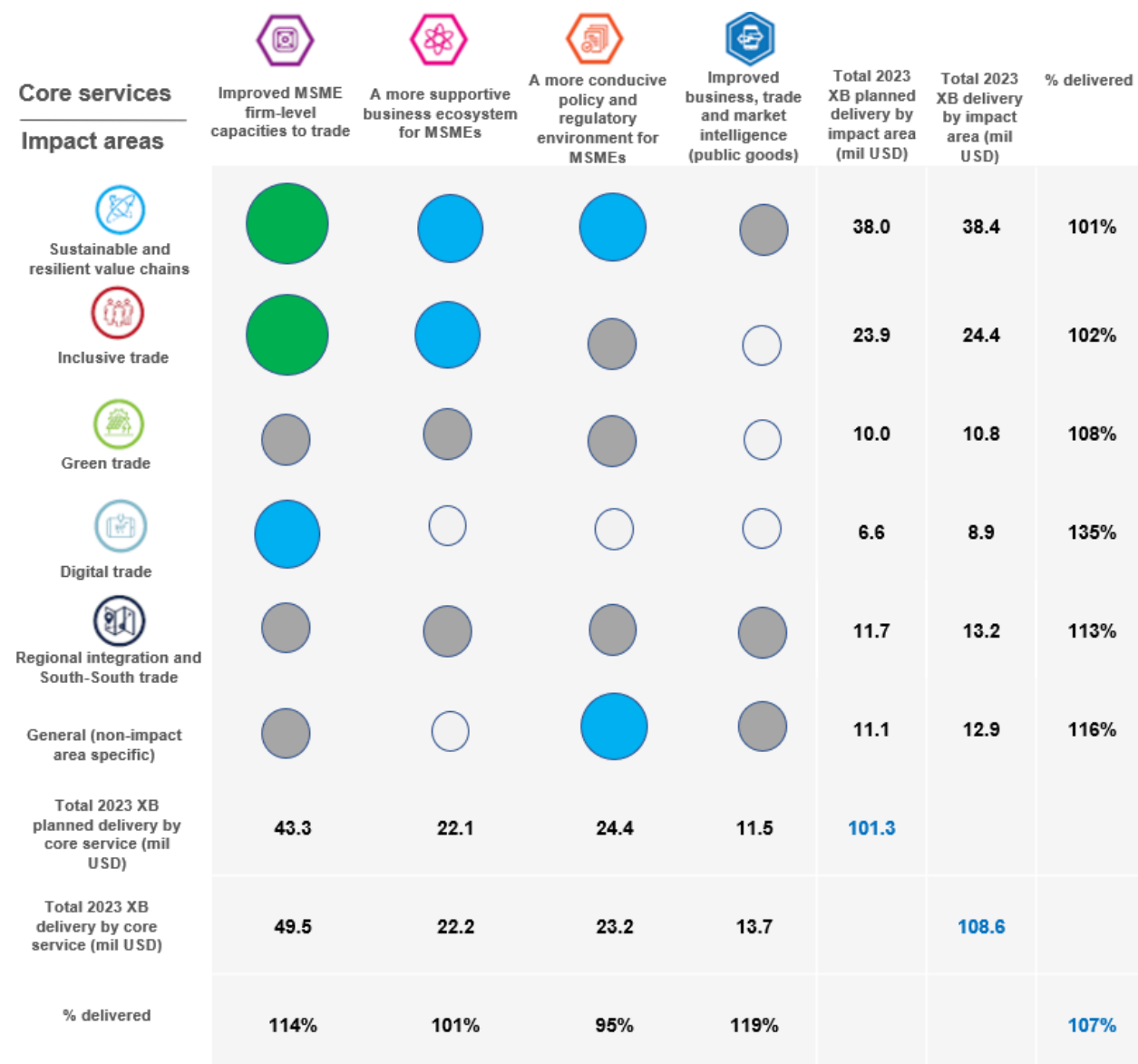
	W1	W2	Total XB
Balance as of 1 January 2023	11,084	70,450	81,534
Add: Contributions received	10,584	104,534	115,118
Funds from international organizations ⁽¹⁾	-	1,780	1,780
Contributions from services rendered ⁽²⁾	-	770	770
Sub-total Contributions ⁽³⁾	10,584	107,085	117,669
Less: Expenditures	11,313	91,770	103,083
Programme Support Costs	1,471	7,490	8,961
Sub-total Expenditure	12,784	99,260	112,044
Refund to donors	-	(219)	(219)
Balance available	8,884	78,056	86,940
Add: Operating reserves			18,480
Total available balance as of 31 Dec 2023			105,420

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





2.2 Extrabudgetary delivery by impact areas and core services

At the level of core services, XB delivery ranged from 95%-119% against the 2023 Operational Plan targets. At the level of impact areas, XB delivery ranged from 101%-135% against the 2023 Operational Plan targets.

Figure 3: XB planned budget and delivery by impact areas and core services, Jan - Dec 2023, \$ mln, incl. PSC



Legend for Delivery 2023 split across Impact areas/ Core services :

 >10%  5-10%  1-5%  <1%

Note: the figure above does not include the 'Corporate' projects that account for approximately 3% of the total 2023 XB planned delivery. These include efficiency and effectiveness initiatives, results-based management, visibility and partnerships initiatives, and some JPOs or fellowships. They also include initially the Business development funds (BDFs) that are then assigned during the year to specific projects. Once assigned, their delivery is reported under the respective project core service/impact area. The individual projects funded by the BDF are listed in Annex I.

Figures 4 and 5 below show the 2023 delivery by XB funding type, by core services area and by impact area.

Figure 4: Distribution of ITC's 2023 XB delivery by core services, in \$ million, including PSC

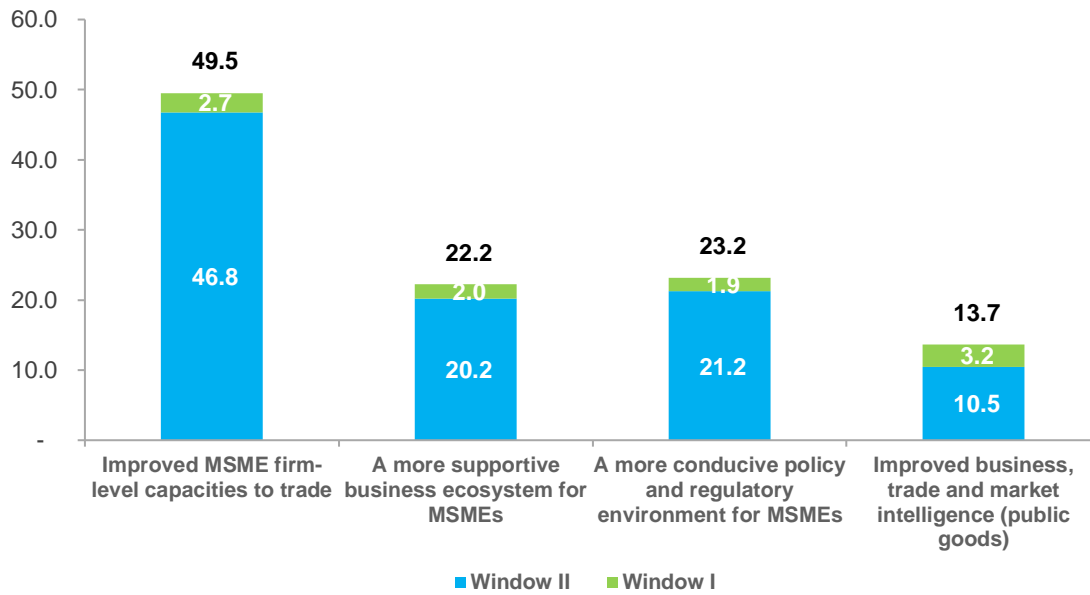
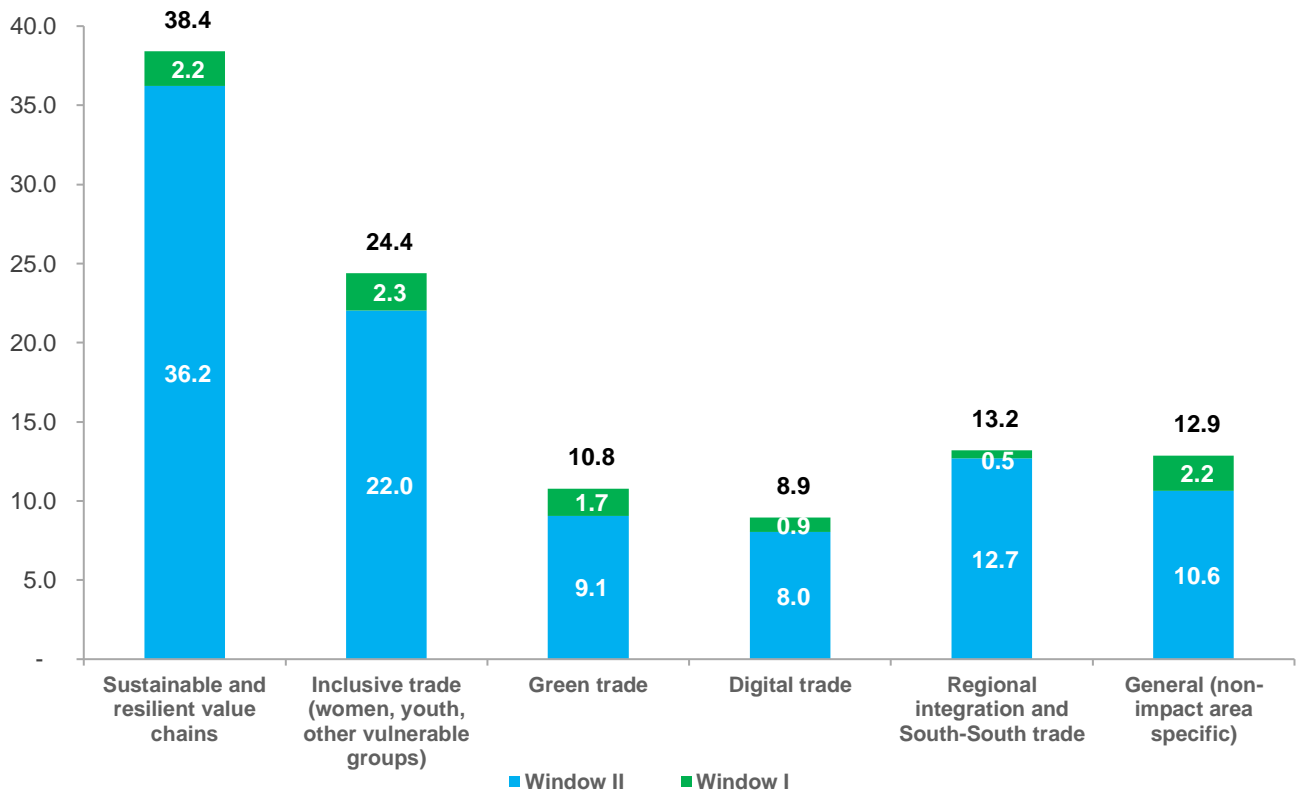


Figure 5: Distribution of ITC's 2023 XB delivery by impact areas, in \$ million, including PSC



2.3 Extrabudgetary delivery by geography

ITC implements projects in five geographic regions as well as “global projects” that deliver globally accessible public goods, and include “corporate projects” that boost innovation, efficiency, and effectiveness across ITC’s portfolio. The following table shows the delivery status against the planned 2023 budget, by region.

Table 9: Plan and delivery by XB funding source and region, Jan - Dec 2023, \$ mln

Region	OP W1	Delivery W1	% W1	OP W2	Delivery y W2	% W2	Total OP budget	Total Delivery	% Total **
Sub-Saharan Africa	1.1	1.7	163%	35.3	39.4	111%	36.4	41.1	113%
Asia-Pacific	0.3	0.5	176%	30.3	28.9	95%	30.5	29.3	96%
Middle East and North Africa	0.1	0.2	112%	12.8	11.9	93%	12.9	12.0	93%
Eastern Europe Central Asia*	0.0	0.0	104%	7.4	9.2	124%	7.4	9.2	124%
Latin America and the Caribbean	0.2	0.3	164%	4.1	4.7	117%	4.2	5.0	119%
Global	10.3	10.1	98%	3.2	5.2	163%	13.5	15.3	113%
Total	12.0	12.8	107%	93.0	99.3	107%	105.0	112.0	107%

* In Eastern Europe Central Asia, the W1 OP budget was \$47 thousands and the delivery was \$49 thousands.

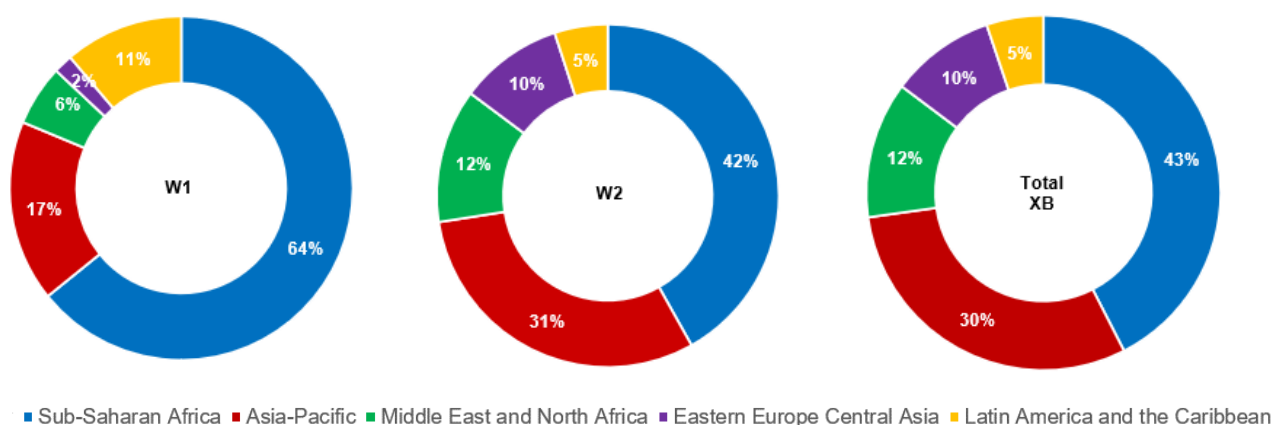
** The lower percentages are due to some projects that spent less than planned because specific activities could not take place. In the Asia-Pacific region, financial delivery was lower than planned specifically in Pakistan, Myanmar and Nepal. In Middle East and North Africa, the delivery was lower than planned specifically in Iraq and Jordan.

Also, for W1, the amounts are small so relatively minor changes look big in percentage terms.

The ratio of global versus regional and country-specific XB Jan-Dec 2023 delivery was 14% to 86%. Sub-Saharan Africa accounted for 42% of region-specific delivery. In Africa, the largest initiatives took place in Guinea, The Gambia, Senegal, Uganda and Ghana. In Asia-Pacific, with a delivery share of 30%, they were in Pakistan, Philippines, Myanmar, Lao People's Democratic Republic and Malaysia. In Middle East and North Africa, with a delivery share of 12%, the largest initiative took place in Iraq, followed by Jordan, Tunisia, Morocco and Egypt.

Figure 4 provides an overview of the region-specific XB delivery in Jan-Dec 2023 by funding source and for the total XB delivery.

Figure 6: XB, W1 and W2 region-specific delivery (excluding global projects), for Jan-Dec 2023



Delivery in ITC’s priority countries

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

(SVEs) and countries in armed conflict or at risk of lapsing into conflict ³.

In Jan-Dec 2023, the actuals for LDCs and LLDCs countries groups are slightly below the target. This is due to lower than planned delivery for projects in Myanmar, Senegal, Nepal, Central African Republic and Eswatini, due to various operating challenges. As in the previous years, ITC's large project [GRASP⁴](#), in Pakistan's Baluchistan and Sindh districts, is not counted under the priority country groups. The GRASP project aims to reduce poverty, and both administrative districts have HDIs below Pakistan's national HDI. If Pakistan was included in the calculation of priority countries below, the delivery percentage would be 88%.

Table 10: Planned vs. delivery % by priority country group for Jan-Dec 2023

Priority country group	Target	Actuals
LDCs	≥40%	38%
LLDCs	≥30%	29%
SIDS	≥5%	8%
Countries in armed conflict or at risk of lapsing or relapsing into conflict*	≥50%	54%
Sub Saharan Africa	≥40%	43%
Priority countries	≥75%	75%

³ ITC's programme country list is fully aligned with the new harmonized UNSDG programme country list and UN Data Cube. The lists of priority country groups are defined as per UN Statistics Division for SSA; UN-OHRLS for LDCs, LLDCs, SIDS. For SVEs and conflict-affected countries there is no definite list. ITC defines 33 countries as SVEs, as per the [WTO 'negotiating group'](#). Countries in armed conflict or at risk of lapsing or relapsing into conflict are defined as per locations for UN Peacekeeping operations (excl. Egypt, India, Pakistan, Morocco where the peacekeeping operations are very localized); UN Political Missions and countries eligible for the UN Peacebuilding Fund. The exclusions are based on the rationale that in those mentioned countries, the conflicts are very localized and ITC does not work in those affected locations. The list of conflict-affected countries is subject to changes.

⁴ Pakistan ranked 164 out of 193 countries in the 2023/24 Human Development Index (HDI) report, lower than 19 LDCs.

3. ITC's development results

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

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

The scorecard translates ITC's strategic objectives into a coherent set of performance measures, with Tier 1 representing the SDG perspective, Tier 2 tracking ITC's development results through quantitative corporate outcome and output indicators, and Tier 3 monitoring key performance indicators to track corporate efficiency and effectiveness. The following sections present the results achieved from Jan-Dec 2023.

3.1 Corporate scorecard Tier 1: ITC's contribution to the SDGs

In Tier 1 of the results framework, ITC aims to track its contribution to the 2030 Agenda for Sustainable Development through projects' contributions – results and deliverables - towards specific Sustainable Development Goals (SDGs).

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

In line with [Strategic Plan 2022-2025](#), ITC monitors its contributions to all 17 goals and related targets. As Agenda 2030 notes, *"[the] 17 Sustainable Development Goals with 169 associated targets [...] are integrated and indivisible."*

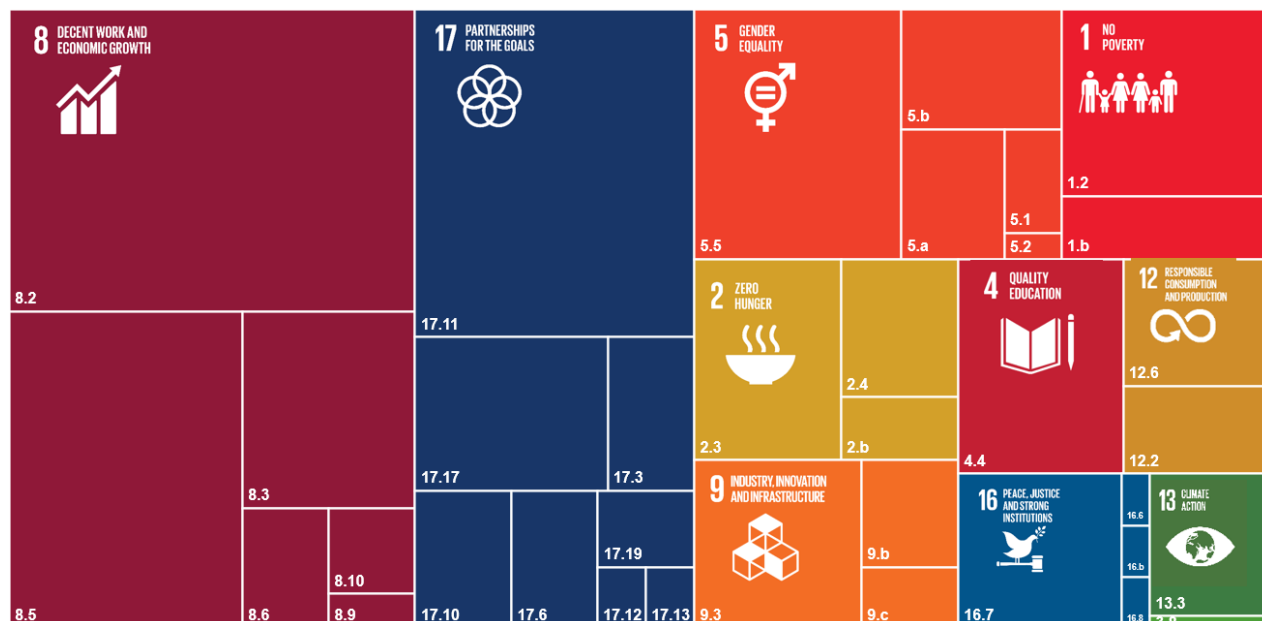
Each ITC project identifies its linkages to specific SDG targets at the project impact level in the project logical frameworks.

In the two figures that follow, ITC reports on its quantitative linkages from projects to SDG goals and targets and the corresponding distribution of its financial delivery towards SDG goals in 2023.

ITC contributes to the global monitoring of progress on the SDGs. Together with WTO and UNCTAD, ITC is the custodian agency for the indicators 10.a.1, 17.10.1, 17.11.1 and 17.12.1⁵.

⁵ See [Annex II](#) for details on ITC's direct contribution to SDG monitoring.

Figure 7: Frequency of ITC project linkages to SDG goals and targets for active projects in 2023



Among the goals to which ITC contributes directly, Goal 10 (Reduce inequality within and among countries) has a special status and is therefore not included in the figure above and not reflected in the XB financial delivery by SDG. ITC is the custodian agency for target 10.a “Implement the principle of special and differential treatment for developing countries, in particular least developed countries, in accordance with World Trade Organization agreements”. Additionally, due to the interconnectedness of the SDGs, ITC contributions to Goals 1,4 and 5, inevitably contribute to Goal 10 (10.1 “By 2030, progressively achieve and sustain income growth of the bottom 40 per cent of the population at a rate higher than the national average” and 10.2 “By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status”).

The following SDG targets were most frequently linked to ITC projects’ objectives in 2023:

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

Figure 8: ITC financial delivery distribution by SDG for Jan – Dec 2023, in percentages

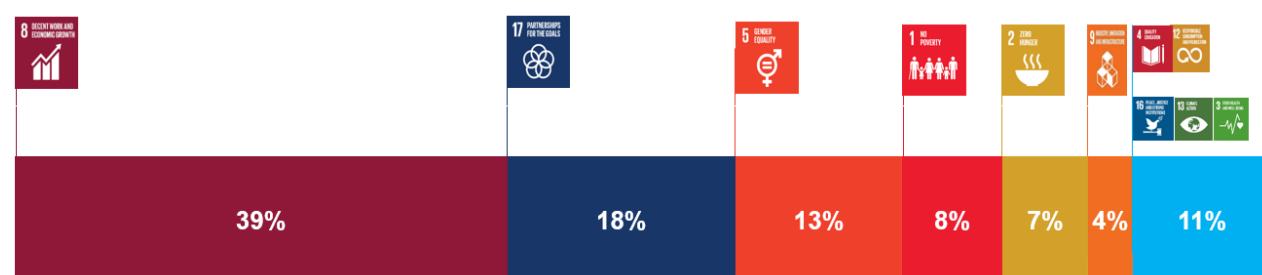


Figure 8 shows that over 70% of ITC’s financial delivery contributed directly to goals 8,17 and 5. Goals 1,2 and 9 accumulated to 19%. These results correspond with ITC’s focus on building the competitiveness of MSMEs, with a strong focus on improving employment and income opportunities especially for women, small-holder farmers, and vulnerable groups such as displaced people; as well as increasing the exports of developing countries while developing inclusive and productive value chains. The remaining 11% is distributed amongst goals 3, 4, 12, 13 and 16, showing the emphasis on environmental sustainability, capacity building and strong institutions in ITC’s approach to support developing countries’ MSMEs.

ITC’s Contribution to people, prosperity and planet supported by peace and partnership

While tracking the project contributions and financial delivery to individual SDG goals and targets, ITC’s interventions often contribute to multiple SDGs simultaneously due to the interconnectedness of the SDGs. At the corporate level, ITC looks at how trade and MSME competitiveness contributes to the five pillars of the Agenda 2030 - people, prosperity and planet, supported by peace and partnerships – also called the ‘5 Ps’. The following paragraphs explain the ITC contribution, including some summary results for 2023. The ITC Annual Report 2023 includes examples from ITC projects.

People



In line with the 2030 Agenda for Sustainable Development, ITC is committed to leaving no one behind and ending poverty and hunger. Including through targeted programs – SheTrades, Youth and Trade, the Refugees Empowerment through Markets and the Ethical Fashion Initiatives, ITC focuses on inclusiveness, improving the lives of women, youth, migrants and refugees and other vulnerable groups, by building skills to access international markets and income opportunities. The chapters 'W1 results' (3.3.) and 'Technical assistance milestones' (3.4.) give information, on results under the ITC impact area 'inclusiveness' (people), 'green trade' (planet).

Prosperity



All human beings should have prosperous and fulfilling lives. ITC is dedicated to support MSMEs in developing countries and economies in transition to enable them to benefit from international trade. Increased MSME competitiveness creates more income opportunities for those who run MSMEs and who work in MSMEs. They 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 significant. In 2023, 15% of ITC projects reported on jobs created and maintained – a new corporate indicator being piloted, and reported 42,800. ITC beneficiaries also reported \$376 mil worth of business transactions.

Planet



ITC continued to support MSMEs in reducing their environmental footprints, achieving sustainability standards, increasing their green resilience, and taking advantage of new business opportunities that contribute positively to environmental sustainability. ITC also enabled business support organizations, policymakers and regulators to adapt to new requirements and provide services that support the competitiveness of MSMEs in these areas. Over 18,000 climate actions for MSMEs and by MSMEs were achieved, through awareness-raising, trainings and capacity building on green and sustainable topics, for MSMEs and Green Hubs, and by MSMEs having implemented more sustainable and environmentally friendly business practices and business transactions.

Peace



ITC continued to work in conflict-affected countries to foster peaceful, just and inclusive societies. Over half of our country-specific interventions was in countries in armed conflict or at risk of lapsing or relapsing into conflict. The SME Competitiveness Outlook 2023: Small businesses in fragility: From survival to growth was published in November 2023. The data collected from over 1000 companies in 8 countries was used to build a novel Fragility Exposure index and link it to actual business outcomes and recommendations for support. ITC’s work also remains focussed on SDG target 16.7, which calls for ensuring that decisions are made in a responsive, inclusive, participatory, and representative manner at all levels, to support the recovery of affected businesses and communities. ITC supports this by bringing the perspective and voice of MSMEs into public-private dialogues.

Partnerships



The achievement of the Sustainable Development Goals relies heavily on a strong commitment to global partnership and cooperation. ITC expanded its collection of Global Public Goods (GPGs), enhancing transparency in trade and facilitating access to global and regional markets for MSMEs. Collaborations with both public and private entities dedicated to serving MSMEs remained crucial, as did partnerships with our parent agencies, UNCTAD and the WTO, along with other UN organizations.

- ITC’s Global Public Goods (GPGs) recorded over 1.4 million users.
- GPG users surveyed reported over \$194 million of trade and investment transactions catalysed by ITC’s trade intelligence tools.
- Approximately \$56 million of South-South investments and trade flows were achieved between African countries and Chinese companies, in sectors such as agriculture (cassava, tea, meat products), and medical equipment.







3.2 Corporate scorecard Tier 2: Outcome and output Indicators

The corporate Tier 2 indicators reflect ITC’s development outcomes and outputs. The 2023 targets were set as part of the annual operational planning cycle, in line with the estimated extrabudgetary project portfolio for 2023, supported by a stable regular budget. Table 11 shows the 2023 targets and actuals for ITC’s corporate quantitative indicators.

All outcome indicators met their targets in 2023, except for the A4 indicator.

Table 11: Corporate outcome indicators and progress for the period Jan - Dec 2023


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

			Target	Actual*	%
	D1	# of jobs created and maintained new	piloting	42,800	piloting
Outcome: MSMEs trade competitiveness			Target	Actual*	%
	C3	# of MSMEs having transacted international business, including national business transactions part of global value chains	10,000	11,634	116%
	C4	# of MSMEs led by women having transacted international business	4,000	4,231	106%
	C5	\$ value of international business transactions of ITC client MSMEs new	piloting	\$376 mil	
	C6	# of MSMEs that have accessed new markets (including through e-commerce) new	piloting	248	
Intermediate outcome: Improved MSME firm level capacity to trade			Target	Actual*	%
	C1	# of MSMEs having made changes to their business operations for increased competitiveness	20,000	36,314	182%
	C2	# of MSMEs led by women having made changes to their business operations for increased competitiveness	9,500	10,469	110%
Intermediate outcome: A more supportive business ecosystem for MSMEs			Target	Actual*	%
	B1	# of cases in which BSOs improved their performance and services for the benefit of their members/clients	400	529	132%
	B2	# of MSMEs served by BSOs that are directly supported by ITC new	piloting	722,900	
	B3	# of business support ecosystems created or improved new	piloting	9	
	B4	# of MSMEs benefiting from a service/product/initiative put in place by a market partner in the framework of a partnership with ITC new	piloting	99,114	
Intermediate outcome: A more conducive policy and regulatory environment for MSMEs			Target	Actual*	%
	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 new	piloting	65	
	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	46	50%
Improved business, trade and market intelligence			Target	Actual*	%
	A1	# of clients gaining greater awareness of international trade from using ITC's business, trade and market intelligence (<i>increased awareness</i>)**	500,000	540,417	108%


*As per the Projects Portal, April 2024

**the largest part of the measured result comes from the frequent users of ITC's Global Public Goods – ITC's market analysis tools, Global Trade Helpdesk, Trade for Sustainable Development (T4SD) database and approximately 71K training participants. Approximately 41% of registered users of the GPGs in 2023 were women.


During the year, ITC continued to pilot the new indicators formulated in the Strategic Plan 2022-2025, and these were included in the [Operational plan 2023](#). Several projects have started to use one or more of the new indicators. A summary overview of the new indicator definitions is given below. C-indicators are measuring results at enterprise level; B-indicators measure results in the business ecosystem for MSMEs, and A-indicators report on policies, strategies and regulations, as well as outreach. In parallel to the roll-out of the new indicators, projects are also encouraged to use new reporting templates for more granular reporting on the type and ownership of MSMEs and BSOs, and on the types of change implemented, i.e. which impact areas are supported by these changes. Like for the new indicators, the uptake of the reporting templates is increasing, but it is too early to give a comprehensive picture.

	D1	Number of jobs created and maintained. The indicator measures the number of jobs that were created and maintained in MSMEs that are directly supported by ITC. It aggregates full-time jobs, part-time jobs and seasonal or short-term jobs. It does not include estimates or multipliers for indirectly created or maintained jobs.
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Under the D1 indicator, 15% of TRTA projects reported. Most jobs were reported by the NTF V projects in the digital sectors of Ethiopia, Benin, Côte d'Ivoire, Mali, Uganda and Senegal; and by the GTEX/MENATEX projects in the textile and clothing sectors of Jordan, Tunisia, Kyrgyzstan and Tajikistan.

	C5	Value of international business transactions of ITC client MSMEs This indicator measures international transactions, including national business transactions that are part of international or global value chains. It is reported in conjunction with the C3/C4 indicators that report on the number of MSMEs (and WBEs) having transacted international business.
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The projects reporting C5 indicator usually interact directly with a cohort of MSMEs which they accompany and whose capacity is built through a series of activities. Long-term beneficiaries are more likely to disclose the amounts of transacted business, as well as beneficiaries who achieve transactions by using ITC's tools, such as Global Public Goods, and provide direct feedback reporting these results in the surveys.

	C6	Number of MSMEs accessing new markets (including through e-commerce) This indicator measures market diversification for MSMEs, which includes trading existing goods and/or services to new countries or trading new goods and/or services to existing and/or new markets.
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In 2023, the project "Global: Digital connectivity and trade (Switch ON)" began reporting on **C6 indicator**, listing MSMEs that had accesses to new markets mainly through digital platforms such as eBay, Novica, and Upwork.


	B1 (old)	Number of cases in which business support organizations (BSOs) made changes to improve their performance and service offer for the benefit of their members/clients.
	B2	Number of MSMEs served by BSOs that are directly supported by ITC is a complementary indicator to B1 and it quantifies the direct impact of ITC support on MSMEs through BSOs
	B3	Number of business support ecosystems created or improved refers to a community of BSOs providing services to MSMEs in a specific geography/sector to collectively strengthen MSME capacities through seamless services, shared resources, and knowledge exchange.

	B4	Number of MSMEs benefiting from a service/product/initiative put in place by a market partner in the framework of a partnership with ITC measures how ITC’s market partners – including private-sector entities, provide support to MSMEs with ITC acting as an intermediary.
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Under the new B2 indicator, most of the reported results relate to institutions that serve the micro-entrepreneurs and farmers in coffee value chains in Ethiopia and Ghana, and those that work with women entrepreneurs in the apparel, accessories and the home décor sector.

Under the new B3 indicator, for example, the ECOWAS TPO network was strengthened and AfCFTA created a platform for BSOs to support the AfCFTA development.

Under the new B4 indicator, the majority of reported results come from the activities of the Coffee Network - Alliances for Action in the area of sustainability and green trade. ITC’s beneficiary, the Latin American and Caribbean Network of Fair-Trade Small Producers and Workers (CLAC), reached 98 thousand producers (of which, more than 27 thousand women). The CLAC members’ participation in fairs and business-to-business events generated sales of \$4.2 million. Many smallholders that participated in “La Taza Dorada” annual competition benefitted from the promotion of Fairtrade coffee and increased their awareness about value addition and fair income distribution through the production and commercialization of quality coffees⁶.

	A3 /A4 (old)	Number of policies, strategies, rules/regulations, developed/improved for the benefit of MSMEs with business sector input, and endorsed (A3), / or promulgated/implemented (A4), as a result of ITC support. The A3 indicator precedes the A4 indicator. Both measure policy-related changes. In A3, the policies are in different stages of agreement but not officially declared as adopted by the government or implemented yet, while A4 counts officially launched or implemented policies.
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The lower-than-expected results **for indicator A4** – are due to its requirement, that a strategy, policy or regulation, for which ITC supported the consensus-making process, is formally adopted by the Government or state entity, launched, or started to be officially implemented. This last step of strategy approval and launch is often fully beyond ITC’s control.

In 2023, there were delays in the expected promulgation and/or start of implementation of planned policies, strategies, rules, or regulations in some country settings, e.g. Pakistan and Jordan. Such results were subject to reporting in A3 indicator.

Moonshot Spotlight: Measuring 100,000 climate actions.

This year, ITC’s Green Moonshot refined its methodology for counting the “Climate actions for MSMEs and by MSMEs”, resulting with over **18,200 climate actions across ITC’s portfolio**:

Climate actions for MSMEs	Corporate indicator	Result in 2023
Green data collection	(activity)	Over 5,000 participants in over 140 trainings ⁷ provided on green topics, including sustainability in value chains, circularity, biosecurity, organic agriculture, sustainable supply chains
Trainings delivered on green practices	Trainings	
Climate Smart Network implementation	A1	

⁶ This result was possible through a strategic three-way partnership together with CLAC-Fairtrade, Fairtrade Africa, and ITC’s Alliances for Action, collaborating each year to make this event happen.

⁷ Note that this figure does not include Advisory services which are a non-quantifiable output in ITC’s result framework.

Climate actions for MSMEs	Corporate indicator	Result in 2023
Convening stakeholders in policymaking process and agreed “green” strategies	A3/A4	(agribusiness, textiles etc), dynamic agroforestry, waste management, quality etc. Five Green Hubs (from Viet Nam, Peru, Kenya, the Caribbean and Nepal Green Hub) have strengthened capacity for advocacy in green topics. Three countries – Pakistan, the Bahamas and the Federated States of Micronesia, engaged in policymaking with a significant green component in their policies and strategies. Additional MSMEs became enlisted in the Climate Smart Network database, bringing the total number of climate-smart businesses featured on the network to over 60 thousand.
Mobilized partners for green services for MSMEs (Green financing)	B4	

Climate actions by MSMEs	Corporate indicator	Result in 2023
Resource efficiency measures implemented, introduction of climate-smart practices etc.	C1/C2	Over 8,300 MSMEs, mostly from the textile, clothing, and agribusiness sectors, have changed their business operations in favour of green practices, or have received grants or loans to implement green technologies.
Green investment for MSMEs and green business transactions with more sustainable products or services	C3/C4	Over 4,400 MSMEs achieved business transactions through greener practices, products or services.

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

An overview of the quantified 2023 output categories, targets and results is provided in Table 12 below, followed by the non-quantified deliverables.

Table 12: Corporate output indicators and progress for the period Jan – Dec 2023

OUTPUTS (Quantified Deliverables)	Corporate outputs and indicators	2023 Target	2023 Results*	%*
A. Facilitation of intergovernmental process and expert bodies	Substantive servicing of meetings: ⁸			
	• Joint Advisory Group (annual, 6 hours)	2	2	100%
	• Consultative Committee of the ITC Trust Fund (Formal reporting meetings every six months, 2x3 hours)	2	2	100%
	• <i>Meetings of the Advisory Committee on Administrative and Budgetary Questions (ACABQ)</i>	1	1	100%
	• <i>Meetings of the Fifth Committee</i>	1	1	100%
	• <i>Meetings of the Committee for Programme and Coordination (CPC)</i>	1	1	100%
	• <i>Meetings of the WTO Committee on Budget, Finance and Administration (CBFA)</i>	1	1	100%
	Parliamentary documentation:			
	• Annual report on the activities of ITC and annexes	1	1	100%
	• Report of the Joint Advisory Group	1	1	100%
• Reports to the Consultative Committee of the ITC Trust Fund	2	2	100%	
B. Generation and transfer of knowledge	Publications produced or substantially updated:			
	• Flagship: SME Competitiveness Outlook	1	1	100%
	• Books on trade related subjects	4	4	100%
	• Papers on trade related subjects, such as on Inclusive and Sustainable trade, Trade and Market Intelligence, MSME Competitiveness, Competitiveness of women-owned MSMEs, and others	25	25	100%
	Number of trade-related technical assistance field projects*	135	153	113%
Number of days of training courses, seminars and workshops to transfer skills and knowledge on selected trade topics (for a total of approximately 71,000 participants)	5,000	4,858	97%	

Source: ITC's Project Portal for 2023, as of end March 2024

*Some projects are grouped into programmes

OUTPUTS (Non-quantified deliverables)	2023 Description of Corporate outputs and indicators and targets	Comments
C. Substantive deliverables	<p>Consultation, advice and advocacy: advice to policymakers, trade support institutions and enterprises to address the international competitiveness challenges for MSMEs in developing countries and countries with economies in transition, to facilitate public-private dialogue on improvements to the business environment and to ensure that trade supports inclusive and sustainable development; advisory services to disadvantaged groups among MSMEs, such as women and youth-owned enterprises, on improving their productive capacity and market access; advisory and advocacy services for policymakers and business support institutions on how to consider the needs of MSMEs and disadvantaged groups and sustainability issues in their service offer; and advocacy that allows for the systematic inclusion such enterprises and disadvantaged groups as well as sustainability themes in policy and strategy processes.</p> <p>Databases and other substantive digital materials: databases and other online tools to make global trade more transparent</p>	More than 30 databases, websites and tools have been substantially updated, maintained or produced.

⁸ This indicator counts sessions of three hours as one meeting, as per UN planning requirements.

OUTPUTS (Non-quantified deliverables)	2023 Description of Corporate outputs and indicators and targets	Comments
	<p>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 SheTrades.com with over 48,000 active women entrepreneurs, "SheTrades Outlook", the ITC "SME Trade Academy", The Ye! Community platform (with 40,000 young entrepreneurs), eComConnect database, African Trade Observatory, Quality for Trade platform, ITC Benchmarking for Trade platform and a suite of trade intelligence tools (including Market Access Map, Standards Map, Investment Map, Global Trade Helpdesk, Export Potential Map, Procurement Map, Trade Strategy Map, Sustainability Map, e-Ping).</p>	
<p>D. Communication deliverables</p>	<p>Outreach programmes, special events and information materials: special events, including the World Export Development Forum, the online International Trade Forum magazine; MSMEs Day; newsletters on trade-related subjects for over 16,000 recipients; and information materials and outreach, including on export strategy, trade support networks and capacities, entrepreneurship, skills and export development opportunities, world trade trends, the multilateral trading system, regional integration, technical regulations and standards for export, sustainability, climate change and trade and the SDGs.</p> <p>Digital platforms and multimedia content: design, updating and maintenance of websites and social media accounts, including ITC's website; dedicated websites and active social media presence engaging sustainable micro-, small and medium-sized enterprises, women and youth entrepreneurs, and corporate social media accounts (LinkedIn, Facebook, Twitter).</p> <p>Library services: on-demand services for ITC clients related to trade information.</p>	<p>Special ITC events in 2023:</p> <p>World Export Development Forum took place in June 2023 in Mongolia.</p> <p>MSME Day events took place in June 2023.</p> <p>International Women's Day events took place in March 2023.</p> <p>Good Trade Summit / T4SD Forum took place in September 2023</p> <p>SMECO 2023 flagship report on fragility was published in November and officially launched in early 2024 in Baghdad, Iraq.</p> <p>Flagship magazine:</p> <p>Online issues of the Trade Forum magazine (e-pub):</p> <ul style="list-style-type: none"> • Making a business case for fragile communities - Issue 1/2023 • Transforming for the future - Issue 2/2023 • Shaping the just transition - Issue 3/2023 • Deepening sustainable trade - Issue 4/2023

3.3 Highlights on Window I contribution to results

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

Many results achieved with Window I funding in 2023 were related to building tools and capacities in ITC's core services areas – for example, provision of Global Public Goods, development of new tools and services, and work with WTO.

Throughout 2023, \$0.85 million was approved by the senior management for innovative projects from ITC's Business Development Fund which is used to mobilize and leverages additional XB funding (Window II). From 2020 to date, one dollar invested in W1 Business Development Fund leveraged on average \$72 of additional W2 ITC project funding. New large projects leveraged and materialized in 2023 include ['EAC: EU Market Access Upgrade Programme Phase II \(MARKUP II\)'](#) and ['El Salvador: Export promotion and diversification'](#).

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

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



Sustainable and resilient value chains

In line with due diligence related developments, ITC developed a tool for mapping national frameworks with human rights and environmental due diligence requirements (HREDD), based on the EU Corporate Sustainability Due Diligence Directive (CSDDD). The objective of this tool is to support developing countries to align national regulatory frameworks with HREDD, thus ensuring a conducive framework for businesses to implement relevant requirements, and 'de-risk' the business environment, facilitating integration into sustainable value chains. This tool is now being leveraged in projects such as the ACP Business Friendly Programme and Netherland's Trust Fund (NTF) V Programme where initiatives are currently underway to map national regulatory frameworks with HREDD requirements under the EU CSDDD in Uganda, Ethiopia and Ghana. In addition, this tool was also used to inform business development for projects such as SCOPE Regional, MARKUPII, ATCMA-ECOWAS, among others.

ITC has also developed a framework aimed at leveraging trade and investment policy instruments to facilitate the decarbonization of value chains. This framework is designed to assist developing country governments in formulating and implementing trade and investment policies, as well as practical measures, to expedite the process of structural change towards decarbonizing value chains. Its goal is to support climate change mitigation efforts and enhance the competitiveness of businesses, particularly in the face of evolving sustainability measures impacting market access in various markets. This tool contributes to efforts to strengthen the business environment to enhance competitiveness of businesses and enable them

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

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

We are committed to providing visibility and recognition for Window I funders. For 2023, they include: Canada, Germany, Iceland, India, Ireland, Norway, Sweden and Switzerland.

to leverage opportunities in sustainable value chains. The framework is currently being implemented in the Pakistan GRASP project, was presented at a conference in New Delhi organized by the Federation of Indian MSMEs, and is being utilized in business development for projects such as MARKUP II, among others.

For MSMEs in the tech sector, a package of [environmental sustainability services](#) (including a new SME Trade Academy course "Greening ICT") was developed, and a 'Greening ICT' training for trainers was piloted with two Hubs that subsequently trained 33 tech start-up MSMEs.

ITC's Coffee Network project has maintained the coordination, curation and content development for its members, complemented by data collection and analysis of coffee trade flows, with promotion and translation of the Coffee Guide as one of ITC's flagship publications.



Inclusive trade: Women, youth and people in vulnerable situations

Within **the ITC SheTrades /Gender Moonshot** initiative, a new governance structure was established around the SheTrades hubs, resulting in a [network of 16 in-country and two regional Hubs](#), with new Hubs launched in Ghana, Mongolia, Dominican Republic and the Caribbean region. Besides the Trainings of Trainers through the Hubs, the initiative delivered 15 technical trainings for over 2,700 women entrepreneurs across 70 countries, on export and financial readiness topics.

The initiative also launched the [Gender Responsive Public Procurement \(GRPP\)](#) campaign, and catalyzed adoption of the [ISO IWA 34:2021](#) standard for the definition of a Women-owned business in additional countries (Costa Rica, Ecuador, Peru, Azerbaijan, New Zealand, New South Wales in Australia, and progressing in Uzbekistan), and supported implementation by government institutions in Zambia, The Gambia and Nigeria.

ITC's Refugees Empowerment through Markets Initiative (REMI) strengthened the foundation for market-oriented migration and displacement programming, [launching a four-year REMI roadmap](#), and developing a programme portfolio in Kenya, Pakistan and Rwanda, focusing on digital, artisanal and agricultural sectors. In terms of business development, the REMI initiative [scaled up and leveraged partnerships](#), including with Amazon Web Services and PricewaterhouseCoopers. The VISA foundation, Mastercard foundation, AfDB, Germany and the EU appeared as new or prospective funders in this strategic area.

REMI developed [three additional products and services](#), to be deployed in upcoming W2 projects and help strengthen ITC's impact through higher geographic and sectoral coverage of the initiative. These are agricultural market access and value chain integration for refugees, refugee-inclusive trade and business policy, and a conflict-sensitive assessment methodology. Responses to ongoing conflict and fragility situations were delivered in Ukraine.

Building on qualitative and quantitative data collected from projects in fragile and conflict-affected settings, including Iraq, South Sudan and Myanmar, ITC launched its flagship research publication, the **SME Competitiveness Outlook**, assessing the impact of fragility and conflict on small businesses, and analysing the benefits of a market systems development approach to developing programming in such contexts.

In parallel, ITC has piloted the integration of a **Market System Development approach (MSD)** in projects, supported by a MSD portfolio assessment. For example, the new project on sustainable housing in Iraq (BEIT) is built on MSD principles, including an in-depth inception phase that assesses constraints to functioning markets both in terms of supply and demand for affordable, sustainable housing. The MSD approach will be replicated in other fragile contexts (for example, in Trade4Jobs initiative, which builds on ILO's MSD approach and ITC's MSME expertise, in advancing digital technologies development and adoption models for MSMEs.

Through a series of trainings attended by over 80 staff members, a cross-divisional team built corporate awareness and [knowledge on the Market Systems Development \(MSD\)](#) approach. A working group within ITC is leading the internal capacity building, taking part in the Donor Committee for Enterprise Development (DCED)-standard MSD working group, and training the trainers.

ITC's Youth Moonshot has increased the competitiveness of youth in business through a multifaceted approach that targeted policy improvements, ecosystem support, and entrepreneurship awareness. W1 funds were used to support the Ye! Community of young entrepreneurs.

It has shown its force in mobilizing young entrepreneurs and serving as a source of inspiration for youth. [11 events](#) took place through the community, ranging from networking events to trainings, webinars to mentorship opportunities. The [community itself grew from 41,000 to 45,785 members](#) during the period. The engagement of new members took place via various channels, notably social media, and was driven by two big campaigns: [International Youth Day and Youth Ecopreneur Award](#). The winner [of the awards](#) attracted USD 140k in investment from a private bank and an impact investor.

From the policy angle, a paper was developed on the 'Outlook of African Youth on Trade, Migration and Mobility: From Policies to Action' – jointly with the International Organization for Migration Special Liaison Office to the AU and UNECA. The paper explored developments required in the context of youth sensitive policy and regulatory frameworks, trade facilitation measures, and access to education and infrastructural services – in order to leverage the potential of Africa's youth for development.

[Strengthened and new partnerships](#) include UNCCD-G20 Land Initiative, Visa, Google for Sustainable Development, Sidley, WIPO, PricewaterhouseCoopers, Street Football World, UEFA Foundation, Westerwelle Foundation, Graduate Institute and Symbiotics.



Green trade

The Green Moonshot, in cross-cutting initiatives, including through ITC's internal Green Working Group (GWG), and in a series of public events, such as COP 28, the WTO Public Forum, WEDF Panel on Green and Inclusive Trade, WTO Trade and Environment Week, Deforestation-free Global Value chains Roundtable, Roundtable on Trade and Circular economy, and others, to raise awareness of stakeholders on trade-related climate measures, reaching over 1,380 stakeholders. At the institutional level, the Moonshot built capacity of the [Green Hubs](#), in particular in Viet Nam, Peru, Kenya, the Caribbean and Nepal, including by supporting their participation in climate negotiation and awareness-raising events.

Partnerships were central to the Green Moonshot work, creating better access for small businesses to needed resources such as information, skills, technology and to finance, to allow their low-carbon transition. ITC and the Green Climate Fund signed a Letter of Intent, outlining areas of collaboration, such as promoting private sector climate actions and fostering an enabling ecosystem; making it easier for small

businesses to access climate finance and investment, and helping MSMEs mitigate and adapt to climate change and build resilience. ITC and the Green Climate Fund will jointly organize advocacy activities to highlight the importance of climate finance in enabling small businesses to make the low-carbon transition.

With the International Coffee Organization (ICO) ITC will pilot projects that tackle the key challenges of coffee farmers. Producers will receive training on value addition, building sustainable practices into production processes, and improving productivity, coffee quality and resilience to climate change. With the United Nations Convention to Combat Desertification (UNCCD) ITC intends to launch a programme designed to build the skills and networks of 1,700 youth-led green enterprises, particularly those focused on land restoration. The five-year programme to be launched in early 2024 builds on the jointly organized Youth Ecopreneurs Awards held during the ITC flagship event, the World Export Development Forum 2023, in Ulaanbaatar, Mongolia.

ITC and Schneider Electric signed a memorandum of understanding on 5 December, expanding on an existing partnership, to deliver practical training on the transition to green energy technologies to youth in developing countries. The two partners, with Atelier21, have made available a renewable energy container – a standalone green energy lab – in a technical and vocational education and training school in Guinea. They also partnered to create an online course on energy transition with the ITC SME Trade Academy, with 800 people registered, from 50 countries.

ITC refined its methodology for counting “[Climate actions](#)”, which encompass diverse initiatives such as green data collection, training of beneficiaries on green topics, including climate-smart practices; Climate Smart Network implementation, convening stakeholders and ensuring that the most vulnerable stakeholders have a voice at decision-taking tables, agreeing on climate-related policies, rules and regulations, MSME changes – such as, resource efficiency measures, and mobilizing partners to facilitate green finance access for MSMEs. There were [over 18,200 climate actions for MSMEs and by MSMEs](#) mainstreamed in ITC’s portfolio in 2023. Across all ITC’s projects, over 5,000 beneficiaries received trainings in areas related to green trade. Among projects with high contribution to the green trade impact area and the green mainstreaming markers at level 2 or level 3⁹, over 8,300 MSMEs, mostly from the textile, clothing, and agribusiness sectors, have changed their business operations in favour of green practices, or have received grants or loans to implement green technologies. 4,400 MSMEs achieved business transactions through greener, more sustainable and resilient practices, products or services. More MSMEs became enlisted in the Climate Smart Network database, bringing a total number of climate-smart businesses in the network to over 60 thousand.

When it comes to new tools that are scaled up through the moonshot, [ITC’s Green Performance Toolkit](#) is a global public good developed to empower small businesses in textile-apparel and agribusiness sectors to take climate action through improved resource efficiency. The tool was piloted in various countries (Bangladesh, Egypt, Ghana, Kenya, and Saint Lucia) and launched at COP28. It enables MSMEs to assess and monitor their environmental performance across eight areas: Environmental Management System (EMS), energy, water, waste, wastewater, Greenhouse Gas, chemicals, and soil, empowering businesses to make informed decisions for sustainable growth. To date, there have been 495 qualitative/quantitative assessments completed by over 100 users across 8 areas. In 2024, the Green Moonshot will further disseminate the tool among businesses and their ecosystem stakeholders.

In 2023, [ITC Standards Map and Sustainability Map](#) attracted over 108,000 new users globally, confirming the unique positioning of the Trade for Sustainable Development initiative in providing enhanced transparency on voluntary sustainability standards (VSS) to a wide variety of ITC constituents. This was

⁹ Level 2 indicates green growth as a significant project objective and in level 3 projects, green growth is a principal objective.

complemented by the unique annual publication in this domain, the “[State of Sustainable Markets](#)” report for 2023.

Digital trade

In the Digital Trade impact area, ITC positioned as a recognized [digital thought leader](#) at the SDG Digital Day and within the Broadband Commission that brings the goal of universal connectivity to the forefront of policy discussions. ITC’s Executive Director is a Commissioner. The Broadband Commission Working Group on Connectivity for MSMEs led by ITC launched the “[Making Digital Connectivity Work for MSMEs](#)” [report](#), highlighting the challenges and opportunities of getting more MSMEs in low- and middle-income countries (LMICs) online and engaging in online trade. Additionally, ITC’s involvement as co-founder in EQUALS, an ITU-led initiative promoting gender balance in the tech sector, further solidified its commitment to bridging the gender digital divide. With W1 funding, the Digital moonshot has [empowered 11 BSOs to advocate for connectivity](#). The beneficiary BSOs, mostly from Africa, reported improvements in partnerships and networks, governance, strategy and services offering. Zambia received support in the review of its National E-commerce Strategy. ITC trained government officials and provided advisory services on the AfCFTA Digital Protocol negotiations and supported ongoing reforms on e-commerce related policies. Under the Digital moonshot, ITC assessed the legal, IT, procedural framework for digitalization in Egypt and formulated recommendations for its improvement. Furthermore, the moonshot supported over 2,500 digital entrepreneurs and MSMEs, through building digital skills, increasing their capacity for using digital trade channels, boosting tech start-up growth, and by facilitating digital investment and business deals amounting to over \$8.5 million.

Finally, business development funding invested in the Digital Trade area resulted in a [large expansion of the portfolio](#), with three large digital projects in the pipeline for year 2024: in Sierra Leone, with a focus on youth MSMEs and startups, in ASEAN, focusing on the Digital Economy, MSMEs, and tech startups, and in El Salvador, promoting ICT sector development and orange tourism services.

The 2024 edition of ITC’s flagship publication, for which data collection initiated in 2023, will discuss the enablers for a SME digital transformation, and assess the potential of advanced technologies to close the digital gap.

Regional integration and South-South trade and investment

In this area, ITC has invested in its One Trade Africa (OTA) initiative, to connect the African business community within the African Continental Free Trade Area (AfCFTA). The initiative was developed to meet the new demands of small businesses for trade-related information, upskilling and advisory within the AfCFTA. One of the tools developed was the [AfCFTA glossary – a mobile application](#), produced with input from the private sector, explaining 100 AfCFTA-related technical terms to help small firms to better understand what the Agreement means for them. The initiative surveyed African business support organizations, identifying a significant demand to build or expand their AfCFTA-related offering, including on market intelligence, trainings and advisories for small businesses. The initiative engaged with a broad base of small businesses, by working with membership-based business support organizations and through a series of awareness-raising events, such as the AfCFTA Business Forum, 2nd Annual African Union MSME Forum, and the AfriCaribbean Trade and Investment Forum (ACTIF).

General - non-impact area specific

Global Public Goods (GPGs) are products and services that ITC offers free of charge, and available for all, to reduce information asymmetries that constrain developing countries in taking advantage of trade opportunities¹⁰.

In 2023, the Market analysis tools users from the private sector reported over \$195 million of business investment and transactions, facilitated by/informed by their use of ITC's trade intelligence. During the year, the tools had over 245,000 frequent users, approximately 41% women, and via SME Trade Academy, 950 trainees in total took e-learning courses on market analysis through ITC tools with an average women participation of 37%. ITC market analysis tools have also been featured at 3 versions of the WTO Advanced Trade Policy course and 3 public webinars oriented to wide audiences in English and Spanish reaching 814 participants (384 women).

ITC's Global Trade Helpdesk was recognized at the G-20 Trade and Investment Minister's meeting as an inclusive and veritable platform for MSMEs. The Outcome Document launched the Jaipur call for action, states "We recognize that MSMEs, particularly in developing countries, often lack the requisite resources to collect and analyse all the relevant information for their target markets. In this regard, we issue the Jaipur Call for Action to enhance MSMEs' access to information (Annex B). We believe that its successful implementation through an upgrade of International Trade Centre's (ITC) Global Trade Helpdesk will support the accessibility of trade-related information and will spur the integration of MSMEs in world trade. In this regard, G20 members note that it will also be conducive to other ongoing international efforts on MSMEs, including at WTO, UNCTAD and other fora."¹¹

The ministers noted that it will also be conducive to other ongoing international efforts on MSMEs, including at WTO, UNCTAD and other fora.

GTH was leveraged as a key tool within the Digital Export Enablement Programme, a pilot project implemented in partnership with ICC, Google and WIPO, for over 380 ASEAN SMEs, with over 50% beneficiaries intending to change their business operations, informed by the GTH data.

In the area of tools for strategy development, a revamped Strategy Implementation Management Tool (SIMT) was launched with improved user interface, and upgraded to the latest technology, ensuring high security compliance, ITC validated its implementation management approach, having published a paper that was validated through the Trade Strategy Forum, in which 18 countries participated.

ITC's work on **Institutions and Ecosystems** resulted in the expanded and continuously updated [Benchmarking platform](#), ensuring free access to knowledge, tools and good practices for BSOs, MSMEs and partners. The platform has a wide representation of almost 600 BSOs, covering over 150 countries. Through the platform, institutions conducted over 90 assisted assessments and 650 self-assessments. Direct support was provided to the ECOWAS members of the TPO network and to Green to Compete hubs. The BSOs that benefitted from ITC's Window 1 assistance in 2023 serve over 15,000 member MSMEs. Additionally, ITC's benchmarking tools were widely used under Window 2 projects.

¹⁰ The GPGs are often funded through Window 1, complementary to RB and some W2 resources.

¹¹<https://commerce.gov.in/wp-content/uploads/2023/09/G20-Trade-and-Investment-Ministers-Meeting-Outcome-Document-and-Chairs-Summary.pdf>

3.4 Progress on technical assistance milestones




In the Strategic Plan 2022-2025, ITC committed to delivering on key initiatives in each of its four core service areas and five impact areas over the four-year period. In its 2023 Operational Plan, ITC highlighted milestones to achieving the key deliverables of the Strategic Plan. The following table summarizes the implementation status of those milestones as of 31 December 2023.

Progress on the milestones is reported in four stages: completed, in progress, not started or cancelled:






Improved MSME firm-level capacities to trade

Self-service support to MSMEs (trainings, databases, platforms – ready to use)

Status	Milestone	Description of milestone status, as of 31 December 2023
 Completed	SME Diagnostic and benchmarking platform rolled-out.	The diagnostic platform was fully rolled out and is being used in several ITC projects (GRASP Pakistan, SheTrades Commonwealth; ARISE + Philippines; WACOMP Sierra Leone, and SheTrades and Visa: Asia Pacific). In the GRASP Pakistan project, 12 Small and Medium Enterprises Development Authority (SMEDA) personnel obtained the Consultant Certification. By year-end, the platform reported users from Pakistan, Indonesia, Bangladesh, Kenya, Nigeria, Ghana, and the Philippines.
 Completed	“ FastTrackTech 360Diagnostics platform ” for tech start up maturity assessment released.	404 diagnostics were completed, ChatGPT was integrated, new functionalities were added and have been released.
 Completed	Quality for Trade platform enhanced including onboarding of new users.	Quality for Trade platform was enhanced: 18 new mappings on product-market technical requirements; 24 new individual experts registered; 18 new institutions registered and 50 new success stories published

Products and services in development or enhanced

Status	Milestone	Description of milestone status, as of 31 December 2023
 Completed	New approach for development of sustainable supply chains rolled out to build the technical skills of MSMEs to implement sustainable practices in inventory, production operations, warehousing, and transport.	The MSME diagnostic and benchmarking tool was adapted to support MSMEs to improve sustainable and inclusivity of their practices and piloted under the Shetrades Commonwealth programme. Each company received its own Self-Assessment report, with the SWOT analysis, gaps and weaknesses identification, and advice on actions to be taken to improve competitiveness and sustainability practices.




<i>Status</i>	<i>Milestone</i>	<i>Description of milestone status, as of 31 December 2023</i>
 In progress	SME Trade Academy Course “FastTrackTech Going International Strategy Design” for tech startups launched and “Going International’ Training of Trainers delivered.	A few module design sessions still need to be completed for this course to be launched. The aim is to finish it during Q2 2024.
 Completed	Five financing gateway platforms established in East Africa hosted by national institutions (Burundi, Kenya, Rwanda, Tanzania, Uganda) to provide transparency for MSMEs on available financial products.	The five platforms have been developed and the launch will occur as part of the MarkUp II project.

A more supportive business ecosystem for MSMEs



Advisory for business support organizations and networks

<i>Status</i>	<i>Milestone</i>	<i>Description of milestone status, as of 31 December 2023</i>
 Completed	Legal, monitoring and evaluation framework finalized for Economic Community of West African States (ECOWAS) regional business associations (RBAs): Federation of West African Chambers of Commerce and Industry (FEWACCI), Federation of Business Women and Entrepreneurs (FEBWE), Federation of West African Employers’ Association (FWAEA) and the ECOWAS Trade Promotion Organizations Network. The legal work involves updating and upgrading the Governance frameworks of the different organizations by reviewing and improving their legal instruments (constitutions, articles of association).	The milestone was implemented as planned.
 Completed	BSO benchmarking platform used for project implementation in four TRTA projects (for Pakistan, Viet Nam, Uganda, Kenya, South Africa, Senegal, Iraq, Jordan, Lebanon).	Completed for all four projects: GRASP (Pakistan), TPP Vietnam, Uganda STAR and SheTrades GIZ (Kenya, South Africa, Senegal, Iraq, Jordan, Lebanon).

Assistance for BSOs to expand their services for MSMEs

<i>Status</i>	<i>Milestone</i>	<i>Description of milestone status, as of 31 December 2023</i>
 Completed	Artisanal Empowerment Hub in Central Asia established.	The Ready4Trade project established and launched the NOVICA Artisan Empowerment Hub in Tashkent, Uzbekistan, which covers the entire Central Asia region and open up online sales for Central Asian artisans to reach a global audience. The Hub was officially launched on 18 May 2023, on the margins of the Business Session of the EU-Central Asia Economic Forum in Almaty, Kazakhstan.
 In progress	ITC approach to develop and strengthen services delivery hubs (e.g., SheTrades, Green2Compete) further developed and harmonized.	Proposal developed and shared with relevant ITC teams; it will be aligned with the ITC country engagement strategy.
 In progress	Strengthened, more visible and better-connected existing ITC hubs.	Training conducted with SheTrades hubs and Green to Compete hubs on effective partnerships and on effective ecosystem connection.



Mobilization of partners to strengthen business support ecosystems

Status	Milestone	Description of milestone status, as of 31 December 2023
 In progress	African Academy for fashion designed in collaboration with market partners. The African Academy for fashion seeks to create an educational facility that develops human capital for the fashion sector.	A consultation and information sharing webinar was held in January 2024 by Afreximbank, ITC and the International Cooperative Alliance to discuss with Fashion designers in Africa the relevant to set up a Pan African Alliance.
 Completed	AfCFTA regional BSO ecosystem mapped and support activities are ongoing.	The mapping exercise has been completed. It included a validation webinar and a presentation to the stakeholders. Further work is being discussed with the Secretariat and as a result ITC has already provided support to implement a new BSO platform.








A more conducive policy and regulatory environment for MSMEs

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




Status	Milestone	Description of milestone status, as of 31 December 2023
 Completed	Trade and investment strategies validated and adopted in four countries (Viet Nam, Iraq, South Sudan and Pakistan), and quality regulations improved in five countries.	National Export Strategies Pakistan, Viet Nam and South Sudan finalized and launched. The potato strategy was finalized and launched in Feb 2024 during Iraq National Trade Forum (INTF). Quality and SPS related legislation has been improved in Uzbekistan, Comoros, Lao PDR and Viet Nam.
 Completed	Submission of recommendations for simplification of trade procedures in Kazakhstan, Kyrgyzstan, Tajikistan, Uzbekistan and Turkmenistan.	Simplification recommendations were successfully developed and submitted for Kazakhstan, Kyrgyzstan, Tajikistan and Uzbekistan. Following discussions with the EU and Turkmenistan, the simplification work in Turkmenistan under R4TCA was canceled and rescheduled under the new EU-funded project in Turkmenistan.

Policymaker, stakeholder capacity building and policy/regulatory infrastructure development

Status	Milestone	Description of milestone status, as of 31 December 2023
 In progress	Two countries (the Comoros and Viet Nam) assisted in operationalizing the established public-private dialogue platforms and strengthening investment facilitation framework.	For the Comoros, a ministerial decree on the functioning of the Public-Private Dialogue (PPD) platform was enacted and is based on ITC's technical recommendations. An inaugural PPD session was organized with technical and financial support from ITC. For Viet Nam, a draft of the articles of association for a PPD mechanism was developed and submitted to the government. It will undergo a pilot phase in 2024. In the Philippines three capacity-building events on investment facilitation, were organized for various stakeholder groups (including the inter-agency IFD negotiating group, investment promotion agencies, and the private sector).
 Completed	Capacity building on trade policy formulation and implementation implemented for stakeholders in Pakistan, Malaysia, Nepal, Thailand and Liberia.	ITC has assisted a region (CARIFORUM) and countries (Sri Lanka, Nepal, Pakistan and the Bahamas) to improve their respective business environment through advisory support aimed at drafting/improving trade and industrial related policies with a view to foster trade/industrial harmonization, diversification and value addition. In Thailand, advisory services were provided

<i>Status</i>	<i>Milestone</i>	<i>Description of milestone status, as of 31 December 2023</i>
		on cross-cutting issues impacting competition policy, particularly related to environmental sustainability, public procurement, health and digitalization.
 Completed	Trade facilitation modules and a virtual learning space rolled out for stakeholders in Eastern Europe-Central Asia.	Cross-Border Trade Management Curriculum and related Virtual Learning Spaces were launched in five Central Asian countries, as part of the Ready4Trade project. In 2023, more than 3,500 individuals demonstrated increased knowledge or skills related to international trade and MSME competitiveness.
 Completed	15 conformity assessment bodies in Burundi, the Comoros, Iraq, the Lao People's Democratic Republic, Malaysia, Myanmar, the Philippines, Thailand, Uzbekistan and South Sudan, assisted in expansion of their testing, inspection, metrology, certification or accreditation services.	71 Quality and SPS institutions were supported to improve their services. Five conformity assessment services in Burundi and one in Thailand got their international accreditation.
 In progress	The second edition of the Trade Strategy Forum, celebrating the 20 th year of the function, held with participation from countries currently or recently engaged in trade strategy design and implementation.	Due to time constraints, the second edition of the Trade Strategy Forum was held in March 2024.

Support to multilateral processes

<i>Status</i>	<i>Milestone</i>	<i>Description of milestone status, as of 31 December 2023</i>
 Completed	Three countries (Iraq, Uzbekistan and Turkmenistan) supported in WTO Accession process.	Iraq: support provided to finalize the initial draft on goods and services. Uzbekistan: assistance provided with advancing the multilateral negotiation track (2 working party meetings were held in 2023) and bilateral track by advising on updating the goods and services offers (negotiations on goods are concluded with seven WTO Members). Turkmenistan: the country is at the very early stage of the accession process focusing currently on drafting Memorandum on the Foreign Trade Regime (MFTR), primary accession negotiation document, support has been provided with the translation of the national legislation to facilitate the preparation of MFTR and with capacitating government officials in understanding the WTO rules to start the negotiations. Timor Leste: targeted support (translation of laws) aimed at fostering the conclusion of Timor Leste's accession to the WTO.
 Completed	Developing countries supported in the WTO Investment facilitation for development negotiations, including on implementing the Investment Facilitation for Development (IFD) agreement.	65 events of various types (high-level roundtables, delegate training, Investment Promotion Agencies (IPAs) workshops, expert seminars) were held to enhance the knowledge and capacity of developing countries to participate in the IFD negotiations. Pilot assessments were conducted for Lao People's Democratic Republic, Togo, and Zambia, while assessments were initiated for Ecuador and the Philippines.
 Completed	12 countries assisted in integration of regional trade and investment commitments into their domestic regulatory framework (CEFTA party countries, Lao PDR, Malaysia, Myanmar, the Philippines and Thailand).	Lao People's Democratic Republic: Technical support provided to facilitate compliance with its commitments under the ASEAN Trade in Goods Agreement (ATIGA), and ASEAN Trade in Services Agreement (ATISA). Lao People's Democratic Republic and the Philippines: Targeted programmes on emerging trends in trade agreements - including drawing upon regional trade commitments.

Status	Milestone	Description of milestone status, as of 31 December 2023
		CEFTA AP6: Trainings on the Notification and Transparency Guidelines and review on the compliance of their services commitments under AP6 for 6 parties. Malaysia: Report on developments and trends in International Investment Agreements (IIAs) and best practices within the ASEAN region, aimed at aligning with national policies.



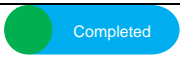
Improved business, trade and market intelligence

Expanding trade and market intelligence, including new data sources

Status	Milestone	Description of milestone status, as of 31 December 2023
Completed	Customized versions of market analysis tools developed in 3 additional countries or regions, directly integrating and /or adapting the tools to partner websites.	Export Potential Map (EPM) OIC, EPM Lao PDR and EPM UAE have been finalized and shared with partners.
Completed	2023 flagship SME Competitiveness Outlook launched, focusing on small businesses in fragile contexts, conflict and post-conflict areas and two additional country competitiveness reports.	The report was published and virtually launched in November 2023. The live launch was postponed to February 2024, due to security concerns in Iraq. An additional launch will take place in Geneva in March 2024.
In progress	SME Competitiveness Atlas launched for interactive data exploration on firm competitiveness.	Platform was finalized and launched internally at ITC Innovation Fair at end of 2023. It is not available for public use due to review of ITC platforms and funding shortage.
Completed	Competitiveness and Regional Value Chain modules on the West African Competitiveness Observatory platform launched to empower policymakers and MSMEs with tools that gather global, regional, and national data on competitiveness outcomes and performance, and value chain opportunities, respectively.	Competitiveness and regional value chain modules are available online.
In progress	Import taxes made available through Market Access Map.	The newly developed imports taxes module for the Market Access Map is now available online on the development server. Currently, there is no funding available to process the data, but we are planning to do so at a later time.
Completed	New product-market technical requirements mapped on the Quality for Trade Platform.	18 product market technical requirements mapped on the Quality for Trade Platform.
Completed	Global Trade Helpdesk updated with expanded digital trade and regulatory information.	A new module on digital opportunities with information on de minimis value, e-market places and online payment solutions, and data from WTO on quantitative restrictions have been added to the GTH platform.




Piloting new approaches

Status	Milestone	Description of milestone status, as of 31 December 2023
Completed	Digital workshops, a new approach that designs workshop activities according to instructional design principles and applies digital technologies to improve training quality, launched by the SME Trade Academy.	The Digital Workshop methodology was successfully launched. These innovative workshops are designed based on instructional design principles, integrating digital technologies to enhance the quality of training.




<i>Status</i>	<i>Milestone</i>	<i>Description of milestone status, as of 31 December 2023</i>
 Completed	An enhanced version of Trady, a machine learning chatbot for solutions to trade problems made available to a network of trade strategy practitioners.	The enhanced version of Trady is publicly available on http://ai.intracen.org A proof-of-concept of a conversational Trady using generative AI was also developed and it's available for internal use under restricted access.


 Sustainable and resilient value chains

Strengthening methodologies for value chain development and resilience



<i>Status</i>	<i>Milestone</i>	<i>Description of milestone status, as of 31 December 2023</i>
 Completed	Innovative solutions for climate change resilience of rural SMEs and populations in agricultural value chains developed and piloted in three countries.	Jamaica: A successful pilot was implemented with the Alligator Head Foundation, integrating the Green and Blue Economy for enhanced resilience. This partnership solution has won the UN SIDS GLOBAL Partnership Award. Ghana: An ongoing pilot project is underway, along with data measurement, focusing on Dynamic Agroforestry Climate and Income-smart approaches. A circular economy initiative in the Coffee Partnership is being developed in collaboration with the International Coffee Organization (ICO) and the Centre for Circular Economy.
 In progress	Finance for Action (i.e., agricultural value chain finance) methodology consolidated and rolled out to include climate adaptation and mitigation strategies for select value chains in 2 ACP countries.	Approach to supporting financial inclusion of small agribusinesses (short - medium and long term) developed and currently being validated.
 Completed	Gender toolkit rolled out for agricultural value chains in two countries.	Gender toolkit rolled out for agricultural value chains in Pakistan, Côte d'Ivoire, Liberia, and Sierra Leone.

Capacity building for MSMEs in sectoral value chains

<i>Status</i>	<i>Milestone</i>	<i>Description of milestone status, as of 31 December 2023</i>
 Completed	100 MSMEs sensitised/trained/coached in the implementation of sustainability standards, including ISO 14001, Rainforest, Organic standards in Burundi, Malaysia, the Philippines and Thailand.	A total of 265 MSMEs have been trained and coached across 16 countries. Among them, 38 MSMEs have successfully obtained certification.
 Completed	Comprehensive programme rolled out under the GRASP project for rural MSME capacity building in the areas of strategy, marketing, operations and financial management in Pakistan's Balochistan and Sindh provinces.	20 personnel from Small and Medium Enterprise Development Authority (SMEDA) were trained in the theoretical framework of Competitiveness and How to be a Consultant. Additionally, eight 12 participants got the assignment to develop improvement plans for eight MSMEs. After successful completion of the assignments, 12 participants obtained the Certification for Consultants under the platform. Moving forward, SMEDA is prepared to launch the platform and offer consulting services, utilizing the diagnostic tool.
 Completed	Managerial and operational diagnostics conducted for IT and agribusiness MSMEs in the MENA region.	The analysis of 35 startups via ITC's 360° method has revealed their strengths, weaknesses, and competitive advantages, offering a macro view of each's strategic positioning, accompanied by tailored recommendations.

<i>Status</i>	<i>Milestone</i>	<i>Description of milestone status, as of 31 December 2023</i>
		50 SMEs in the agri-food sector were assessed to identify strengths and weaknesses across the value chain, providing recommendations for improvement and enhancing export competitiveness.
 In progress	Efficacy of auditing procedures in the textile & garment value chains improved, through the Social and Labor Convergence Program (SLCP) gateway benefiting 8,000 factory units in over 50 countries across Asia, Africa and Latin America.	Facility converged assessment framework operational in 61 countries as of December 2023, utilized by 75 brands and over 13,000 facilities, leading to further increased savings.


Mobilization of market partners


<i>Status</i>	<i>Milestone</i>	<i>Description of milestone status, as of 31 December 2023</i>
 In progress	EFI-ESG Due Diligence tool rolled out in the EU fashion industry and a working group on circularity created with 10 international brands and with their associations.	EFI participated and organized several industry-specific events on ESG Due Diligence involving European brands. EFI co-organized the Fashion Sustainability Awards with Camera della Moda and Ellen McArthur Foundation, whereby nominees were selected using the EFI-ESG framework.
 Completed	Value addition and circular economy for agribusinesses supported in strategic sectors through 2 new and innovative business partnerships.	Centre for Circular Economy in Coffee designed and launched in October 2023 and currently being piloted at the global level with ICO, UNIDO, ITC, Lavazza, ACRAM and partners (https://www.circulareconomyincoffee.org/ and https://intracen.org/news-and-events/news/center-for-circular-economy-in-coffee-the-first-global-collaborative-platform)





Inclusive trade: women, youth and vulnerable groups

SheTrades Initiative


<i>Status</i>	<i>Milestone</i>	<i>Description of milestone status, as of 31 December 2023</i>
 Cancelled	The Care-SheTrades Impact Fund launched and resourced to improve access to finance for women-led businesses at the growth stage.	With a proven track record of supporting SME development, women's entrepreneurship, and climate change, ITC's role in the CARE-SheTrades Impact Fund (CSIF) was to leverage its portfolio of projects to identify a pipeline of potential companies in the target countries, provide capacity building, and ensure engagement with local business support organizations - all subject to funding. ITC was also invited to support fundraising activities for the first loss tranche of the fund. After interactions with key donor countries and expressed commitment of funds from one of them, the CSIF was not able to secure an investment vehicle or Development Financial institution on time for the disbursement of donor funds. In response to this, ITC made a strategic decision to intensify activities under SheTrades Invest. This involved automating the matchmaking process

<i>Status</i>	<i>Milestone</i>	<i>Description of milestone status, as of 31 December 2023</i>
		between women seeking finance and capital providers, streamlining the identification of suitable financial partners. Additionally, ITC took proactive steps to organize more in-country boot camps, providing targeted training and support to women entrepreneurs to enhance their financial literacy and business capabilities. Simultaneously, direct collaboration with financial regulators was established to implement policy changes aimed at bridging the gender financial gap. As part of these efforts, ITC initiated the launch of national catalogues, providing women entrepreneurs with access to gender-lens financiers and essential knowledge resources.
 Completed	14 SheTrades Hubs strengthened and co-delivering targeted interventions for women in trade. 3 new hubs launched (in line with wider ITC approach on hubs and in-country presence).	<p>During 2023, we have strengthened the existing 14 SheTrades Hubs and launched 3 new hubs:</p> <ul style="list-style-type: none"> - SheTrades Hub in Mongolia was launched at the ITC World Export Development Forum 2023 and is hosted by the Mongolian National Chamber of Commerce and Industry (MNCCI). - SheTrades Hub in Dominican Republic, hosted by ProDominicana, and the regional. - SheTrades Hub in the Caribbean, hosted by the Caribbean Development Bank, were launched in September 2023. <p>In November 2023, ITC organized an in-person meeting with representatives of the host institutions of SheTrades Hubs and provided them with training of trainers.</p>



Youth and Trade Initiative

<i>Status</i>	<i>Milestone</i>	<i>Description of milestone status, as of 31 December 2023</i>
 Completed	Two youth-focused technical methodologies consolidated: on access to finance and on entrepreneurship and coaching services.	<p>Investment readiness toolkit developed and deployed to 10 key support organizations along with an Angel investment mapping tool developed and deployed in the context of SAAVI project in Iraq.</p> <ul style="list-style-type: none"> - SAAVI online agripreneurship curriculum developed and rolled out to 4,000 youth in Iraq. 150 youth benefited from grants with coaching and mentorship. - The Gambia National Entrepreneurship Coaching Framework piloted in collaboration with 5 BSOs and officially launched as a national standard.
 Completed	Existing YE! Community and chapters strengthened and enabled to roll out one additional service at country-level such as entrepreneurship modules, support to better address access to finance needs of young entrepreneurs (in line with wider ITC approach on hubs and in-country presence).	The YE! chapter is anchored at Oxfam's Iraq Response Innovation Lab in Iraq. The beneficiaries were exposed to entrepreneurship and coaching programmes along with the SAAVI Tadreeb solution.

Ethical Fashion Initiative (EFI)

<i>Status</i>	<i>Milestone</i>	<i>Description of milestone status, as of 31 December 2023</i>
 In progress	Business model consolidated, connecting all existing EFI production centres managed by social enterprises to a central hub in Kenya: 6 production poles connected for a supply chain that spans across Eastern, Western and Southern Africa.	A new EFI was launched in Kenya in November 2023. Several local organizations are under consideration to structure the central Hub in Kenya, and acquisition of new partner for the Hub in Kenya is ongoing.



Refugees/Returnees Empowerment through Markets Initiative (REMI)

Status	Milestone	Description of milestone status, as of 31 December 2023
 In progress	Services offering (methodologies and toolkits) developed, strengthened and piloted for two client groups, i.e., returning migrants and Internal Displaced Persons (IDPs).	Pilot for IDPs completed in Ukraine with toolkits and methodologies to be further refined in phase 2, the project to support returnees have been rolled out in Nigeria as of November 2023.
 Completed	Support to refugees, returnees and IDPs consolidated in one programme country (Kenya) and started in three new countries (Rwanda, Ukraine, Pakistan).	Support to refugees and IDPs in Rwanda, Pakistan and Ukraine is fully operational. Further expansion of support to cover other displaced groups in these countries awaits further funding identification.





Green trade

New or enhanced tools, services and methodologies for green growth

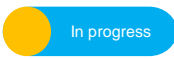

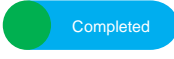
Status	Milestone	Description of milestone status, as of 31 December 2023
 Completed	The Environmental Assessment tool supporting MSMEs in the apparel sector launched.	The Green Performance Toolkit was launched in December 2023 at COP28. The tool is available for the textiles/apparel and agri-food sectors in four languages (English, French, Spanish and Arabic). The development of the tool followed a participatory approach, on which throughout its development, ITC tested the tool with SMEs involved in ITC's projects. Feedback received through the pilots was taken into account for improvements of the tool.
 In progress	Climate Competitiveness Guide for Business Support Organizations on climate-related risks and opportunities in the agrifood sector and accompanying training course launched.	The guide is under preparation for launch in May 2024 at SIDS4 in Antigua.

Support ecosystem for green growth

Status	Milestone	Description of milestone status, as of 31 December 2023
 Completed	Green to Compete Hubs strengthened, by bringing the BSOs involved together to foster long-term and on-going learning and good practice sharing.	Developed phase II strategy for the GreenToCompete Hubs in collaboration with ITC Institutions and Ecosystem Section and through consultations with the Hubs hosts (BSOs). The participatory process enabled ITC to build a strategy that is anchored on the BSOs needs and that reflects their priorities, such as access to information, capacity building and support for fundraising activities. Consultations with countries like Kenya, Ghana, Lao People's Democratic Republic, Viet Nam, Peru, and Nepal allowed for the sharing of implementation experiences and discussions on scaling up the approach. The culmination of this work took place during a workshop at COP28 in Dubai, where participant BSOs, including Caribbean Export, ADEX, Agro-Enterprise Centre (AEC), and Kenya Climate Innovation Centre (KCIC), discussed a strategy for the second phase of the Hubs, addressing feasibility, scalability, and sustainability.
 Cancelled	Expanded Green to Compete Hubs to 1 new country (Malaysia).	The establishment of a GreenToCompete Hub in Malaysia was discussed under the framework of W2-funded project Arise Plus Malaysia. Following

Status	Milestone	Description of milestone status, as of 31 December 2023
		discussions with MATRADE, ITC was informed by MATRADE that they decided not to pursue the establishment of the Hub in the country for the moment for the following reasons: a) short timeframe of the project implementation (until December 2023), b) potential conflict with a new ESG initiative recently established by the Malaysia Ministry of International Trade and Industry (MITI), c) misalignment of expectations and resources from both sides. ITC then implemented a coaching programme for Malaysian SMEs on Voluntary Sustainability Standards (VSS) and Resource Efficiency and Circular Production (RECP).



Mobilization of partners for green and sustainable growth of MSMEs


Status	Milestone	Description of milestone status, as of 31 December 2023
 In progress	Support to up to 6 developing countries started, in assessing the role that trade can play in helping them meeting climate mitigation and adaptation objectives.	7 countries have been selected and consultations are ongoing to identify trade and environment priority needs of the countries. These include, Ecuador, Dominican Republic, the Philippines, Viet Nam, Kenya, Senegal and Mauritius.
 Cancelled	Forest and Climate Leadership Partnership joined to bring MSMEs' perspective into the solution package for climate crisis.	Joining the Forest and Climate Leadership Partnership was deprioritized. Instead, MSME voices were brought to multi-stakeholder roundtables and into the analysis of key trade-related climate measures.
 Completed	New version of Climate Smart Network released (beta version launched at COP27), which connects climate smart MSMEs to international buyers, and scaled with three new partners.	New version of the Climate Smart Network presented via a panel discussion and a press release at COP28. Accessible here: https://climatesmart.intracen.org/






Digital trade

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

Status	Milestone	Description of milestone status, as of 31 December 2023
 Completed	Digital literacy capacity building and coaching on using digital marketplaces conducted for MSMEs in Eastern Europe – Central Asia.	Capacity building of over 200 MSMEs in Central Asia, covering e-commerce models, social selling, websites and marketplaces. On digital marketplaces in particular, ITC provided support for a diverse range – both B2C and B2B, domestic, regional and international marketplaces (including eBay, Etsy, Novica, Foursource, Alibaba)
 Completed	First wave of MSME support rolled out in two ecomConnect Hubs in Nicaragua and Tunisia, namely supporting a first cohort of MSMEs through a full programme of online and offline events.	Tunisia hub: The pilot project was successfully completed, and the methodology and the content were tested. 32 MSMEs completed the training and received ITC's certificates. In addition, 27 BSO representatives received the training of trainers (ToT) on e-commerce. The Ministry of Commerce and ITC are pitching for a new fund to run the hub in 2024/2025.

<i>Status</i>	<i>Milestone</i>	<i>Description of milestone status, as of 31 December 2023</i>
		Nicaragua hub / Central America: A decision was taken to halt the implementation of a hub in Nicaragua following the disbandment of the selected local partner institution, APEN and inconclusive discussions with the regional body SIECA. Instead, we continue to develop relevant local content in Spanish, in anticipation that this tool will find service in 2024, as part of new projects in the region.
 Completed	Three new digital platforms (ecomConnect Market, ecomConnect learning hub, ebay discoveries) launched to promote marketplace listings, goods and offer learning on ecommerce.	All three platforms launched, expanding the previous online learning and information websites. ecomConnect Market showcases the ecomConnect success stories from various projects in developing and least developed countries, with 83 brands listed. The next step is to promote the new tool within ITC's network and on ITC's social media channels. ecomConnect Learning Program (ELP) offers an online curriculum, personalized advisory, technical and networking events, and a supportive community to drive MSME online sales. The eBay Discoveries platform showcases the work ecomConnect has conducted with eBay under multiple projects and regions. Currently eBay discoveries have over 50 stores from three regions.


Support to BSOs and policymakers in relation to digitalization



<i>Status</i>	<i>Milestone</i>	<i>Description of milestone status, as of 31 December 2023</i>
 In progress	Two e-commerce strategies (Uzbekistan and Tajikistan) launched.	The E-commerce Strategy for Uzbekistan was finalized and officially launched in Tashkent in February 2023. The E-commerce strategy of Tajikistan is in final stage of preparation for submission to the Government for validation.
 Completed	Two countries (Malaysia and the Philippines) supported to strengthen their digital regulatory framework	Enhanced capacity and coordination of Malaysian stakeholders on reforming and implementing digital policies and regulations. Mapping study undertaken on emerging trends in digital provisions in EU FTAs and relevance for the Philippines.
 In progress	Iraq's telecom services enhanced through regulatory assessment to ensure alignment with WTO requirements.	Initial assessment undertaken of Iraq's telecom sector to identify commitments for Iraq's initial services offer. A complete assessment to be done in 2024.





Regional integration and South-South trade and investment

Boosting regional trade

<i>Status</i>	<i>Milestone</i>	<i>Description of milestone status, as of 31 December 2023</i>
 Completed	Mapping and recommendations for regional BSOs and networks delivered to AfCFTA Secretariat.	The BSO mapping exercise is completed and the recommendations have informed the design of the AfCFTA Private Sector Engagement Platform

<i>Status</i>	<i>Milestone</i>	<i>Description of milestone status, as of 31 December 2023</i>
		which is to be launched in early 2024, alongside the launch of the mapping report.
 Completed	Continued support to the AfCFTA implementation through the enhancement of the African Trade Observatory with new data for five countries, new modules, indicators and a Swahili version.	There is new data for 13 countries (Burundi, Cabo Verde, Côte d'Ivoire, The Gambia, Ghana, Liberia, Mauritania, Senegal, Sierra Leone, Somalia, South Sudan, Rwanda and Tanzania). The Swahili version of the ATO Dashboard has been released. The beta version of a new data upload/download module, a new user permission management system and a new section on trade obstacles have been integrated into the ATO dashboard.
 In progress	Support the regional integration agenda and maintain active relations with countries /regional economic communities (RECs) in sub-Saharan Africa to increase ITC's visibility and possibilities for new funding.	ITC continues to support the regional and continental integration agenda at national, sub-regional and continental levels, ensuring synergies and linkages. The One Trade Africa Initiative coordinates ITC support to MSMEs, women and youth entrepreneurs to benefit from the AfCFTA, working closely with the AUC, AfCFTA Secretariat, RECs and the Africa Business Council. The African regional integration portfolio will be expanded and consolidated over 2024-2028 through e.g. the new EU Africa Trade Competitiveness and Market Access Programme - where ITC will serve as a critical implementation partner at both sub-regional and continental levels.

Advancing South-South trade and investment

<i>Status</i>	<i>Milestone</i>	<i>Description of milestone status, as of 31 December 2023</i>
 Completed	Economic operators in South and East Mediterranean countries supported to identify regional trade opportunities through the use of Euromed Trade Helpdesk and its related market intelligence.	National certified trainers in Morocco, State of Palestine, Algeria and Jordan are supporting economic operators in the use of Euromed Trade Helpdesk to identify regional trade opportunities. More users of the online tool accessed free and reliable trade data for their business and policy decisions.
 In progress	Investment networking sessions organized with West African Investment Promotion Agencies (IPAs) to seize opportunities in the mango, cassava, ICT and textile sectors.	IPAs from the ECOWAS region increased and shared their knowledge in events that provided important investment networking opportunities - the Africa Cassava Conference 2023 (18-20 October 2023) and the AfriCaribbean Trade and Investment Forum (30-31 Oct 2023).

4. Managing for results

4.1 Responding to country needs

In 2023, ITC continued to deliver effective and customized solutions for promoting inclusive and sustainable growth as countries recover in the aftermath of the COVID-19 pandemic.

ITC has made substantial progress in developing the Country Engagement Strategy. A further updated version of the strategy made available in the course of the year for consultation with ITC's Senior Management Committee. ITC has also scaled collaboration with the United Nations Development Coordination Office in New York to better cover and capture its work and achievements within the context of the United Nations Sustainable Development Group's Output Indicator Framework for Measuring the UN's Contribution towards the Sustainable Development Goals. ITC actively participated in meetings related to this work and contributed to further enhancement of the efficiency and effectiveness of the framework.

4.2 Engaging with the WTO and the UN

ITC continued its close collaboration with the WTO, the UN Sustainable Development Group (UNSDG) and specifically UNCTAD, including through joint advocacy, publications, tools, TRTA projects and events. While a number of joint initiatives are featured in this section, key joint events are described in the section 'Leading the global conversation' below (4.4.).

With WTO, ITC continued participating in the WTO's MSMEs group on supporting the MSME outcomes in the G20 Trade and Investment Working Group. Since 2022, ITC and WTO participate in a jointly launched inter-agency Coordination Group on Accessions-related Technical Assistance to facilitate information exchange. ITC has continued to support four countries (Iraq, Turkmenistan, Uzbekistan and Timor-Leste) in their accession to the WTO. In support of the WTO Informal Working Group on Trade and Gender, ITC issued a report on a [Gender Analytical Framework for the agreements and work of the WTO](#), outlining trade and trade-related impacts on women (and men) through the employment, consumption and public provision channels.

The [ePing](#) SPS and TBT platform aims at increasing transparency in sanitary and phytosanitary (SPS) and technical barriers to trade (TBT) legislation. Set up jointly by the WTO, ITC and the UN Department of Economic and Social Affairs (UN DESA), ePing facilitates easy access to product requirements in international markets. ITC supported the promotion of the platform and, in 2023, helped with the development and launch of the Portuguese version of the tool. Jointly with WTO and UNCTAD, ITC operates the [SDG Trade Monitor online portal](#), which integrated 4 complementary trade-related indicators and an automatic report generation feature to streamline analysis and reporting tasks.

Based on positive reactions to the [LDC Trade Tracker](#) tool, launched jointly with UN-OHRLLS in March 2023 in Doha during LDC5, ITC started discussions on the development of complementary tools - SIDS and LLDC trackers.

ITC continued active engagement in and contribution to the UNSDG and revamped UN Resident Coordinator system and ITC's Executive Director was asked to co-chair the UNSDG working group on 'Our Common Agenda'. ITC signed seven new UN Sustainable Development Coordination Frameworks (UNSDCFs) in Central African Republic, Ghana, South Sudan, Seychelles, Mauritius, Bhutan and Cambodia, and cooperated with other UN agencies in developing and implementing joint projects under UN Multi Partner Trust Funds, e.g. in Tanzania. This fund focuses on youth and women's economic

empowerment in agriculture, with a specific emphasis on developing local markets. In the area of BSO support, ITC co-organized a training workshop on commercial diplomacy and trade negotiations with the UNCTAD affiliated International Institute for Trade and Development and UN-ESCAP, and with UN-ESCWA ITC organized joint session on digital tools for MSMEs during the Arab SMEs Summit in Marrakech.

4.3 Partnering for purpose

Forming partnerships with non-traditional funders remained a priority for ITC in 2023, as it is one of the pillars of the Resource Mobilization Strategy 2022-2025. During the annual Resource Mobilization Steering Committee (RMSC) meeting in April 2023, ITC took concrete steps in reinforcing its internal structure to allow more effective engagement with partners, thereby strengthening relationships and enhancing accountability.

A key initiative was the Partnerships Dashboard, which has consolidated partnership information into one accessible platform. This has not only streamlined partnership management but also fostered a culture of knowledge-sharing among staff while ensuring transparency regarding partnerships. Several new partnerships with non-traditional funders were forged, focusing on key impact areas.

ITC's Annual Report 2023 describes some of these partnerships in more detail in the context of the case stories. For instance, collaboration with the Visa Foundation has provided digital entrepreneurship opportunities for refugees in Kenya and Pakistan. A partnership with the Mastercard Foundation in Rwanda targeted the empowerment of marginalized groups such as women, youth, and refugees in the agricultural sector. The SheTrades Caribbean Hub, established in collaboration with the Caribbean Development Bank (CDB) aims to connect Caribbean women entrepreneurs to global markets and build stronger trade networks across the region. On Digital, ITC partnered with Google and the International Chamber of Commerce to drive innovation to enhance market research capabilities for MSMEs across ASEAN countries, ensuring they seized e-commerce opportunities effectively.

4.4 Leading the global conversation

In 2023, ITC continued to advance ITC's leadership on MSMEs and trade through communications, high-impact events and outreach. Communications and outreach are essential for ITC's work, helping make the case to our target audiences why connected, sustainable, and inclusive trade is the way forward when it comes to delivering on the Sustainable Development Goals. Results included:

- A continued growth of the ITC **website audience** with 4.4 million views and over 770k users which engage deeper, returning to the website and exploring more pages. The ITC corporate **social media accounts** have grown to reach a combined 335k followers across Twitter, Facebook, LinkedIn, and Instagram.
- A new **social media policy** was approved by the Senior Management Committee in October 2023 and was issued in February 2024.
- **High-impact events:** ITC had a strong presence at the 5th United Nations Conference on the least developed countries (LDC5) in March, to highlight the role of trade and small businesses as drivers of growth in LDCs. Also in March, at the 67th session of the Commission on the Status of Women in New York, ITC focused on empowering women-led businesses in the digital age. In May, ITC was an important partner for the European Union hosts in the delivery of the EU-Central Asia Business Forum in Almaty. In early June, ITC co-hosted timely discussions in Brussels around deforestation-free global value chains. At the World Chambers Congress in Geneva in the same month, ITC's contributions included a presentation of the next generation of tools and programmes for chambers, SMEs and entrepreneurs.

- The 20th edition of ITC's flagship event [World Export Development Forum \('Diversifying with Green Trade'\)](#) was hosted by the Government of Mongolia in June in Ulaanbaatar, and included collaboration with UN Mongolia, UN-OHRLLS, G20 Global Land initiative, WIPO, Google, Sidley, UNDP, EBRD, ADB, FIEO, Trade Finance Global and EuroChamber Mongolia, to name some.
- ITC contributed at the G20, the SDG Summit, the WTO Public Forum, the EU Global Gateway Forum, the Global Refugee Forum, the China International Import Expo, and the Arab SME Summit. For the first time in 2023, the United Nations Climate Change Conference (COP) provided the platform for a Trade House pavilion. Jointly run by ITC, ICC, UNCTAD and WTO, this dedicated space served to spark discussions and solutions on how trade can help drive climate and sustainable development actions. ITC also launched the SheTrades Caribbean Hub and organized, jointly with the Business Council for International Understanding, the Good Trade Summit 2023 in the margins of the UN General Assembly. The event explored the theme of Global Cooperation: Working Together to Build Sustainable & Inclusive Supply Chains.
- ITC increased the presence in large media outlets. During the WEDF, ITC achieved 200 media pick-ups in 18 countries, including top-tier coverage in outlets like CNBC Asia, BBC World, and Bloomberg TV Mongolia. The Executive Director spoke to major outlets like Financial Times, CGTN, and Wall Street Journal, discussing topics like EU Deforestation Regulation and climate change. The increasing demand for interviews reflects ITC's growing reputation as expert in MSMEs and trade for development, emphasizing themes like climate change, digital, and inclusion.

5. Organizational effectiveness and efficiency

5.1 Gender equality, diversity and inclusion within ITC

In support of ITC's strategic efforts towards gender equality, diversity, and inclusion (GDI), the Gender and Diversity Unit's (GDU) 2023 deliverables, in collaboration with other ITC teams included:

- Creation of an inclusive language communication guide for ITC users. The guidelines are complete and pending final approval to be circulated.
- Bystander behavior training to reinforce our commitment to zero tolerance for discrimination and gender induction sessions to welcome and support newcomers to ITC.
- Implementation of tailored performance measurement goals in the 2023-2024 performance cycle to support employee engagement in GDI.
- Revamping of the employee exit questionnaire to gather valuable insights into both our strengths and areas for improvement at ITC.
- Completing the GDI capacity development survey and updating the capacity development plan.
- Providing Senior Management training in consultation with SheTrades and UN Women.
- Improving diversity efforts by strengthening our existing Diversity and Inclusion (D&I) focal point group, which focuses on Racial and Geographic, LGBTQI+, and Disability inclusion and creating an Ally action group. These additions increase support for D&I awareness events like Black History Awareness Month and Mental Health/Well-being Day.

5.2 Environmental sustainability of ITC operations

The Jan-Dec 2023 deliverables for ITC to contribute to environmental sustainability were:

- Procurement tools/processes: instruction given to Procurement Services team to use global UN available established contract as often as possible.
- Participation in UNEP's Greening the Blue initiative: ITC follows UNEP methodology to determine ITC carbon footprint and identified areas to reduce building energy consumption.
- Carbon neutrality: the Certificates for Emissions Reduction were purchased to offset the 2,188 tons equivalent of CO² ITC Carbon Footprint in 2022.
- ITC building renovation: for this multi-year project, the pre-project feasibility was completed. The next step is to carry out negotiations with relevant Swiss authorities and discuss financing options.

5.3 Corporate Scorecard Tier 3: Efficiency and effectiveness KPIs

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

Table 13: Efficiency and effectiveness KPIs and progress in Jan-Dec 2023

Tier 3: Efficiency and effectiveness		2023 OP Targets	2023 Actuals
General management			
Oversight and compliance	Unqualified financial statements	Target: achieved	achieved
	Percentage of open audit recommendations closed by the Board of Auditors	47%	53%
Carbon footprint	Achieve a climate-neutral ITC	Target: achieved	achieved
Operational management	Advanced travel arrangements (21-day rule) compliance rate, in %	100%	62.5%
Results-based management and risk management			
Client satisfaction	Percentage of clients that rate ITC services positively	≥ 85%	91%
Focus on priority countries	Percentage of country-specific XB delivery dedicated to LDCs, LLDCs, SIDS, sub-Saharan Africa, SVEs, and conflict-affected countries	≥ 75%	75%
Gender mainstreaming	Percentage of UN-SWAP 2.0 indicators met or exceeded	94%	94%
Risk management	ITC annual report on risk management completed	1	1
Transparency	% of XB delivery published to IATI for TRTA projects	90%	91%
Human resources management			
Staff engagement	Average overall rating provided in the Engagement Survey (out of 3)*	≥ 2.3	2.34
Diversity	Percentage of women in professional and senior level positions	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%
	Average time to recruit fixed-term staff (in days)	90	90
	Average vacancy rate as percentage of all posts	8%	7%
Resource mobilization			
Fundraising	XB funds secured for the following year and beyond	\$205 million	\$286 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
Communications			
Outreach	Growth in ITC audience through social media followership (% and #of followers)	10% (315,370 followers)	17% (335,524 followers)
	# of ITC's corporate website visitors**	1,172,000	770,971
	# of ITC's corporate website sessions**	1,620,000	1,218,178
	# of registered accounts to ITC Market Analysis Tools	1,430,000	1,422,667
Partnerships			
	Number of signed United Nations Sustainable Development Cooperation Frameworks (UNSDCFs) (cumulative)	42	42

Source: ITC sections – KPI owners.

*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 2023 OP Target figures are overestimated as the calculation was based on the 2022 figures when the website traffic was still inflated by the automatic website robots. There was also a significant reduction of website pages for better user experience (approx. 30,000 before vs. 5,000 pages now).

A website session is a group of actions performed by the same user on our website within a timeframe (i.e., multiple page views, subscribing to events, downloading documents and other interactions).

5.4 Building organizational strengths

ITC's mandate combines a focus on expanding trade opportunities for MSMEs with the aim of achieving sustainable development. Our value proposition pools a unique set of technical and operational capacities to respond to client needs. Ongoing initiatives in our four areas of value creation are described below. ITC's value proposition is about trust, expertise, connectedness and agility.

Trust

Results-based management

- Beta version of management dashboards was released and open for testing/use. Comments from users will inform the next iteration of development.
- A new version of the Open data website was launched in June 2023.
- Project management guidelines were updated and enhanced with new content to reflect the best practices and ITC-specific standards and requirements in project planning, monitoring and reporting. The guidelines were also visually revamped and published in Q1 2024.
- Within the green and digital moonshots, a corporate-level review mapped contributing projects to those strategic initiatives. Guidelines on programmatic mainstreaming of disability and inclusion were drafted, to be finalized in 2024.
- A checklist for inception-phase deliverables for ITC's projects was included in ITC's Project management guidelines. It provides structured guidance for project managers to validate and, when needed, adjust project elements such as budgets, logframe and indicators, governance structure, potential implementing partners and local office requirements, monitoring & evaluation plans, and to finalise workplans.

Risk management

Uncertainty and risk remain important considerations across ITC's operations (see Appendix III for an overview of the corporate risk register). ITC strengthened its risk management framework, including:

- Corporate-level risk management sessions were conducted twice a year as per the Enterprise Risk Management (ERM) Policy requirements. These resulted in the identification of several new risks that were successfully mitigated in 2023, for example, relating to funding and currency exchange rates.
- An updated ERM policy draft underwent a thorough review by independent advisors, within the Moving Forward Action plan initiative. The updated policy was reviewed and cleared by SMC at the end of 2023, and risk training materials and capacity building will be updated accordingly in 2024.

Reporting

- More projects used the new corporate templates, which aim to give more granular information about ITC's project beneficiaries (e.g. MSME size, ownership type of BSO), and about the "areas of change" that can be attributed to an ITC intervention (e.g. an MSME making a change through an investment in cleaner production, through entering digital marketing etc.). The full adoption of these reporting tools will take time, as projects cannot easily switch their monitoring systems mid-way. However, gradually ITC will be able to increase its precision in corporate result planning, monitoring and reporting. This effort has been supported by ITC's data-management initiative, with the aim to facilitate and automate parts of the data collection (see below).
- Quarterly and on-demand RBM sessions were delivered, as per the regular corporate schedule. These sessions featured a refresher on a basic risk assessment process for projects. Each session also featured an informational segment on new corporate tools – ITC surveys, and on use of corporate reporting templates.
- ITC participated in the ECOSOC 2023 reporting, by showcasing its aggregated quantitative corporate outcomes. On the technical cooperation side, ITC collaborated with UN DESA and other

UN agencies, on clarification and refinement of definitions for several UN INFO output indicators, where ITC is listed as owner or co-owner, as these pertain to the MSMEs or business support organizations.

Expertise

Talent management strategy

- Implementation of the Inspira learning module in June 2023.
- For the career development framework, a working group has been created, and as this item is interlinked with several other Moving Forward action points, such as mobility, performance management, etc. the career development framework will consider the inputs of these working groups.

Innovation

- The Agile Incubator programme was implemented in the first half of the year, to support three selected ITC teams in developing and piloting new products or processes improvements that enhance results for beneficiaries.
- 12 rounds of innovation-related trainings were designed and delivered to ITC personnel with the L&D Hub. Additionally, the Lab started the "Let's talk about AI sessions" to raise awareness on the topic.
- The Innovation Lab provided advisory services to the Google's Startups for Sustainable Development programme, which in turn opened the opportunity for beneficiaries of ITC to benefit from Google support.

Data management initiative

- In 2023, the progress in establishing one ITC log in for users of ITC platforms advanced. 9 out of 15 platforms and systems were integrated with the Single-Sign-On by the end of 2023 with three additional platforms in progress with the objective to reach full integration in 2024. The Single-Sign-On is a mechanism to connect ITC's platforms and allow users' seamless navigation, while providing ITC with better and integrated intelligence on users and their engagement.
- ITC's own mobile application "ITC Surveys - Collector to go" was launched in Q1 2023. The application enables data collection without internet connection to facilitate ITC's work in remote areas.
- ITC's first policy for the management of client data was published in June 2023.
- ITC also formalized a governance structure for achieving an organization-wide data management, with two governance bodies setting strategic direction and ensuring compliance with rules, processes and standards: 1) a Data Strategy and AI Group to ensure a strategic and sustainable approach to ITC's data management and AI developments and 2) a Data Governance Group for operationally effective data management in view of policies, processes, rules and standards.
- The second version of ITC's Events application was released, with simplified event creation, management and reporting.

Agility

Streamlined internal processes

- To streamline its processes, ITC's management held a retreat at which a structured discussion around priority areas for improvement of efficiency and effectiveness took place. The management considered recommendations stemming from the six working groups from all divisions related to efficiency and effectiveness.
- ITC has maintained its hybrid model of a combined remote and in-country delivery in the post-COVID-19 period, in particular with countries that have ongoing travel restrictions. The SME Trade

Academy is developing the online training tools to support their combination with quality controlled local face-to-face delivery mechanisms and training monitoring tools.

ITC Moving Forward Action Plan

Very good progress was made in implementing the ITC Moving Forward Action Plan, launched in early February 2023. The initiative contains two separate action plans:

- A) The first covers six action points on tackling prohibited conduct, including an independent ITC-wide systems strengthening, underpinning ITC's zero-tolerance approach to prohibited conduct.
- 1) Launch an external investigation, conducted by independent investigators, into allegations of prohibited conduct.
 - 2) Establish an external / ITC-dedicated Ombudsperson to encourage personnel to formally channel concerns over prohibited conduct.
 - 3) Independently review ITC policies and processes on prohibited conduct to ensure they meet UN system-wide best practice and provide for annual reporting on general caseload statistics.
 - 4) Independently review ITC's accountability framework to ensure it meets the latest standards set by the UN Joint Inspection Unit.
 - 5) Create an internal task force to provide recommendations for SMC on improving ITC systems to support both zero tolerance on bullying/ harassment/ discrimination and mental health /well-being issues.
 - 6) Launch an internal campaign to provide guidance on established / accessible grievance channels within the UN system.

All six action points on prohibited conduct were on track. Two action items, the establishment of the ITC Ombudsperson and the internal campaign on grievance channels were fully completed, while the others were completed but the recommendations stemming from the independent reviews and task force are not fully implemented yet.

- B) The second plan covers 20 action points grouped under 6 headings, with the overall objective of enhancing our working culture and the underlying processes and systems.
- 1) Create more visible internal benchmarks for good corporate behavior and ensuring they are enforced in day-to-day conduct and decision-making.
 - 2) Create better channels for staff/management dialogue and listening to staff concerns.
 - 3) Future-proof ITC's business model and provide clearer pathways for career development.
 - 4) Boost managers' people skills, project management capabilities and performance management practices.
 - 5) Tackle the process bottlenecks that complicate/delay project delivery, in a manner that remains consistent with UN rules and regulations.
 - 6) Build a stronger ITC family from HQ to the field.

Working groups comprising representatives from across ITC were established for each of the 20 action points. Seven of these action points have been completed, while the remaining thirteen are in progress. A detailed update on the status of the ITC Moving Forward action points is provided separately to CCITF members in a progress report.

5.5 Independent evaluation: supporting learning and accountability

In 2023, 18 evaluations and reviews were finalized. **Three were independently completed** by the IEU, two self-evaluations were conducted by project managers with IEU support, and 13 were funder-led. The below table contains the independent evaluations completed and initiated in 2023. Summaries of the independent evaluations are available in ITC's Annual report 2023, and all finalized IEU evaluation reports are publicly available on the [ITC-IEU Evaluation website](#):

Evaluation / Reviews	Assessment type
Completed	
Evaluation of ITC's Work on Agricultural Value Chains	Portfolio evaluation
Final evaluation UK Trade Partnership programme	Programme evaluation
Annual Evaluation Synthesis Report 2023	Strategic / Meta-evaluation
Initiated	
Midterm evaluation of the programme NTF V	Programme evaluation
Midterm evaluation of Linking Ukrainian SMEs in the Fruits and Vegetables Sector to Global and Domestic Markets and Value Chains – PHASE II Project	Project evaluation
Final evaluation of the project Systematic Mechanism for Safer Trade (SYMST)	Project evaluation

In line with the UN Evaluation Group (UNEG) Norms and Standards for Evaluation and the ITC Evaluation Guidelines, the IEU also monitors the implementation status of evaluation recommendations. At the end of Q3 2023, the biannual status review reported that the IEU had monitored 35 recommendations: 15 had been fully implemented, one was partially implemented, 17 were in progress, and two were yet to be initiated.

The IEU actively supports the work of UNEG, JIU, and OIOS-Evaluation and contributes to corporate reporting on ITC's participation in the UN System-wide Action Plan (UN-SWAP) on Gender Equality and the Empowerment of Women (GEEW) and the implementation of the UN Disability Inclusion Strategy.

5.6 Resource Mobilization

ITC's resource mobilization efforts in 2023 were very successful, with the signing of new grant agreements with a value of over \$159m, and a pipeline of \$206 million exceeding the 2023 target of \$150 million. Over the year, ITC worked systematically on its resource mobilization goals and made progress across all three pillars of its Resource Mobilization Strategy: deepening relationships with traditional funders, diversifying ITC's funding base, and as a cross-cutting measure, strengthening in-country resource mobilization.

1. ITC has continued to actively promote its relationships with key traditional governmental funders in 2023, mainly driven by the European Union, followed by Switzerland, Sweden, Korea, Italy and Germany.
2. ITC has diversified its funding base through securing new agreements, with its non-traditional funders from the private sector, NGOs, academia, and other multilateral institutions. Among them were Visa Foundation, Visa Inc., Trademark Africa (with funding from Mastercard Foundation), the Caribbean Development Bank, Syngenta Crop Protection and Shenzhen Technology University. In addition, ITC has renewed and expanded its existing collaboration with funders such as African Export Import Bank, Stichting IDH Sustainable Trade Initiative, the UPS Foundation, and the National Graduate Institute for Policy Studies (GRIPS). ITC has also attracted additional financing from UN funders such as FAO, ILO, UNCDF; signed an agreement with a new funder, the Italian Agency for Development Cooperation and Comoros, Mongolia, and Benin financed interventions in their respective countries.
3. ITC prioritized decentralization efforts, engaging both traditional and non-traditional funders within its beneficiary countries. For instance, the largest project that ITC signed in 2023, The Market Access Upgrade Programme (MARKUP II), was signed with the regional EU Delegation based in Tanzania. In Latin America, ITC signed a new project on export promotion and diversification with the EU Delegation in El Salvador. Some of the agreements with non-traditional funders mentioned above, i.e. Visa Inc. reflect further decentralization of ITC's existing engagement to extend to Visa Dubai to expand inclusive trade in the Gulf region.

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

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

Note: The global/regional/country information for the OP budget and delivery split is based on estimated percentages allocated by project/programme managers for each project. These percentages may change during the year for regional/multi-country projects, e.g. if specific activities cannot take place in a country as planned. Projects with 2023 expenditures below \$5k and no OP budget are not listed. The financial delivery data is extracted as of end March 2024.

Country / Region	LDCs	Priority countries	Project Title	Sustainable and resilient value chains	Inclusive trade (women, youth, other)	Green trade	Digital trade	Regional integration and South-South trade	General (non-impact area specific)	Corporate	Funders	Budget 2023 (\$'000)	Delivery 2023 (\$'000)	% Delivered	
Afghanistan	■	■	Afghanistan: Advancing trade (Phase II) (B946)	■	■	■	■				European Commission, Directorate-General International Partnerships	279	10	4%	
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■			UNCTAD	4	4	99%
			OIC: Trade and market intelligence for ICDT (C175)						■			Islamic Centre for Development of Trade	7	10	142%
Albania			CEFTA: Support to regional integration (B973)					■			Deutsche Gesellschaft für Internationale Zusammenarbeit	67	28	42%	
			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	7	10	142%	
			Trade promotion East: Balkan States and Central Asia (C178)	■	■	■	■					State Secretariat for Economic Affairs of Switzerland	116	323	278%
Algeria			Algeria: Strengthening the Competitiveness of the Agri-food and Beverage sector (C259)	■	■						International Islamic Trade Finance Corporation	186	81	44%	
			Algeria: Strengthening the competitiveness of the Information and Digital Technology (IDT) sector (C258)	■	■		■					International Islamic Trade Finance Corporation	186	104	56%
			Euromed: Providing trade and market intelligence for better informed decisions (TIFM 2) (A340)						■			European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	112	116	104%
			Post Covid-19 economic recovery in the South Mediterranean Region: Strengthening SMEs' capacity to lead the twin transitions to a green and digital economy (C187)			■		■		■		Business Development Fund - ITC	2	2	88%
Angola	■	■	AfCFTA Export Training Programme for African SMEs (B972)					■		African Export-Import Bank	9	8	86%		
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	140	143	102%	
			CARIFORUM: UK Trade Partnerships Programme (B900)	■	■	■	■					Foreign, Commonwealth and Development Office of the UK	2	21	900%
			Conducive policy and regulatory environment: Trade negotiations and policy reform (C128)	■	■	■	■	■	■			ITF Window 1	7	8	115%
			Trade Intelligence: UK Trade Partnerships Programme (B906)							■		Foreign, Commonwealth and Development Office of the UK	0	(0)	-82%
Argentina			SheTrades Latin America: Supporting women businesses' transition towards the post COVID digital age (B999)		■		■			ITF Window 1	12	11	89%		
Armenia		■	Armenia, Georgia, Moldova, Ukraine: Improving international competitiveness of SMEs and linking them with global value chains (C211)	■		■	■				Business Development Fund - ITC	9	10	113%	
			Armenia: Building sustainable apparel and agribusiness value chains (C238)	■	■	■	■					Delegation of the European Union to Armenia	-	80	
			Trade and market intelligence for the Eastern Partnership Countries (B802)							■		European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	97	135	140%
Azerbaijan		■	OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	7	10	142%	
			Trade and market intelligence for the Eastern Partnership Countries (B802)						■			European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	97	135	140%

Country / Region	LDCs	Priority countries	Project Title	Sustainable and resilient value chains	Inclusive trade (women, youth, other)	Green trade	Digital trade	Regional integration and South-South trade	General (non-impact area specific)	Corporate	Funders	Budget 2023 (\$'000)	Delivery 2023 (\$'000)	% Delivered	
Bahamas			Conducive policy and regulatory environment: Trade negotiations and policy reform (C128)	■	■	■	■	■	■		ITF Window 1	7	8	115%	
			Non-ODA: UK Trade Partnerships Programme (C166)	■			■					Foreign, Commonwealth and Development Office of the UK	54	108	199%
			Trade Intelligence: UK Trade Partnerships Programme (B906)							■		Foreign, Commonwealth and Development Office of the UK	0	(0)	-82%
Bahrain			Gulf region: Harnessing the economic potential of women entrepreneurs in the Gulf Cooperation Council countries (SheTrades) (C316)		■						Visa International Services Association - Dubai	-	10		
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	-	23		
			Commonwealth: Increasing participation of women owned businesses in trade (SheTrades) (C185)		■	■	■					Foreign, Commonwealth and Development Office of the UK	27	263	957%
			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	7	10	142%	
Barbados		■	Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)	■	■	■		■			European Commission, Directorate-General International Partnerships	140	143	102%	
			Conducive policy and regulatory environment: Trade negotiations and policy reform (C128)	■	■	■	■	■	■			ITF Window 1	7	8	115%
			Non-ODA: UK Trade Partnerships Programme (C166)	■			■					Foreign, Commonwealth and Development Office of the UK	54	108	199%
			Trade Intelligence: UK Trade Partnerships Programme (B906)							■		Foreign, Commonwealth and Development Office of the UK	0	(0)	-82%
Belarus			Trade and market intelligence for the Eastern Partnership Countries (B802)					■		European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	97	135	140%		
Belize		■	Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)	■	■	■		■			European Commission, Directorate-General International Partnerships	140	143	102%	
			Conducive policy and regulatory environment: Trade negotiations and policy reform (C128)	■	■	■	■	■	■			ITF Window 1	7	8	115%
			Trade Intelligence: UK Trade Partnerships Programme (B906)							■		Foreign, Commonwealth and Development Office of the UK	0	(0)	-82%
Benin	■	■	ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion and alliances (B807)	■	■	■		■			European Commission, Directorate-General International Partnerships	327	342	104%	
											ITF Window 1	2	-	0%	
			AfCFTA Export Training Programme for African SMEs (B972)						■			African Export-Import Bank	9	8	86%
			AfCFTA: Empowering women in the AfCFTA - Phase 2 (SheTrades) (C101)		■			■				Deutsche Gesellschaft für Internationale Zusammenarbeit	4	21	476%

Country / Region	LDCs	Priority countries	Project Title	Sustainable and resilient value chains	Inclusive trade (women, youth, other)	Green trade	Digital trade	Regional integration and South-South trade	General (non-impact area specific)	Corporate	Funders	Budget 2023 (\$'000)	Delivery 2023 (\$'000)	% Delivered
			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	95	138	145%
			Bénin: Stratégie Nationale d'Exportation - Élaboration et gestion mise en œuvre (C096)	■	■	■					Enhanced Integrated Framework	152	160	105%
			Burkina Faso et Bénin: Création d'activités génératrices de revenu alternatives pour les communautés vivant autour du complexe w-ary-penjari (C108)	■	■	■					European Commission, Directorate-General International Partnerships	442	540	122%
			ECOWAS: Strengthening agri-food trade in the region through institutional coordination and business support (C232)		■			■			Deutsche Gesellschaft für Internationale Zusammenarbeit	-	17	
			ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	201	124	62%
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		UNCTAD	4	4	99%
			NTF V Programme Coordination (C094)						■		Ministry of Foreign Affairs of the Netherlands	19	14	73%
			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	7	10	142%
			Supportive business ecosystem: Institutions and Ecosystems for Business Support (C130)	■	■	■	■		■		ITF Window 1	20	20	98%
Bhutan	■	■	Bhutan: Implementing support for Brand Bhutan among MSMEs (C226)	■			■				Enhanced Integrated Framework	193	197	102%
Bosnia and Herzegovina		■	CEFTA: Support to regional integration (B973)					■			Deutsche Gesellschaft für Internationale Zusammenarbeit	67	28	42%
Botswana		■	South-South Trade and Investment (C106)				■	■	■		ITF Window 1	4	0	1%
Brunei Darussalam			ASEAN: Sustainable Connectivity Package (SCOPE) - Trade (C277)	■		■	■	■			Business Development Fund - ITC	10	8	85%
			ASEAN: Virtual Learning Space (C321)					■			ITF Window 1	-	4	
			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	7	10	142%
			ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion and alliances (B807)	■	■	■		■			European Commission, Directorate-General International Partnerships	327	342	104%
											ITF Window 1	2	-	0%
			AfCFTA Export Training Programme for African SMEs (B972)					■			African Export-Import Bank	9	8	86%
Burkina Faso	■	■	Burkina Faso et Bénin: Création d'activités génératrices de revenu alternatives pour les communautés vivant autour du complexe w-ary-penjari (C108)	■	■	■					European Commission, Directorate-General International Partnerships	442	540	122%
			ECOWAS: Strengthening agri-food trade in the region through institutional coordination and business support (C232)		■			■			Deutsche Gesellschaft für Internationale Zusammenarbeit	-	17	
			ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	201	124	62%

Country / Region	LDCs	Priority countries	Project Title	Sustainable and resilient value chains	Inclusive trade (women, youth, other)	Green trade	Digital trade	Regional integration and South-South trade	General (non-impact area specific)	Corporate	Funders	Budget 2023 (\$'000)	Delivery 2023 (\$'000)	% Delivered	
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		UNCTAD	4	4	99%	
			Inclusive Trade: Ethical Fashion Initiative (C267)	■	■	■					ITF Window 1	50	49	99%	
			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	7	10	142%	
			Supportive business ecosystem: Institutions and Ecosystems for Business Support (C130)	■	■	■	■		■		ITF Window 1	20	20	98%	
Burundi	■	■	Burundi: Market Access Upgrade Programme - MARKUP (B718)	■				■			European Commission, Directorate-General International Partnerships	799	993	124%	
			EAC: EU Market Access Upgrade Programme Phase II (MARKUP II) (C189)	■		■		■			Business Development Fund - ITC	3	15	438%	
											European Commission, Directorate-General International Partnerships	-	251		
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■			UNCTAD	4	4	99%	
Cabo Verde	■	■	ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	201	124	62%	
			Supportive business ecosystem: Institutions and Ecosystems for Business Support (C130)	■	■	■	■		■		ITF Window 1	20	20	98%	
Cambodia	■	■	ASEAN: Sustainable Connectivity Package (SCOPE) - Trade (C277)	■		■	■	■			Business Development Fund - ITC	10	8	85%	
			ASEAN: Virtual Learning Space (C321)					■			ITF Window 1	-	4		
			Programme Management: UK Trade Partnerships Programme (B908)	■								Foreign, Commonwealth and Development Office of the UK	10	73	735%
			Trade Centre of Expertise: UK Trade Partnerships Programme (C293)	■	■	■	■				Foreign, Commonwealth and Development Office of the UK	-	165		
Cameroon	■	■	ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion and alliances (B807)	■	■	■		■			European Commission, Directorate-General International Partnerships	327	342	104%	
											ITF Window 1	2	-	0%	
			AfCFTA Export Training Programme for African SMEs (B972)						■			African Export-Import Bank	9	8	86%
			Cameroon: UK Trade Partnerships Programme (B899)	■	■	■						Foreign, Commonwealth and Development Office of the UK	11	78	685%
			OIC: Trade and market intelligence for ICDT (C175)						■			Islamic Centre for Development of Trade	7	10	142%
			Programme Management: UK Trade Partnerships Programme (B908)	■								Foreign, Commonwealth and Development Office of the UK	5	37	735%
			Trade Intelligence: UK Trade Partnerships Programme (B906)						■		Foreign, Commonwealth and Development Office of the UK	1	(1)	-82%	

Country / Region	LDCs	Priority countries	Project Title	Sustainable and resilient value chains	Inclusive trade (women, youth, other)	Green trade	Digital trade	Regional integration and South-South trade	General (non-impact area specific)	Corporate	Funders	Budget 2023 (\$'000)	Delivery 2023 (\$'000)	% Delivered
Central African Republic			République Centrafricaine: Programme d'appui à la promotion de l'entreprenariat en milieu urbain et rural (PAPEUR) (B867)	■	■						European Commission, Directorate-General International Partnerships	2,301	1,631	71%
Chad			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	7	10	142%
Chile			SheTrades Latin America: Supporting women businesses' transition towards the post COVID digital age (B999)		■		■				ITF Window 1	12	11	89%
China			Partnership for enhancing export capacity of Africa to China (PEECAC) (C040)	■	■			■			Department of Commerce of Hunan Province China	42	27	63%
Colombia			SheTrades Latin America: Supporting women businesses' transition towards the post COVID digital age (B999)		■		■				ITF Window 1	12	11	89%
			Comores: Analyse de l'évolution des marchés pour la vanille et ylang-ylang (C361)	■		■			■		Enhanced Integrated Framework	-	65	
			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	465	690	148%
Comoros			Comoros: UK Trade Partnerships Programme (B901)	■							Foreign, Commonwealth and Development Office of the UK	15	-	0%
			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	7	10	142%
			Programme Management: UK Trade Partnerships Programme (B908)	■							Foreign, Commonwealth and Development Office of the UK	5	37	735%
			Trade Intelligence: UK Trade Partnerships Programme (B906)						■		Foreign, Commonwealth and Development Office of the UK	0	(0)	-82%
Costa Rica			SheTrades Latin America: Supporting women businesses' transition towards the post COVID digital age (B999)		■		■				ITF Window 1	13	12	89%
			Supportive business ecosystem: Institutions and Ecosystems for Business Support (C130)	■	■	■	■		■		ITF Window 1	20	20	98%
			AfCFTA Export Training Programme for African SMEs (B972)					■			African Export-Import Bank	9	8	86%
			Africa Fashion and Textile Network (Africa FAN) (C208)	■	■	■	■				Deutsche Gesellschaft für Internationale Zusammenarbeit	58	78	135%
			Alliance for Product Quality in Africa (B928)	■	■						Deutsche Gesellschaft für Internationale Zusammenarbeit	43	26	59%
Côte d'Ivoire			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	95	138	145%
			Côte D'Ivoire: UK Trade Partnerships Programme (B902)	■	■						Foreign, Commonwealth and Development Office of the UK	13	81	638%
			Côte d'Ivoire: Creation of a Production and Product Development Hub for Artisans and emerging Designers (C233)	■	■	■					ENI - Côte d'Ivoire	-	81	
			Culture project: Identity Building and Sharing Business Initiative (B542)	■	■						European Commission, Directorate-General International Partnerships	67	60	88%

Country / Region	LDCs	Priority countries	Project Title	Sustainable and resilient value chains	Inclusive trade (women, youth, other)	Green trade	Digital trade	Regional integration and South-South trade	General (non-impact area specific)	Corporate	Funders	Budget 2023 (\$'000)	Delivery 2023 (\$'000)	% Delivered	
			ECOWAS: Strengthening agri-food trade in the region through institutional coordination and business support (C232)		■			■			Deutsche Gesellschaft für Internationale Zusammenarbeit	-	52		
			ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	201	124	62%	
			NTF V Programme Coordination (C094)						■		Ministry of Foreign Affairs of the Netherlands	19	14	73%	
			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	7	10	142%	
			Programme Management: UK Trade Partnerships Programme (B908)	■							Foreign, Commonwealth and Development Office of the UK	5	37	735%	
			SheTrades West Africa (B610)	■	■						Korea International Cooperation Agency	170	138	81%	
			Supportive business ecosystem: Institutions and Ecosystems for Business Support (C130)	■	■	■	■		■		ITF Window 1	20	20	98%	
			Trade Intelligence: UK Trade Partnerships Programme (B906)						■		Foreign, Commonwealth and Development Office of the UK	0	(0)	-82%	
Cuba		■	Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		UNCTAD	33	32	99%	
Curaçao		■	Curaçao: National Export Strategy and Implementation Management (B896)	■	■	■	■				Ministry of Economic Development of Curaçao	183	194	106%	
Democratic Republic of the Congo (the)	■	■	ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion and alliances (B807)	■	■	■		■			European Commission, Directorate-General International Partnerships	327	342	104%	
			ITF Window 1									ITF Window 1	2	-	0%
			AfCFTA Export Training Programme for African SMEs (B972)					■				African Export-Import Bank	9	8	86%
			COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)		■			■				Common Market for Eastern and Southern Africa	64	65	103%
			République Démocratique du Congo : Renforcement et opérationnalisation de la « Stratégie nationale de promotion des exportations et de diversification des marchés (SPED) » (C282)	■	■	■				Business Development Fund - ITC	-	15			
Dominica	■		Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)	■	■	■		■			European Commission, Directorate-General International Partnerships	140	143	102%	
			CARIFORUM: UK Trade Partnerships Programme (B900)	■	■	■	■				Foreign, Commonwealth and Development Office of the UK	2	21	900%	
			Conducive policy and regulatory environment: Trade negotiations and policy reform (C128)	■	■	■	■	■	■			ITF Window 1	7	8	115%
			Trade Intelligence: UK Trade Partnerships Programme (B906)							■		Foreign, Commonwealth and Development Office of the UK	0	(0)	-82%
Dominican Republic	■		ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion and alliances (B807)	■	■	■		■			European Commission, Directorate-General International Partnerships	327	342	104%	
			ITF Window 1									ITF Window 1	2	-	0%

Country / Region	LDCs	Priority countries	Project Title	Sustainable and resilient value chains	Inclusive trade (women, youth, other)	Green trade	Digital trade	Regional integration and South-South trade	General (non-impact area specific)	Corporate	Funders	Budget 2023 (\$'000)	Delivery 2023 (\$'000)	% Delivered
			Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)	■	■	■		■			European Commission, Directorate-General International Partnerships	157	161	102%
			CARIFORUM: UK Trade Partnerships Programme (B900)	■	■	■	■				Foreign, Commonwealth and Development Office of the UK	2	21	900%
			Conducive policy and regulatory environment: Trade negotiations and policy reform (C128)	■	■	■	■	■	■		ITF Window 1	7	8	115%
			Global: Climate competitiveness: Building opportunities in the green economy for emerging and developing countries (C190)			■					European Commission, Directorate-General for Trade	-	66	
			Trade Intelligence: UK Trade Partnerships Programme (B906)						■		Foreign, Commonwealth and Development Office of the UK	0	(0)	-82%
Ecuador		■	Ecuador: Promoting new non-traditional exports (NEXT Ecuador) (B452)	■	■			■			European Commission, Directorate-General International Partnerships	831	1,125	135%
			Global: Climate competitiveness: Building opportunities in the green economy for emerging and developing countries (C190)			■					European Commission, Directorate-General for Trade	-	66	
			AfCFTA Export Training Programme for African SMEs (B972)					■			African Export-Import Bank	9	8	86%
			Egypt: Improving the international competitiveness of the textile and clothing sector (GTEX/MENATEX) (B673)	■	■	■	■	■			State Secretariat for Economic Affairs of Switzerland	284	281	99%
			Egypt: Textile and clothing programme Phase II (C336)	■	■	■	■				Swedish International Development Cooperation Agency	25	72	288%
			Egypt: Textile and clothing programme Phase II (C336)	■	■	■	■				Swedish International Development Cooperation Agency	-	69	
Egypt			Euromed: Providing trade and market intelligence for better informed decisions (TIFM 2) (A340)						■		European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	112	116	104%
			Global: Networking and knowledge management for the textile and clothing sector (GTEX) (B451)	■		■		■			State Secretariat for Economic Affairs of Switzerland	66	97	146%
			MENATEX Regional: Regional component of the Textiles and Clothing Programme for the MENA region (B696)	■				■			Swedish International Development Cooperation Agency	46	62	134%
			Post Covid-19 economic recovery in the South Mediterranean Region: Strengthening SMEs' capacity to lead the twin transitions to a green and digital economy (C187)		■	■	■	■			Business Development Fund - ITC	3	2	88%
EI Salvador		■	EI Salvador: Export promotion and diversification (C157)	■	■	■	■				Business Development Fund - ITC	38	3	7%
			SheTrades Latin America: Supporting women businesses' transition towards the post COVID digital age (B999)		■		■				ITF Window 1	12	11	89%
Eritrea	■	■	South-South Trade and Investment (C106)				■	■	■		ITF Window 1	4	0	1%
Eswatini		■	Eswatini: Promoting growth through competitive alliances I (B978)	■					■		European Commission, Directorate-General International Partnerships	1,066	793	74%

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			Eswatini: Promoting growth through competitive alliances II (B992)	■							European Commission, Directorate-General International Partnerships	1,760	887	50%
			Eswatini: Promoting growth through competitive alliances III (C229)	■	■				■		European Commission, Directorate-General International Partnerships	-	310	
			Africa Fashion and Textile Network (Africa FAN) (C208)	■	■	■	■				Deutsche Gesellschaft für Internationale Zusammenarbeit	17	22	135%
			Alliance for Product Quality in Africa (B928)	■	■						Deutsche Gesellschaft für Internationale Zusammenarbeit	43	26	59%
			COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)		■			■			Common Market for Eastern and Southern Africa	64	65	103%
			Ethiopia: Building Alliances for Action in Coffee from seed to cup (NTF V) (C148)	■							Ministry of Foreign Affairs of the Netherlands	744	1,186	160%
Ethiopia	■	■	Ethiopia: Building Resilient Trade Competitiveness by Fast Tracking the Digital Technology Sector (NTF V) (C149)				■				Ministry of Foreign Affairs of the Netherlands	422	422	100%
			NTF V Programme Coordination (C094)						■		Ministry of Foreign Affairs of the Netherlands	100	73	73%
			Partnership for enhancing export capacity of Africa to China (PEECAC) (C040)	■	■			■			Department of Commerce of Hunan Province China	39	25	63%
			Programme Management: UK Trade Partnerships Programme (B908)	■							Foreign, Commonwealth and Development Office of the UK	5	37	735%
			South-South Trade and Investment (C106)				■	■	■		ITF Window 1	4	0	1%
			Trade Centre of Expertise: UK Trade Partnerships Programme (C293)	■	■	■	■				Foreign, Commonwealth and Development Office of the UK	-	165	
			Fiji: UK Trade Partnership Programme (B905)	■	■						Foreign, Commonwealth and Development Office of the UK	27	5	19%
Fiji		■	Pacific: UK Trade Partnerships Programme (C292)	■	■	■					Foreign, Commonwealth and Development Office of the UK	-	201	
			Trade Intelligence: UK Trade Partnerships Programme (B906)						■		Foreign, Commonwealth and Development Office of the UK	0	(0)	-82%
Gabon		■	OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	7	10	142%
			ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	201	124	62%
			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	7	10	142%
The Gambia	■	■	Supportive business ecosystem: Institutions and Ecosystems for Business Support (C130)	■	■	■	■		■		ITF Window 1	20	20	98%
			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	372	516	139%
				■	■		■				Enhanced Integrated Framework	19	47	249%

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			The Gambia: COVID-19 recovery through digitalisation and market access for women horticulture producers (C022)								ITF Window 1	-	0	
			The Gambia: Improving skills and employment opportunities for youth and women (C086)		■						Deutsche Gesellschaft für Internationale Zusammenarbeit	93	198	213%
			The Gambia: Jobs, Skills and Finance (JSF) for Women and Youth (B664)	■	■	■					European Commission, Directorate-General International Partnerships	186	349	188%
			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	112	200	179%
			The Gambia: Strengthening the National Infrastructure for Peace to Promote Social Cohesion (C206)		■						MPTF - Peacebuilding Fund	186	296	159%
			The Gambia: Youth Empowerment Project (YEP) Tourism (C204)	■	■	■					Business Development Fund - ITC	-	64	
Georgia			Armenia, Georgia, Moldova, Ukraine: Improving international competitiveness of SMEs and linking them with global value chains (C211)	■		■	■				Business Development Fund - ITC	9	10	113%
			Trade and market intelligence for the Eastern Partnership Countries (B802)					■			European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	97	135	140%
			ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion and alliances (B807)	■	■	■	■				European Commission, Directorate-General International Partnerships	327	342	104%
			AfCFTA Export Training Programme for African SMEs (B972)					■			African Export-Import Bank	9	8	86%
			Africa Fashion and Textile Network (Africa FAN) (C208)	■	■	■	■				Deutsche Gesellschaft für Internationale Zusammenarbeit	58	78	135%
			Alliance for Product Quality in Africa (B928)	■	■						Deutsche Gesellschaft für Internationale Zusammenarbeit	43	26	59%
			Commonwealth: Increasing participation of women owned businesses in trade (SheTrades) (C185)		■	■	■				Foreign, Commonwealth and Development Office of the UK	27	263	957%
Ghana			ECOWAS: Strengthening agri-food trade in the region through institutional coordination and business support (C232)		■			■			Deutsche Gesellschaft für Internationale Zusammenarbeit	-	17	
			ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	201	124	62%
			Ghana: Building Alliances for Action in Cocoa from bean to bar (NTF V) (C150)	■							Ministry of Foreign Affairs of the Netherlands	651	1,042	160%
			Ghana: Building Resilient Trade Competitiveness by Fast Tracking the Digital Technology Sector (NTF V) (C151)				■				Ministry of Foreign Affairs of the Netherlands	406	406	100%
			Ghana: Developing cocoa and associated crops through the Sankofa Project empowered by Alliances for Action (B766)	■	■	■					Chocolats Halba/ Coop Genossenschaft	128	32	25%
			Ghana: UK Trade Partnerships Programme (B903)	■	■						Foreign, Commonwealth and Development Office of the UK	8	80	1034%

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			NTF V Programme Coordination (C094)						■		Ministry of Foreign Affairs of the Netherlands	86	62	73%
			Programme Management: UK Trade Partnerships Programme (B908)	■							Foreign, Commonwealth and Development Office of the UK	5	37	735%
			SheTrades: Empowering women and boosting livelihoods through agricultural trade: Leveraging the AfCFTA (C100)		■			■			Food and Agriculture Organization of the United Nations	67	66	99%
			South-South Trade and Investment (C106)				■	■	■		ITF Window 1	4	0	1%
			Supportive business ecosystem: Institutions and Ecosystems for Business Support (C130)	■	■	■	■		■		ITF Window 1	20	20	98%
			Trade Intelligence: UK Trade Partnerships Programme (B906)						■		Foreign, Commonwealth and Development Office of the UK	0	(0)	-82%
			Trade Training Hub (TTH) (B736)		■	■			■		ITF Window 1	18	17	99%
			Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)	■	■	■		■			European Commission, Directorate-General International Partnerships	140	143	102%
			CARIFORUM: UK Trade Partnerships Programme (B900)	■	■	■	■				Foreign, Commonwealth and Development Office of the UK	2	21	900%
Grenada		■	Conducive policy and regulatory environment: Trade negotiations and policy reform (C128)	■	■	■	■	■	■		ITF Window 1	7	8	115%
			Grenada and Saint Lucia: Logistics chain study (C270)						■		Caribbean Development Bank	51	45	89%
			Trade Intelligence: UK Trade Partnerships Programme (B906)						■		Foreign, Commonwealth and Development Office of the UK	0	(0)	-82%
			Guatemala: Facilitating and Diversifying Sustainable Exports through Digitalisation (C294)	■	■	■	■				Business Development Fund - ITC	-	26	
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	273	(65)	-24%
			SheTrades Latin America: Supporting women businesses' transition towards the post COVID digital age (B999)		■		■				ITF Window 1	12	11	89%
			ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	201	124	62%
			Guinea: Improving sustainable livelihoods for border communities (C035)	■	■			■			MPTF - Start-up Fund for Safe, Orderly and Regular Migration	74	115	155%
Guinea		■ ■	Guinea: Relance de la filière ananas (REFILA) (B803)	■	■			■			United Nations Industrial Development Organization	93	96	104%
			Guinée: Programme d'appui à l'intégration socio-economique des jeunes (INTEGRA) (B463)	■	■		■				European Commission, Directorate-General International Partnerships	1,733	2,008	116%
			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	7	10	142%
			SheTrades West Africa (B610)	■	■						Korea International Cooperation Agency	170	138	81%

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			Supportive business ecosystem: Institutions and Ecosystems for Business Support (C130)	■	■	■	■		■		ITF Window 1	20	20	98%	
Guinea-Bissau	■	■	ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	201	124	62%	
			OIC: Trade and market intelligence for ICDT (C175)					■				Islamic Centre for Development of Trade	7	10	142%
			Supportive business ecosystem: Institutions and Ecosystems for Business Support (C130)	■	■	■	■		■			ITF Window 1	20	20	98%
Guyana		■	Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)	■	■	■		■			European Commission, Directorate-General International Partnerships	157	161	102%	
			Conducive policy and regulatory environment: Trade negotiations and policy reform (C128)	■	■	■	■	■	■			ITF Window 1	7	8	115%
			OIC: Trade and market intelligence for ICDT (C175)						■			Islamic Centre for Development of Trade	7	10	142%
			Trade Intelligence: UK Trade Partnerships Programme (B906)							■		Foreign, Commonwealth and Development Office of the UK	0	(0)	-82%
Haiti	■	■	Conducive policy and regulatory environment: Trade negotiations and policy reform (C128)	■	■	■	■	■	■		ITF Window 1	7	8	115%	
Honduras		■	EI Amatillo-Honduras: Creating Resilience and Employment for Communities in Remote Environments (CRECER) (C074)		■						United States Agency for International Development	160	37	23%	
			SheTrades Latin America: Supporting women businesses' transition towards the post COVID digital age (B999)		■		■					ITF Window 1	12	11	89%
India			South-South Trade and Investment (C106)				■	■	■		ITF Window 1	4	0	1%	
Indonesia			ASEAN: Sustainable Connectivity Package (SCOPE) - Trade (C277)	■		■	■	■			Business Development Fund - ITC	10	8	85%	
			ASEAN: Virtual Learning Space (C321)					■				ITF Window 1	-	4	
			Commonwealth: Increasing participation of women owned businesses in trade (SheTrades) (C185)		■	■	■					Foreign, Commonwealth and Development Office of the UK	27	263	957%
Iran (Islamic Republic of)			Indonesia: Enhancing procurement from women-owned and led businesses (SheTrades) (C198)	■	■				■	■	Unilever	46	31	66%	
			OIC: Trade and market intelligence for ICDT (C175)					■				Islamic Centre for Development of Trade	7	10	142%
			Culture project: Identity Building and Sharing Business Initiative (B542)	■	■							European Commission, Directorate-General International Partnerships	59	52	88%
			Iran: Trade-Related Technical Assistance (B782)	■	■	■	■					European Commission, Directorate-General International Partnerships	280	262	93%
Iraq	■		OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	7	10	142%	
			Iraq: Housing & complementary job creation (C254)	■	■	■						Business Development Fund - ITC	91	140	154%
			Iraq: Strengthening the Agriculture and Agri-Food Value Chain and Improving Trade Policy (SAAVI) (B960)	■	■	■	■		■		European Commission, Directorate-General International Partnerships	7,178	6,475	90%	

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			SheTrades: Accelerator Programme for women entrepreneurs in the Apparel, Accessories and Home Décor sector (C052)		■						Deutsche Gesellschaft für Internationale Zusammenarbeit	175	119	68%
			ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion and alliances (B807)	■	■	■		■			European Commission, Directorate-General International Partnerships	327	342	104%
				ITF Window 1								2	-	0%
			Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)	■	■	■		■			European Commission, Directorate-General International Partnerships	174	179	102%
Jamaica		■	CARIFORUM: UK Trade Partnerships Programme (B900)	■	■	■	■				Foreign, Commonwealth and Development Office of the UK	2	21	900%
			Conducive policy and regulatory environment: Trade negotiations and policy reform (C128)	■	■	■	■	■	■		ITF Window 1	7	8	115%
			Programme Management: UK Trade Partnerships Programme (B908)	■							Foreign, Commonwealth and Development Office of the UK	5	37	735%
			Trade Intelligence: UK Trade Partnerships Programme (B906)						■		Foreign, Commonwealth and Development Office of the UK	0	(0)	-82%
			Euromed: Providing trade and market intelligence for better informed decisions (TIFM 2) (A340)					■			European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	112	116	104%
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		UNCTAD	4	4	99%
			Jordan: Improving the international competitiveness of the textile and clothing sector (MENATEX) (B811)	■	■	■					Swedish International Development Cooperation Agency	459	579	126%
Jordan		■	Jordan: Textile and clothing programme Phase II (C335)	■	■	■	■				Swedish International Development Cooperation Agency	-	19	
			Jordan: Trade for Employment Project: "Improving Business Environment for SMEs Through Trade Facilitation" (B639)	■	■	■			■		Deutsche Gesellschaft für Internationale Zusammenarbeit	650	228	35%
			MENATEX Regional: Regional component of the Textiles and Clothing Programme for the MENA region (B696)	■				■			Swedish International Development Cooperation Agency	46	62	134%
			Post Covid-19 economic recovery in the South Mediterranean Region: Strengthening SMEs' capacity to lead the twin transitions to a green and digital economy (C187)		■	■	■	■			Business Development Fund - ITC	2	2	88%
			SheTrades: Accelerator Programme for women entrepreneurs in the Apparel, Accessories and Home Décor sector (C052)		■						Deutsche Gesellschaft für Internationale Zusammenarbeit	140	95	68%
			Central Asia: Ready4Trade (R4TCA) (B723)				■	■			European Commission, Directorate-General International Partnerships	679	652	96%
Kazakhstan		■	Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		UNCTAD	4	4	99%
			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	7	10	142%

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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	327	342	104%		
												ITF Window 1	2	-	0%	
			AfCFTA Export Training Programme for African SMEs (B972)						■				African Export-Import Bank	9	8	86%
			COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)			■				■			Common Market for Eastern and Southern Africa	73	75	103%
			Commonwealth: Increasing participation of women owned businesses in trade (SheTrades) (C185)			■	■	■	■				Foreign, Commonwealth and Development Office of the UK	37	350	957%
			Culture project: Identity Building and Sharing Business Initiative (B542)			■	■						European Commission, Directorate-General International Partnerships	59	52	88%
			EAC: EU Market Access Upgrade Programme Phase II (MARKUP II) (C189)			■		■		■			Business Development Fund - ITC	3	15	438%
													European Commission, Directorate-General International Partnerships	-	251	
			Global: Climate competitiveness: Building opportunities in the green economy for emerging and developing countries (C190)					■					European Commission, Directorate-General for Trade	-	66	
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)				■		■	■	■		UNCTAD	4	4	99%
			Inclusive Trade: Ethical Fashion Initiative (C267)			■	■	■					ITF Window 1	200	197	99%
			Kenya and Pakistan: Creating digital entrepreneurship opportunities for refugees (REMI) (C212)				■		■				Visa Foundation	-	109	
			Kenya: Designing the Future, a Green and Inclusive Fashion Ecosystem (C242)			■	■	■		■			Italian Agency for Development Cooperation - Nairobi	-	80	
			Kenya: Promoting sustainable socio-economic development and creating market-based livelihoods opportunities for refugees and host communities (C085)			■	■	■	■				Business Development Fund - ITC	30	9	29%
			Kenya: Supporting the digital transformation of SMEs (C330)			■	■	■	■				Business Development Fund - ITC	-	16	
			Partnership for enhancing export capacity of Africa to China (PEECAC) (C040)			■	■				■		Department of Commerce of Hunan Province China	39	25	63%
			Refugee Employment and Skills Initiative: Building Solutions for Somali Refugees in a Fragile Protracted Displacement Scenario (RESI Dadaab II) (B864)				■						Danish Refugee Council - Kenya	316	90	28%
										Norwegian Refugee Council	-	(2)				
SheTrades: Accelerator Programme for women entrepreneurs in the Apparel, Accessories and Home Décor sector (C052)				■						Deutsche Gesellschaft für Internationale Zusammenarbeit	140	95	68%			
South-South Trade and Investment (C106)						■	■	■		ITF Window 1	4	0	1%			
Trade Training Hub (TTH) (B736)				■	■			■		ITF Window 1	23	23	99%			
Kiribati	■	■	Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■			UNCTAD	4	4	99%		

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Kuwait			Gulf region: Harnessing the economic potential of women entrepreneurs in the Gulf Cooperation Council countries (SheTrades) (C316)		■						Visa International Services Association - Dubai	-	10		
Kyrgyzstan	■		Central Asia: Ready4Trade (R4TCA) (B723)				■		■		European Commission, Directorate-General International Partnerships	679	652	96%	
			Central Asia: Strengthening market analysis in using the Central Asia Trade Intelligence Portal (C235)						■			United Nations Development Programme - Istanbul Regional Hub	65	70	108%
			Central Asia: UK Trade Partnerships Programme (C272)	■								Foreign, Commonwealth and Development Office of the UK	-	35	
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■	■		UNCTAD	4	4	99%
			Global: Networking and knowledge management for the textile and clothing sector (GTEX) (B451)	■		■		■		■		State Secretariat for Economic Affairs of Switzerland	66	97	146%
			Kyrgyzstan: Improving the international competitiveness of the textile and clothing sector (GTEX) (B676)	■	■	■	■	■	■	■		State Secretariat for Economic Affairs of Switzerland	419	400	95%
			OIC: Trade and market intelligence for ICDT (C175)							■			Islamic Centre for Development of Trade	7	10
Lao People's Democratic Republic	■	■	ASEAN: Sustainable Connectivity Package (SCOPE) - Trade (C277)	■		■	■	■			Business Development Fund - ITC	10	8	85%	
			ASEAN: Virtual Learning Space (C321)					■			ITF Window 1	-	4		
			Lao PDR: ASEAN Regional Integration Support (Laos-ARISE Plus) (B505)	■				■				European Commission, Directorate-General International Partnerships	1,209	1,351	112%
			Programme Management: UK Trade Partnerships Programme (B908)	■								Foreign, Commonwealth and Development Office of the UK	5	37	735%
			Systematic Mechanism for Safer Trade (SYMST) (B695)	■								European Commission, Directorate-General International Partnerships	346	356	103%
			Trade Centre of Expertise: UK Trade Partnerships Programme (C293)	■	■	■	■	■				Foreign, Commonwealth and Development Office of the UK	-	165	
Lebanon	■	■	Euromed: Providing trade and market intelligence for better informed decisions (TIFM 2) (A340)					■			European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	112	116	104%	
			Post Covid-19 economic recovery in the South Mediterranean Region: Strengthening SMEs' capacity to lead the twin transitions to a green and digital economy (C187)		■	■	■	■				Business Development Fund - ITC	2	2	88%
			SheTrades: Accelerator Programme for women entrepreneurs in the Apparel, Accessories and Home Décor sector (C052)		■							Deutsche Gesellschaft für Internationale Zusammenarbeit	140	95	68%
Lesotho	■	■	Lesotho: Expanding market linkages for wool and mohair sector (C209)		■	■					Business Development Fund - ITC	35	12	35%	
			South-South Trade and Investment (C106)				■	■	■			ITF Window 1	4	0	1%
Liberia	■	■	ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion and alliances (B807)	■	■	■		■			European Commission, Directorate-General International Partnerships	327	342	104%	

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											ITF Window 1	2	-	0%
			AfCFTA: Empowering women in the AfCFTA - Phase 2 (SheTrades) (C101)		■			■			Deutsche Gesellschaft für Internationale Zusammenarbeit	4	21	476%
			Conducive policy and regulatory environment: Trade negotiations and policy reform (C128)	■	■	■	■	■	■		ITF Window 1	7	8	115%
			ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	201	124	62%
			SheTrades West Africa (B610)	■	■						Korea International Cooperation Agency	170	138	81%
			Supportive business ecosystem: Institutions and Ecosystems for Business Support (C130)	■	■	■	■		■		ITF Window 1	20	20	98%
Libya		■	Post Covid-19 economic recovery in the South Mediterranean Region: Strengthening SMEs' capacity to lead the twin transitions to a green and digital economy (C187)		■	■	■	■			Business Development Fund - ITC	2	2	88%
			Madagascar: UK Trade Partnerships Programme (B904)	■	■		■	■			Foreign, Commonwealth and Development Office of the UK	36	222	624%
Madagascar	■	■	Partnership for enhancing export capacity of Africa to China (PEECAC) (C040)	■	■			■			Department of Commerce of Hunan Province China	39	25	63%
			Programme Management: UK Trade Partnerships Programme (B908)	■							Foreign, Commonwealth and Development Office of the UK	5	37	735%
			Trade Intelligence: UK Trade Partnerships Programme (B906)						■		Foreign, Commonwealth and Development Office of the UK	0	(0)	-82%
			AfCFTA Export Training Programme for African SMEs (B972)					■			African Export-Import Bank	9	8	86%
			AfCFTA: Empowering women in the AfCFTA - Phase 2 (SheTrades) (C101)		■			■			Deutsche Gesellschaft für Internationale Zusammenarbeit	4	21	476%
Malawi	■	■	COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)		■			■			Common Market for Eastern and Southern Africa	64	65	103%
			SheTrades: Empowering women and boosting livelihoods through agricultural trade: Leveraging the AfCFTA (C100)		■			■			Food and Agriculture Organization of the United Nations	67	66	99%
			South-South Trade and Investment (C106)				■	■	■		ITF Window 1	4	0	1%
			ASEAN: Sustainable Connectivity Package (SCOPE) - Trade (C277)	■		■	■	■			Business Development Fund - ITC	10	8	85%
			ASEAN: Virtual Learning Space (C321)					■			ITF Window 1	-	4	
Malaysia			Malaysia: Trade-Related Assistance (Arise + Malaysia) (B872)	■		■	■		■		European Commission, Directorate-General International Partnerships	1,687	1,847	110%
			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	7	10	142%
Maldives		■	OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	7	10	142%

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Mali	■	■	Benin, Côte d'Ivoire, Mali and Uganda: Building Resilient Trade Competitiveness by Fast Tracking the Digital Technology Sector (NTF V) (C154)				■				Ministry of Foreign Affairs of the Netherlands	95	138	145%	
			Culture project: Identity Building and Sharing Business Initiative (B542)	■	■							European Commission, Directorate-General International Partnerships	59	52	88%
			ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■				■			European Commission, Directorate-General International Partnerships	201	124	62%
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)			■		■	■	■		UNCTAD	4	4	99%
			NTF V Programme Coordination (C094)							■		Ministry of Foreign Affairs of the Netherlands	19	14	73%
			OIC: Trade and market intelligence for ICDT (C175)							■		Islamic Centre for Development of Trade	7	10	142%
			Supportive business ecosystem: Institutions and Ecosystems for Business Support (C130)	■	■	■	■				■		ITF Window 1	20	20
Mauritania	■	■	ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	335	207	62%	
Mauritius	■	■	Global: Climate competitiveness: Building opportunities in the green economy for emerging and developing countries (C190)				■				European Commission, Directorate-General for Trade	-	66		
			Partnership for enhancing export capacity of Africa to China (PEECAC) (C040)	■	■			■			Department of Commerce of Hunan Province China	39	25	63%	
			Programme Management: UK Trade Partnerships Programme (B908)	■								Foreign, Commonwealth and Development Office of the UK	5	37	735%
			SheTrades Mauritius (C236)		■							Foreign, Commonwealth and Development Office of the UK	229	229	100%
			Trade Intelligence: UK Trade Partnerships Programme (B906)							■		Foreign, Commonwealth and Development Office of the UK	0	(0)	-82%
Micronesia (Federated States of)		■	Micronesia: Coconut Export Strategy (C058)	■	■						Federated States of Micronesia Petroleum Corporation	66	70	105%	
Mongolia		■	Mongolia: National Export Strategy (C281)	■	■	■					Ministry of Food, Agriculture, and Light Industry of Mongolia	-	531		
Montenegro			CEFTA: Support to regional integration (B973)					■			Deutsche Gesellschaft für Internationale Zusammenarbeit	67	28	42%	
Morocco			AfCFTA Export Training Programme for African SMEs (B972)					■			African Export-Import Bank	9	8	86%	
			Africa Fashion and Textile Network (Africa FAN) (C208)	■	■	■	■					Deutsche Gesellschaft für Internationale Zusammenarbeit	17	22	135%
			Euromed: Providing trade and market intelligence for better informed decisions (TIFM 2) (A340)						■			European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	112	116	104%

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			Global: Networking and knowledge management for the textile and clothing sector (GTEX) (B451)	■		■		■			State Secretariat for Economic Affairs of Switzerland	66	97	146%	
			MENATEX Regional: Regional component of the Textiles and Clothing Programme for the MENA region (B696)	■				■			Swedish International Development Cooperation Agency	46	62	134%	
			Morocco: Improving the international competitiveness of the textile and clothing sector (GTEX/MENATEX) (B674)	■		■					State Secretariat for Economic Affairs of Switzerland	33	65	193%	
											Swedish International Development Cooperation Agency	451	392	87%	
			Post Covid-19 economic recovery in the South Mediterranean Region: Strengthening SMEs' capacity to lead the twin transitions to a green and digital economy (C187)		■	■	■	■			Business Development Fund - ITC	2	2	88%	
Mozambique	■	■	OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	7	10	142%	
			Partnership for enhancing export capacity of Africa to China (PEECAC) (C040)	■	■			■				Department of Commerce of Hunan Province China	39	25	63%
			South-South Trade and Investment (C106)				■	■	■			ITF Window 1	4	0	1%
Myanmar	■	■	ASEAN: Sustainable Connectivity Package (SCOPE) - Trade (C277)	■		■	■	■			Business Development Fund - ITC	10	8	85%	
			ASEAN: Virtual Learning Space (C321)					■			ITF Window 1	-	4		
			Myanmar: Trade-Related Technical Assistance (ARISE+ Myanmar) (B567)	■	■			■				European Commission, Directorate-General International Partnerships	3,978	2,592	65%
			Myanmar: Upgrading horticulture supply and sustainable tourism to develop business linkages (B566)	■	■							State Secretariat for Economic Affairs of Switzerland	129	201	156%
			NTF V Programme Coordination (C094)						■		Ministry of Foreign Affairs of the Netherlands	26	19	73%	
Namibia		■	South-South Trade and Investment (C106)				■	■	■		ITF Window 1	4	0	1%	
Nauru		■	Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		UNCTAD	4	4	99%	
Nepal	■	■	Nepal: Trade-Related Assistance (B731)	■							European Commission, Directorate-General International Partnerships	2,084	998	48%	
			Trade Centre of Expertise: UK Trade Partnerships Programme (C293)	■	■	■	■					Foreign, Commonwealth and Development Office of the UK	-	83	
Niger	■	■	AfCFTA: Empowering women in the AfCFTA - Phase 2 (SheTrades) (C101)		■			■			Deutsche Gesellschaft für Internationale Zusammenarbeit	4	21	476%	
			ECOWAS: Strengthening agri-food trade in the region through institutional coordination and business support (C232)		■			■				Deutsche Gesellschaft für Internationale Zusammenarbeit	-	17	
			ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■			■				European Commission, Directorate-General International Partnerships	201	124	62%
			OIC: Trade and market intelligence for ICDT (C175)						■			Islamic Centre for Development of Trade	7	10	142%

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			Supportive business ecosystem: Institutions and Ecosystems for Business Support (C130)	■	■	■	■		■		ITF Window 1	40	39	98%
			AfCFTA Export Training Programme for African SMEs (B972)					■			African Export-Import Bank	9	8	86%
			AfCFTA: Empowering women in the AfCFTA - Phase 2 (SheTrades) (C101)		■			■			Deutsche Gesellschaft für Internationale Zusammenarbeit	5	24	476%
			Commonwealth: Increasing participation of women owned businesses in trade (SheTrades) (C185)		■	■	■				Foreign, Commonwealth and Development Office of the UK	27	263	957%
			ECOWAS: Strengthening agri-food trade in the region through institutional coordination and business support (C232)		■			■			Deutsche Gesellschaft für Internationale Zusammenarbeit	-	52	
			ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	201	124	62%
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		UNCTAD	4	4	99%
Nigeria		■	Nigeria: Inclusive Digital Entrepreneurship in the Agri-food Sector (IDEAS) (C286)		■		■				Ministry of Foreign Affairs of Japan	-	112	
			Nigeria: Vaccine Investments and Trade Ecosystems in Africa (VITEA) (C107)	■				■			Ministry of Foreign Affairs of Japan	359	361	101%
			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	7	10	142%
			SheTrades: Empowering women and boosting livelihoods through agricultural trade: Leveraging the AfCFTA (C100)		■			■			Food and Agriculture Organization of the United Nations	67	66	99%
			South-South Trade and Investment (C106)				■	■	■		ITF Window 1	4	0	1%
			Supportive business ecosystem: Institutions and Ecosystems for Business Support (C130)	■	■	■	■		■		ITF Window 1	20	20	98%
			Trade Centre of Expertise: UK Trade Partnerships Programme (C293)	■	■	■	■				Foreign, Commonwealth and Development Office of the UK	-	165	
			Trade Training Hub (TTH) (B736)		■	■			■		ITF Window 1	18	17	99%
North Macedonia		■	CEFTA: Support to regional integration (B973)					■			Deutsche Gesellschaft für Internationale Zusammenarbeit	67	28	42%
Oman			Gulf region: Harnessing the economic potential of women entrepreneurs in the Gulf Cooperation Council countries (SheTrades) (C316)		■						Visa International Services Association - Dubai	-	13	
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		UNCTAD	4	4	99%
Pakistan			Kenya and Pakistan: Creating digital entrepreneurship opportunities for refugees (REMI) (C212)		■		■				Visa Foundation	-	109	
			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	7	10	142%
			Pakistan: Gender-responsive UK export information and network (C343)	■	■						Foreign, Commonwealth and Development Office of the UK	-	25	

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			Pakistan: Growth for rural advancement and sustainable progress (GRASP) (B466)	■	■	■	■				European Commission, Directorate-General International Partnerships	14,440	10,631	74%		
											ITF Window 1	88	268	304%		
			Pakistan: Revenue Mobilisation for Investment and Trade (ReMIT) (B938)		■					■		Foreign, Commonwealth and Development Office of the UK	139	310	223%	
			Programme Management: UK Trade Partnerships Programme (B908)	■								Foreign, Commonwealth and Development Office of the UK	10	73	735%	
			Trade Centre of Expertise: UK Trade Partnerships Programme (C293)	■	■	■	■				Foreign, Commonwealth and Development Office of the UK	-	248			
			Panama	■	SheTrades Latin America: Supporting women businesses' transition towards the post COVID digital age (B999)		■		■			ITF Window 1	12	11	89%	
			Papua New Guinea	■	ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion and alliances (B807)	■	■	■		■			European Commission, Directorate-General International Partnerships	327	342	104%
													ITF Window 1	2	-	0%
Pacific: UK Trade Partnerships Programme (C292)	■	■			■					Foreign, Commonwealth and Development Office of the UK	-	201				
			PNG: UK Trade Partnerships Programme (B967)	■		■				Foreign, Commonwealth and Development Office of the UK	22	(10)	-43%			
			Programme Management: UK Trade Partnerships Programme (B908)	■						Foreign, Commonwealth and Development Office of the UK	5	37	735%			
			Trade Intelligence: UK Trade Partnerships Programme (B906)						■	Foreign, Commonwealth and Development Office of the UK	0	(0)	-82%			
Philippines			ASEAN: Sustainable Connectivity Package (SCOPE) - Trade (C277)	■		■	■	■			Business Development Fund - ITC	10	8	85%		
			ASEAN: Virtual Learning Space (C321)					■			ITF Window 1	-	4			
			Commonwealth: Increasing participation of women owned businesses in trade (SheTrades) (C185)		■	■	■					Foreign, Commonwealth and Development Office of the UK	27	263	957%	
			Global: Climate competitiveness: Building opportunities in the green economy for emerging and developing countries (C190)				■					European Commission, Directorate-General for Trade	-	66		
			Philippines: Trade-Related Assistance (Arise + Philippines) (C007)		■				■	■		European Commission, Directorate-General International Partnerships	1,500	2,511	167%	
Qatar			Gulf region: Harnessing the economic potential of women entrepreneurs in the Gulf Cooperation Council countries (SheTrades) (C316)		■						Visa International Services Association - Dubai	-	10			
			Qatar: Export Acceleration Pilot Programme to improve SME competitiveness and market access (Qatar EAP) (B996)	■								Qatar Development Bank	3	(8)	-259%	
			Qatar: Export Acceleration Programme II (C158)	■								Qatar Development Bank	133	128	97%	

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Republic of Moldova (the)			Armenia, Georgia, Moldova, Ukraine: Improving international competitiveness of SMEs and linking them with global value chains (C211)	■		■	■				Business Development Fund - ITC	9	10	113%		
			CEFTA: Support to regional integration (B973)						■			Deutsche Gesellschaft für Internationale Zusammenarbeit	67	28	42%	
			Trade and market intelligence for the Eastern Partnership Countries (B802)						■			European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	121	169	140%	
Rwanda			AfCFTA Export Training Programme for African SMEs (B972)					■			African Export-Import Bank	9	8	86%		
			AfCFTA: Empowering women in the AfCFTA - Phase 2 (SheTrades) (C101)		■			■			Deutsche Gesellschaft für Internationale Zusammenarbeit	4	21	476%		
			Alliance for Product Quality in Africa (B928)	■	■							Deutsche Gesellschaft für Internationale Zusammenarbeit	43	26	59%	
			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	-	23		
			EAC: EU Market Access Upgrade Programme Phase II (MARKUP II) (C189)	■		■			■				Business Development Fund - ITC	3	15	438%
													European Commission, Directorate-General International Partnerships	-	251	
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)			■			■	■	■		UNCTAD	4	4	99%
			Partnership for enhancing export capacity of Africa to China (PEECAC) (C040)	■	■					■			Department of Commerce of Hunan Province China	39	25	63%
			Rwanda: Value Added Initiative to Boost Employment for Refugees (REMI) (C225)			■							Business Development Fund - ITC	-	43	
													TradeMark Africa - Rwanda	-	29	
Rwanda: Value Added Initiative to Boost Employment for Women-led Businesses (C195)				■	■	■				Business Development Fund - ITC	-	0				
										TradeMark Africa - Rwanda	-	115				
South-South Trade and Investment (C106)						■	■	■		ITF Window 1	4	0	1%			
Saint Kitts and Nevis			Conducive policy and regulatory environment: Trade negotiations and policy reform (C128)	■	■	■	■	■	■		ITF Window 1	7	8	115%		
			Non-ODA: UK Trade Partnerships Programme (C166)	■			■					Foreign, Commonwealth and Development Office of the UK	54	108	199%	
			Trade Intelligence: UK Trade Partnerships Programme (B906)							■		Foreign, Commonwealth and Development Office of the UK	0	(0)	-82%	
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	140	143	102%			

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			CARIFORUM: UK Trade Partnerships Programme (B900)	■	■	■	■				Foreign, Commonwealth and Development Office of the UK	2	21	900%
			Conducive policy and regulatory environment: Trade negotiations and policy reform (C128)	■	■	■	■	■	■		ITF Window 1	7	8	115%
			Grenada and Saint Lucia: Logistics chain study (C270)						■		Caribbean Development Bank	51	45	89%
			St. Lucia: Strengthening the institutional infrastructure for export promotion (A332)	■	■		■	■	■		Export Saint Lucia	-	38	
			Trade Intelligence: UK Trade Partnerships Programme (B906)						■		Foreign, Commonwealth and Development Office of the UK	0	(0)	-82%
Saint Vincent and the Grenadines	■		Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)	■	■	■		■			European Commission, Directorate-General International Partnerships	140	143	102%
			CARIFORUM: UK Trade Partnerships Programme (B900)	■	■	■	■				Foreign, Commonwealth and Development Office of the UK	3	24	901%
			Conducive policy and regulatory environment: Trade negotiations and policy reform (C128)	■	■	■	■	■	■		ITF Window 1	7	8	115%
			Trade Intelligence: UK Trade Partnerships Programme (B906)							■	Foreign, Commonwealth and Development Office of the UK	0	(0)	-82%
Samoa	■		Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		UNCTAD	4	4	99%
			Pacific: UK Trade Partnerships Programme (C292)	■	■	■					Foreign, Commonwealth and Development Office of the UK	-	201	
Saudi Arabia			Gulf region: Harnessing the economic potential of women entrepreneurs in the Gulf Cooperation Council countries (SheTrades) (C316)		■						Visa International Services Association - Dubai	-	10	
Senegal	■ ■		AfCFTA Export Training Programme for African SMEs (B972)					■			African Export-Import Bank	18	16	86%
			Africa Fashion and Textile Network (Africa FAN) (C208)	■	■	■	■				Deutsche Gesellschaft für Internationale Zusammenarbeit	17	22	135%
			ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	201	124	62%
			Global: Climate competitiveness: Building opportunities in the green economy for emerging and developing countries (C190)				■				European Commission, Directorate-General for Trade	-	66	
			NTF V Programme Coordination (C094)							■	Ministry of Foreign Affairs of the Netherlands	86	62	73%
			OIC: Trade and market intelligence for ICDT (C175)						■		Islamic Centre for Development of Trade	7	10	142%
			Programme Management: UK Trade Partnerships Programme (B908)	■							Foreign, Commonwealth and Development Office of the UK	5	37	735%
			Senegal: Alliances for Value Addition in Cashew Nut (NTF V) (C152)	■							Ministry of Foreign Affairs of the Netherlands	465	512	110%
	Senegal: Building Resilient Trade Competitiveness by Fast Tracking the Digital Technology Sector (NTF V) (C153)					■			Ministry of Foreign Affairs of the Netherlands	372	485	130%		

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			Sénégal: Programme d'appui à la Compétitivité de l'Afrique de l'Ouest (PACAO) (B461)	■	■		■	■			European Commission, Directorate-General International Partnerships	2,789	1,231	44%
			SheTrades: Accelerator Programme for women entrepreneurs in the Apparel, Accessories and Home Décor sector (C052)		■						Deutsche Gesellschaft für Internationale Zusammenarbeit	140	95	68%
			SheTrades: Empowering women and boosting livelihoods through agricultural trade: Leveraging the AfCFTA (C100)		■			■			Food and Agriculture Organization of the United Nations	67	66	99%
			Supportive business ecosystem: Institutions and Ecosystems for Business Support (C130)	■	■	■	■		■		ITF Window 1	20	20	98%
			Trade Centre of Expertise: UK Trade Partnerships Programme (C293)	■	■	■	■				Foreign, Commonwealth and Development Office of the UK	-	83	
Serbia			CEFTA: Support to regional integration (B973)					■			Deutsche Gesellschaft für Internationale Zusammenarbeit	84	35	42%
			Trade promotion East: Balkan States and Central Asia (C178)	■	■	■	■				State Secretariat for Economic Affairs of Switzerland	116	323	278%
Seychelles		■	Non-ODA: UK Trade Partnerships Programme (C166)	■			■				Foreign, Commonwealth and Development Office of the UK	54	108	199%
			Trade Intelligence: UK Trade Partnerships Programme (B906)						■		Foreign, Commonwealth and Development Office of the UK	0	(0)	-82%
			ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	201	124	62%
			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	7	10	142%
			SheTrades West Africa (B610)	■	■						Korea International Cooperation Agency	170	138	81%
Sierra Leone	■	■	Sierra Leone: Empowering youth through digital technologies (C214)		■		■				Business Development Fund - ITC	28	11	40%
											ITF Window 1	-	35	
			Sierra Leone: West Africa Competitiveness Programme (B457)	■	■			■			United Nations Industrial Development Organization	465	424	91%
			Supportive business ecosystem: Institutions and Ecosystems for Business Support (C130)	■	■	■	■		■		ITF Window 1	20	20	98%
Singapore		■	ASEAN: Sustainable Connectivity Package (SCOPE) - Trade (C277)	■		■	■	■			Business Development Fund - ITC	10	8	85%
			ASEAN: Virtual Learning Space (C321)					■			ITF Window 1	-	4	
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		UNCTAD	4	4	99%
Solomon Islands	■	■	Pacific: UK Trade Partnerships Programme (C292)	■	■	■					Foreign, Commonwealth and Development Office of the UK	-	201	
			Programme Management: UK Trade Partnerships Programme (B908)	■							Foreign, Commonwealth and Development Office of the UK	5	37	735%
South Africa		■	AfCFTA Export Training Programme for African SMEs (B972)					■			African Export-Import Bank	9	8	86%

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			SheTrades: Accelerator Programme for women entrepreneurs in the Apparel, Accessories and Home Décor sector (C052)		■						Deutsche Gesellschaft für Internationale Zusammenarbeit	140	95	68%	
South Sudan	■	■	EAC: EU Market Access Upgrade Programme Phase II (MARKUP II) (C189)	■		■		■			Business Development Fund - ITC	3	15	438%	
											European Commission, Directorate-General International Partnerships	-	251		
			South Sudan: Jobs Creation and Trade Development (B910)	■	■							European Commission, Directorate-General International Partnerships	1,673	2,119	127%
			South Sudan: National Export and Investment Strategy (AfCFTA) (C029)	■					■			African Export-Import Bank	20	64	314%
			South-South Trade and Investment (C106)					■	■	■		ITF Window 1	16	0	1%
Sri Lanka	■	■	Conducive policy and regulatory environment: Trade negotiations and policy reform (C128)	■	■	■	■	■	■		ITF Window 1	7	8	115%	
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■			UNCTAD	4	4	99%
			Programme Management: UK Trade Partnerships Programme (B908)	■								Foreign, Commonwealth and Development Office of the UK	5	37	735%
			Sri Lanka: Promotion of conducive trade facilitation environment (C342)		■					■		Japan International Cooperation Agency (Sri Lanka Office)	-	34	
			Sri Lanka: Trade Facilitation for SMEs (B986)	■	■	■	■		■			Deutsche Gesellschaft für Internationale Zusammenarbeit	294	316	108%
			Supportive business ecosystem: Institutions and Ecosystems for Business Support (C130)	■	■	■	■			■		ITF Window 1	20	20	98%
			Trade Centre of Expertise: UK Trade Partnerships Programme (C293)	■	■	■	■					Foreign, Commonwealth and Development Office of the UK	-	165	
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	112	116	104%	
			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	418	444	106%
Sudan	■	■	Sudan: WTO Accession and Private Sector (C177)					■	■		Permanent Mission of Japan to the United Nations	-	25		
			Sudan: WTO Accession and Public Sector (C291)					■	■			Japan International Cooperation Agency	-	26	
Suriname	■	■	Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)	■	■	■		■			European Commission, Directorate-General International Partnerships	140	143	102%	
			Conducive policy and regulatory environment: Trade negotiations and policy reform (C128)	■	■	■	■	■	■			ITF Window 1	7	8	115%
			OIC: Trade and market intelligence for ICDT (C175)					■				Islamic Centre for Development of Trade	7	10	142%
			Trade Intelligence: UK Trade Partnerships Programme (B906)							■		Foreign, Commonwealth and Development Office of the UK	0	(0)	-82%

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Tajikistan			Central Asia: Ready4Trade (R4TCA) (B723)				■		■		European Commission, Directorate-General International Partnerships	679	652	96%		
			Central Asia: Strengthening market analysis in using the Central Asia Trade Intelligence Portal (C235)							■		United Nations Development Programme - Istanbul Regional Hub	65	70	108%	
			Central Asia: UK Trade Partnerships Programme (C272)	■								Foreign, Commonwealth and Development Office of the UK	-	35		
			Culture project: Identity Building and Sharing Business Initiative (B542)	■	■							European Commission, Directorate-General International Partnerships	59	52	88%	
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)			■			■		■		UNCTAD	4	4	99%
			Global: Networking and knowledge management for the textile and clothing sector (GTEX) (B451)	■			■			■			State Secretariat for Economic Affairs of Switzerland	66	97	146%
			OIC: Trade and market intelligence for ICDT (C175)							■			Islamic Centre for Development of Trade	7	10	142%
			Tajikistan: Improving the international competitiveness of the textile and clothing sector (GTEX) (B675)	■	■								State Secretariat for Economic Affairs of Switzerland	325	317	98%
			Trade promotion East: Balkan States and Central Asia (C178)	■	■	■	■						State Secretariat for Economic Affairs of Switzerland	116	323	278%
Thailand			ASEAN: Sustainable Connectivity Package (SCOPE) - Trade (C277)	■		■	■	■			Business Development Fund - ITC	10	8	85%		
			ASEAN: Virtual Learning Space (C321)					■				ITF Window 1	-	4		
			Thailand: Trade-Related Assistance (Arise + Thailand) (B873)	■		■		■	■			European Commission, Directorate-General International Partnerships	1,390	911	66%	
Timor-Leste	■	■	Conducive policy and regulatory environment: Trade negotiations and policy reform (C128)	■	■	■	■	■	■		ITF Window 1	7	8	115%		
			Timor-Leste: Support to Regional Integration and Trade (C249)		■			■	■			Business Development Fund - ITC	38	38	99%	
										European Commission, Directorate-General International Partnerships	-	102				
Togo	■	■	AfCFTA Export Training Programme for African SMEs (B972)					■			African Export-Import Bank	9	8	86%		
			AfCFTA: Empowering women in the AfCFTA - Phase 2 (SheTrades) (C101)		■			■			Deutsche Gesellschaft für Internationale Zusammenarbeit	4	21	476%		
			ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■			■				European Commission, Directorate-General International Partnerships	201	124	62%	
			OIC: Trade and market intelligence for ICDT (C175)						■			Islamic Centre for Development of Trade	7	10	142%	
			Supportive business ecosystem: Institutions and Ecosystems for Business Support (C130)	■	■	■	■			■		ITF Window 1	20	20	98%	
			Togo: Facilitation d'un meilleur accès aux marchés internationaux – (AMI Commerce Togo) (C114)	■					■				Deutsche Gesellschaft für Internationale Zusammenarbeit	-	42	

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Tonga			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		UNCTAD	4	4	99%	
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	140	143	102%	
			Conducive policy and regulatory environment: Trade negotiations and policy reform (C128)	■	■	■	■	■	■			ITF Window 1	41	47	115%
			Non-ODA: UK Trade Partnerships Programme (C166)	■			■					Foreign, Commonwealth and Development Office of the UK	54	108	199%
			Trade Intelligence: UK Trade Partnerships Programme (B906)							■		Foreign, Commonwealth and Development Office of the UK	0	(0)	-82%
			AfCFTA Export Training Programme for African SMEs (B972)							■		African Export-Import Bank	9	8	86%
Tunisia			Alliance for Product Quality in Africa (B928)	■	■						Deutsche Gesellschaft für Internationale Zusammenarbeit	43	26	59%	
			Euromed: Providing trade and market intelligence for better informed decisions (TIFM 2) (A340)						■		European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	112	116	104%	
			Global: Networking and knowledge management for the textile and clothing sector (GTEX) (B451)	■		■		■			State Secretariat for Economic Affairs of Switzerland	66	97	146%	
			MENATEX Regional: Regional component of the Textiles and Clothing Programme for the MENA region (B696)	■				■			Swedish International Development Cooperation Agency	46	62	134%	
			Post Covid-19 economic recovery in the South Mediterranean Region: Strengthening SMEs' capacity to lead the twin transitions to a green and digital economy (C187)			■		■	■			Business Development Fund - ITC	2	2	88%
			Tunisia: Improving the international competitiveness of the textile and clothing sector (GTEX/MENATEX) (B672)	■	■							State Secretariat for Economic Affairs of Switzerland	350	406	116%
												Swedish International Development Cooperation Agency	14	(5)	-36%
			Tunisia: Increasing knowledge of economic operators on AfCFTA opportunities (C147)							■		Deutsche Gesellschaft für Internationale Zusammenarbeit	-	51	
			Tunisia: Market Intelligence within CEPEX (C160)								■	Deutsche Gesellschaft für Internationale Zusammenarbeit	150	156	104%
			Tunisia: Textile and clothing programme Phase II (C340)	■	■	■	■					Swedish International Development Cooperation Agency	-	14	
Türkiye			OIC: Trade and market intelligence for ICDT (C175)					■		Islamic Centre for Development of Trade	7	10	142%		
Turkmenistan			Central Asia: Ready4Trade (R4TCA) (B723)				■	■		European Commission, Directorate-General International Partnerships	679	652	96%		
			Conducive policy and regulatory environment: Trade negotiations and policy reform (C128)	■	■	■	■	■	■		ITF Window 1	7	8	115%	

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Tuvalu	■	■	Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		UNCTAD	4	4	99%		
			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	7	10	142%		
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■			UNCTAD	4	4	99%	
			AfCFTA Export Training Programme for African SMEs (B972)						■			African Export-Import Bank	9	8	86%	
			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	-	23	
			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	95	138	145%
			Culture project: Identity Building and Sharing Business Initiative (B542)	■	■								European Commission, Directorate-General International Partnerships	59	52	88%
Uganda	■	■	EAC: EU Market Access Upgrade Programme Phase II (MARKUP II) (C189)	■		■		■			European Commission, Directorate-General International Partnerships	3	15	438%		
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■			UNCTAD	4	4	99%	
			NTF V Programme Coordination (C094)							■		Ministry of Foreign Affairs of the Netherlands	19	14	73%	
			OIC: Trade and market intelligence for ICDT (C175)						■			Islamic Centre for Development of Trade	7	10	142%	
			Partnership for enhancing export capacity of Africa to China (PEECAC) (C040)	■	■				■			Department of Commerce of Hunan Province China	39	25	63%	
			Programme Management: UK Trade Partnerships Programme (B908)	■								Foreign, Commonwealth and Development Office of the UK	5	37	735%	
			South-South Trade and Investment (C106)					■	■	■		ITF Window 1	4	0	1%	
			Trade Centre of Expertise: UK Trade Partnerships Programme (C293)	■	■	■	■						Foreign, Commonwealth and Development Office of the UK	-	165	
			Trade Training Hub (TTH) (B736)		■	■					■		ITF Window 1	11	11	99%
			Uganda: Bridging skills and markets for youth in the creative economy (C325)	■	■	■	■						Business Development Fund - ITC	-	17	
			Uganda: Business acceleration for young entrepreneurs in the film sector 'Opportunities Are Here' (OAH) (C227)		■								Business Development Fund - ITC	-	15	
			Uganda: Strengthening Agribusiness Resilience and Competitiveness (STAR) (C017)	■	■	■							European Commission, Directorate-General International Partnerships	-	629	
			Uganda: Strengthening Agribusiness Resilience and Competitiveness (STAR) (C017)	■	■	■					Korea International Cooperation Agency	1,236	739	60%		

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			Uganda: Sustainable Business For Uganda 2.0 - Trade and Investment Development project (C283)	■	■		■				Business Development Fund - ITC	-	21	
			Uganda: Youth Startup Academy in Africa (C026)	■	■						ITF Window 1	14	16	111%
											Ministry of SMEs and Startups of the Republic of Korea	1,527	1,540	101%
			Armenia, Georgia, Moldova, Ukraine: Improving international competitiveness of SMEs and linking them with global value chains (C211)	■		■	■				Business Development Fund - ITC	9	10	113%
			Trade and market intelligence for the Eastern Partnership Countries (B802)					■			European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	97	135	140%
			Ukraine: Building Economic Resilience of Displacement Affected Communities (C284)	■	■	■	■				Ministry of Foreign Affairs of Japan	-	216	
			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	465	758	163%
			Gulf region: Harnessing the economic potential of women entrepreneurs in the Gulf Cooperation Council countries (SheTrades) (C316)		■						Visa International Services Association - Dubai	-	10	
			COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)		■			■			Common Market for Eastern and Southern Africa	64	65	103%
			EAC: EU Market Access Upgrade Programme Phase II (MARKUP II) (C189)	■		■		■			Business Development Fund - ITC	4	19	438%
											European Commission, Directorate-General International Partnerships	-	313	
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		UNCTAD	4	4	99%
			Programme Management: UK Trade Partnerships Programme (B908)	■							Foreign, Commonwealth and Development Office of the UK	5	37	735%
			SheTrades: Empowering women and boosting livelihoods through agricultural trade: Leveraging the AfCFTA (C100)		■			■			Food and Agriculture Organization of the United Nations	67	66	99%
			South-South Trade and Investment (C106)				■	■	■		ITF Window 1	4	0	1%
			Tanzania: Developing the Beekeeping Value Chain (B924)	■	■						Enabel – Agence Belge de développement	928	1,088	117%
			Tanzania: Kigoma Joint Programme Phase II (C326)	■	■						MPTF - MDG Achievement Fund	-	23	
			Tanzania: Kigoma Joint Programme under UNDAF II (B727)		■		■				MPTF - MDG Achievement Fund	-	74	
			Trade Centre of Expertise: UK Trade Partnerships Programme (C293)	■	■	■	■				Foreign, Commonwealth and Development Office of the UK	-	83	
			SheTrades Latin America: Supporting women businesses' transition towards the post COVID digital age (B999)		■		■				ITF Window 1	12	11	89%
			Central Asia: Ready4Trade (R4TCA) (B723)				■	■			European Commission, Directorate-General International Partnerships	679	652	96%

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			Central Asia: Strengthening market analysis in using the Central Asia Trade Intelligence Portal (C235)						■		United Nations Development Programme - Istanbul Regional Hub	67	73	108%	
			Culture project: Identity Building and Sharing Business Initiative (B542)	■	■						European Commission, Directorate-General International Partnerships	59	52	88%	
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		UNCTAD	4	4	99%	
			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	7	10	142%	
			Trade promotion East: Balkan States and Central Asia (C178)	■	■	■	■				State Secretariat for Economic Affairs of Switzerland	116	323	278%	
			Uzbekistan: Facilitating the Process of Accession to the WTO (B915)	■	■				■		European Commission, Directorate-General International Partnerships	744	1,117	150%	
Vanuatu	■		ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion and alliances (B807)	■	■	■	■				European Commission, Directorate-General International Partnerships	491	513	104%	
											ITF Window 1	3	-	0%	
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		UNCTAD	4	4	99%	
Viet Nam			ASEAN: Sustainable Connectivity Package (SCOPE) - Trade (C277)	■		■	■	■			Business Development Fund - ITC	10	8	85%	
			ASEAN: Virtual Learning Space (C321)					■			ITF Window 1	-	4		
			Commonwealth: Increasing participation of women owned businesses in trade (SheTrades) (C185)		■	■	■					Foreign, Commonwealth and Development Office of the UK	27	263	957%
			Global: Climate competitiveness: Building opportunities in the green economy for emerging and developing countries (C190)			■						European Commission, Directorate-General for Trade	-	75	
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■			UNCTAD	4	4	99%
Viet Nam			Systematic Mechanism for Safer Trade (SYMST) (B695)	■							European Commission, Directorate-General International Partnerships	346	356	103%	
			Vietnam: Trade Policy and Promotion Project (B888)	■							State Secretariat for Economic Affairs of Switzerland	511	451	88%	
			ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion and alliances (B807)	■	■	■		■			European Commission, Directorate-General International Partnerships	327	342	104%	
Zambia	■	■	ITF Window 1								ITF Window 1	2	-	0%	
			COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)		■			■			Common Market for Eastern and Southern Africa	64	65	103%	
			Partnership for enhancing export capacity of Africa to China (PEECAC) (C040)	■	■			■			Department of Commerce of Hunan Province China	39	25	63%	
			Enhanced Integrated Framework		■		■					Enhanced Integrated Framework	-	107	

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			SheTrades Zambia: Increasing the participation of women in trade (C081)								ITF Window 1	71	67	94%
			South-South Trade and Investment (C106)				■	■	■		ITF Window 1	4	0	1%
			Supportive business ecosystem: Institutions and Ecosystems for Business Support (C130)	■	■	■	■		■		ITF Window 1	20	20	98%
			Trade Training Hub (TTH) (B736)		■	■			■		ITF Window 1	18	17	99%
			AfCFTA Export Training Programme for African SMEs (B972)					■			African Export-Import Bank	9	8	86%
			COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)		■			■			Common Market for Eastern and Southern Africa	64	65	103%
			Programme Management: UK Trade Partnerships Programme (B908)	■							Foreign, Commonwealth and Development Office of the UK	5	37	735%
			South-South Trade and Investment (C106)				■	■	■		ITF Window 1	4	0	1%
Zimbabwe		■	Trade Centre of Expertise: UK Trade Partnerships Programme (C293)	■	■	■	■				Foreign, Commonwealth and Development Office of the UK	-	165	
			Trade Intelligence: UK Trade Partnerships Programme (B906)						■		Foreign, Commonwealth and Development Office of the UK	0	(0)	-82%
			Trade Training Hub (TTH) (B736)		■	■			■		ITF Window 1	23	23	99%
			Zimbabwe: UK Trade Partnerships Programme (B907)	■	■	■					Foreign, Commonwealth and Development Office of the UK	6	2	33%
			Africa: Value chain diagnostics zooming in on pharmaceuticals, cars and formulated complementary foods (C357)	■	■	■		■			European Commission, Directorate-General International Partnerships	-	22	
			Conducive policy and regulatory environment: Quality (C126)	■		■		■			ITF Window 1	193	188	98%
			Implementation of the African Trade Observatory within the AUC (B353)					■			European Commission, Directorate-General International Partnerships	1,859	2,058	111%
			ONE TRADE AFRICA: Connecting the African business community with the AfCFTA (C088)	■	■		■	■			ITF Window 1	365	466	128%
		United Nations Development Programme - Regional Service Center for Africa									-	(1)		
			T4SD: Advisory Services (C110)	■		■					Deutsche Gesellschaft für Internationale Zusammenarbeit	10	21	199%
		Fédération Européenne des Fabricants d'Aliments Composés									-	4		
		Finance in Motion									-	7		
		Global Coffee Platform									3	9	363%	
		Initiative for Compliance and Sustainability									-	2		
		International Apparel Federation									2	2	111%	

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											International Textile Manufacturers Federation	-	(0)	
											Revolving Fund MAR	-	1	
											Shenzhen Technology University	-	3	
											Soy Network Switzerland	1	1	104%
											Stitchting IDH Sustainable Trade Initiative	-	4	
											Sustainable Agriculture Initiative	9	6	73%
											Swiss Federal Office for the Environment	-	1	
											Syngenta Crop Protection	-	1	
			Trade Promotion between China and other Developing Countries along the Belt and Road Initiative (B568)					■			Ministry of Commerce of China	186	195	105%
			Asia Pacific: Facilitating women's economic empowerment and entrepreneurial skills development (SheTrades) (C344)		■						Visa Foundation	-	34	
											Deutsche Gesellschaft für Internationale Zusammenarbeit	10	21	199%
											Fédération Européenne des Fabricants d'Aliments Composés	-	4	
											Finance in Motion	-	7	
											Global Coffee Platform	3	9	363%
											Initiative for Compliance and Sustainability	-	2	
											International Apparel Federation	2	2	111%
				■		■					International Textile Manufacturers Federation	-	(0)	
											Revolving Fund MAR	-	1	
											Shenzhen Technology University	-	3	
											Soy Network Switzerland	1	1	104%
											Stitchting IDH Sustainable Trade Initiative	-	4	
											Sustainable Agriculture Initiative	9	6	73%
											Swiss Federal Office for the Environment	-	1	
											Syngenta Crop Protection	-	1	
			Trade Promotion between China and other Developing Countries along the Belt and Road Initiative (B568)					■			Ministry of Commerce of China	186	195	105%

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Eastern Europe and Central Asia			T4SD: Advisory Services (C110)	■		■					Deutsche Gesellschaft für Internationale Zusammenarbeit	10	21	199%
											Fédération Européenne des Fabricants d'Aliments Composés	-	4	
											Finance in Motion	-	7	
											Global Coffee Platform	3	9	363%
											Initiative for Compliance and Sustainability	-	2	
											International Apparel Federation	2	2	111%
											International Textile Manufacturers Federation	-	(0)	
											Revolving Fund MAR	-	1	
											Shenzhen Technology University	-	3	
											Soy Network Switzerland	1	1	104%
											Stitchting IDH Sustainable Trade Initiative	-	4	
											Sustainable Agriculture Initiative	9	6	73%
											Swiss Federal Office for the Environment	-	1	
Syngenta Crop Protection	-	1												
Latin America and the Caribbean			T4SD: Advisory Services (C110)	■		■					Deutsche Gesellschaft für Internationale Zusammenarbeit	10	21	199%
											Fédération Européenne des Fabricants d'Aliments Composés	-	4	
											Finance in Motion	-	7	
											Global Coffee Platform	3	9	363%
											Initiative for Compliance and Sustainability	-	2	
											International Apparel Federation	2	2	111%
											International Textile Manufacturers Federation	-	(0)	
											Revolving Fund MAR	-	1	
											Shenzhen Technology University	-	3	
											Soy Network Switzerland	1	1	104%
											Stitchting IDH Sustainable Trade Initiative	-	4	
											Sustainable Agriculture Initiative	9	6	73%

Country / Region	LDCs	Priority countries	Project Title	Sustainable and resilient value chains	Inclusive trade (women, youth, other)	Green trade	Digital trade	Regional integration and South-South trade	General (non-impact area specific)	Corporate	Funders	Budget 2023 (\$'000)	Delivery 2023 (\$'000)	% Delivered
											Swiss Federal Office for the Environment	-	1	
											Syngenta Crop Protection	-	1	
			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	99	141	142%
											Deutsche Gesellschaft für Internationale Zusammenarbeit	13	26	199%
											Fédération Européenne des Fabricants d'Aliments Composés	-	5	
											Finance in Motion	-	9	
											Global Coffee Platform	3	12	363%
											Initiative for Compliance and Sustainability	-	3	
											International Apparel Federation	3	3	111%
Middle East and North Africa			T4SD: Advisory Services (C110)	■		■					International Textile Manufacturers Federation	-	(0)	
											Revolving Fund MAR	-	2	
											Shenzhen Technology University	-	4	
											Soy Network Switzerland	1	2	103%
											Stichting IDH Sustainable Trade Initiative	-	5	
											Sustainable Agriculture Initiative	11	8	73%
											Swiss Federal Office for the Environment	-	2	
											Syngenta Crop Protection	-	1	
			Alliances for Action: Coffee Network (C093)	■		■		■			ITF Window 1	120	104	87%
			Business, trade and market intelligence: Artificial Intelligence (C121)						■		ITF Window 1	100	233	233%
			Business, trade and market intelligence: Global Trade Helpdesk (C183)				■		■		ITF Window 1	280	244	87%
			Business, trade and market intelligence: SME Competitiveness Survey and Outlook (C120)	■	■	■	■		■		ITF Window 1	980	898	92%
			Business, trade and market intelligence: Trade analysis (C124)						■		ITF Window 1	150	159	106%
			Business, trade and market intelligence: Trade for Sustainable Development (T4SD) database (C122)	■		■					ITF Window 1	770	831	108%
			Business Development Fund (BDF 2023) (C261)							■	Business Development Fund - ITC	104	-	0%
			Commonwealth: Increasing participation of women owned businesses in trade (SheTrades) (C185)		■	■	■				Foreign, Commonwealth and Development Office of the UK	27	263	957%
			Conducive policy and regulatory environment: Quality (C126)	■		■		■			ITF Window 1	193	188	98%

Country / Region	LDCs	Priority countries	Project Title	Sustainable and resilient value chains	Inclusive trade (women, youth, other)	Green trade	Digital trade	Regional integration and South-South trade	General (non-impact area specific)	Corporate	Funders	Budget 2023 (\$'000)	Delivery 2023 (\$'000)	% Delivered
			Conducive policy and regulatory environment: Strategy (C129)	■	■	■	■				ITF Window 1	300	346	115%
			Conducive policy and regulatory environment: Trade facilitation (C127)	■	■	■			■		ITF Window 1	170	128	75%
			Conducive policy and regulatory environment: Trade negotiations and policy reform (C128)	■	■	■	■	■	■		ITF Window 1	7	8	115%
			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)	■							European Commission, Directorate-General International Partnerships	353	597	169%
			Euromed: Providing trade and market intelligence for better informed decisions (TIFM 2) (A340)					■			European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	149	154	104%
			Export Potential Map (A341)	■	■			■	■		Asociación Guatemalteca de Exportadores	-	2	
		Austrian Federal Economic Chamber									5	3	59%	
		Department for Business and Trade of the UK									-	2		
		Department for Business, Energy and Industrial Strategy of the UK									-	2		
		Department of Finance of Abu Dhabi									-	1		
		Economica Institute of Economic Research									-	2		
		Enterprise Greece Invest & Trade									12	22	177%	
		Subsecretaría de Relaciones Económicas Internacionales de Chile									-	44		
		Switzerland Global Enterprise									2	3	139%	
			Fellowship: Mo Ibrahim Foundation (B203)						■	Mo Ibrahim Foundation	114	114	100%	
			Global Public Goods: Providing trade and market intelligence for informed trade decisions (C203)					■		European Commission, Directorate-General International Partnerships	-	48		
			Global Public Goods: Providing trade and market intelligence for informed trade decisions (T4SD component) (C271)	■		■				European Commission, Directorate-General International Partnerships	-	55		
			Global Trade Helpdesk (B572)						■	Google - Ireland	-	15		
			Global: Connecting climate smart businesses for the net-zero transition (C234)	■		■				United States Agency for International Development	-	273		
			Global: Development of innovative e-commerce support (C075)				■			United States Agency for International Development	138	180	130%	
			Global: Development of On-line Training for Accessing SME Diagnostic Platform (C215)	■		■	■			ITF Window 1	-	173		
			Global: Digital connectivity and trade (Switch ON) (C136)				■			ITF Window 1	495	436	88%	
			Global: E-learning webinar Agrifood Export Promotion (C265)						■	Food and Agriculture Organization of the United Nations	47	50	108%	

Country / Region	LDCs	Priority countries	Project Title	Sustainable and resilient value chains	Inclusive trade (women, youth, other)	Green trade	Digital trade	Regional integration and South-South trade	General (non-impact area specific)	Corporate	Funders	Budget 2023 (\$'000)	Delivery 2023 (\$'000)	% Delivered	
			Global: Facilitating youth and MSMEs economic empowerment through financial literacy and capacity building (C224)		■		■				Visa International Services Association - Dubai	-	27		
			Global: Improving readiness to comply with trade regulations - a self-assessment tool (C078)						■		United States Agency for International Development	-	126		
			Global: Market intelligence services to strengthen transparency in trade and understanding of international trade issues (C168)						■		Australian Trade and Investment Commission	17	44	256%	
									■			China Council for the Promotion of International Trade	-	4	
									■			Futec Global	-	8	
									■			Innovation, Science and Economic Development Canada	11	23	202%
									■			Private funders	21	20	96%
									■			National Graduate Institute for Policy Studies	26	104	392%
									■			NetPC	-	2	
									■			New Zealand Trade and Enterprise	11	24	215%
									■			Uludag Exporters' Association	-	10	
									■			Undercurrent News - Seafood business news and data	-	2	
			Global: Promoting Gender-Responsive Public Procurement for Agricultural Products (SheTrades) (C251)		■						Deutsche Gesellschaft für Internationale Zusammenarbeit	983	188	19%	
			Global: SheTrades Connect (B516)		■				■		Ministry of Foreign Affairs of Japan	-	17		
			Global: SME Trade Academy Revolving Fund / E-learning (B155)						■		Import Promotion Desk	-	10		
									■			International Organization for Standardization	-	6	
									■			Revolving Fund TS	-	7	
									■			Swisscontact	-	106	
									■			United Nations Office at Geneva	-	21	

Country / Region	LDCs	Priority countries	Project Title	Sustainable and resilient value chains	Inclusive trade (women, youth, other)	Green trade	Digital trade	Regional integration and South-South trade	General (non-impact area specific)	Corporate	Funders	Budget 2023 (\$'000)	Delivery 2023 (\$'000)	% Delivered	
			Global: Support to WTO investment facilitation negotiations (C290)	■							Deutsche Gesellschaft für Internationale Zusammenarbeit	-	21		
			Global: Sustainable E-commerce Development for MSMEs (C188)				■				Alibaba Group	53	54	101%	
			Green Trade (C135)			■					ITF Window 1	925	913	99%	
			Green Trade: Alliances for Action methodologies and tools (C287)	■	■	■		■			ITF Window 1	-	76		
			GreenToCompete: Innovative solutions for environmental sustainability of SMEs (C079)			■					United States Agency for International Development	130	271	208%	
			Improving transparency in trade through embedded market analysis tools (B352)						■		Chambre de commerce, d'industrie d'agriculture et des métiers - Pointe-Noire	6	28	493%	
									■			CrimsonLogic - Panama	24	-	0%
									■			European Free Trade Association	-	20	
									■			Federation of United Arab Emirates Chambers of Commerce and Industry	9	4	40%
									■			Fundación Internacional y para Iberoamérica de Administración y Políticas Públicas	14	15	110%
			Improving transparency in trade through market analysis tools as a global public good (B336)						■		European Commission, Directorate-General International Partnerships	-	115		
												ITF Window 1	550	537	98%
												Revolving Fund MAR	-	113	
			Inclusive trade: SheTrades initiative (C131)		■						ITF Window 1	633	742	117%	
			Inclusive trade: Youth and Trade initiative (C132)		■						ITF Window 1	330	375	114%	
			ITC Digitalization of Group Trainings (C250)						■		ITF Window 1	318	334	105%	
			Mainstreaming gender, diversity and inclusion (UN-SWAP) (C309)							■	ITF Window 1	192	211	110%	
			Managing for impact and results: Data Management initiative (C143)							■	ITF Window 1	921	911	99%	
			Managing for impact and results: DCP/OD Partnership, coordination and business development (C140)							■	ITF Window 1	250	249	99%	
			Managing for impact and results: DECI/OD Partnership and Coordination (C141)							■	ITF Window 1	25	11	44%	
			Managing for impact and results: DMD/OD Partnership, coordination and business development (C163)							■	ITF Window 1	25	16	64%	

Country / Region	LDCs	Priority countries	Project Title	Sustainable and resilient value chains	Inclusive trade (women, youth, other)	Green trade	Digital trade	Regional integration and South-South trade	General (non-impact area specific)	Corporate	Funders	Budget 2023 (\$'000)	Delivery 2023 (\$'000)	% Delivered	
			Managing for impact and results: DSIT/OD Partnership, coordination and business development (C280)	■	■	■					ITF Window 1	25	20	80%	
			Managing for impact and results: External relations (C311)							■	ITF Window 1	-	95		
			Managing for impact and results: Information Technology (C138)							■	ITF Window 1	727	592	81%	
			Managing for impact and results: Innovation Lab (C144)							■	ITF Window 1	110	178	162%	
			Managing for impact and results: ITC Website (C200)							■	ITF Window 1	110	102	93%	
			Managing for impact and results: OED Partnership and Coordination (C139)							■	ITF Window 1	150	268	178%	
			Managing for impact and results: OED/NY Partnership and Coordination (C142)							■	ITF Window 1	180	133	74%	
			Managing for impact and results: Results Based Management (RBM) (C145)							■	ITF Window 1	80	95	119%	
			MLS-SCM Revolving Fund (B189)	■	■				■		Revolving Fund MLS-SCM	93	52	56%	
			Refugees Empowerment through Markets Initiative (REMI) (C202)		■						ITF Window 1	200	174	87%	
			SheTrades and UPS (B956)		■		■			■	UPS Foundation	-	298		
			Supportive business ecosystem: Institutions and Ecosystems for Business Support (C130)	■	■	■	■		■		ITF Window 1	20	20	98%	
			Sustainable and resilient value chains (C133)	■							ITF Window 1	275	269	98%	
			T4SD: Advisory Services (C110)								Deutsche Gesellschaft für Internationale Zusammenarbeit	10	21	199%	
												Fédération Européenne des Fabricants d'Aliments Composés	-	4	
												Finance in Motion	-	7	
												Global Coffee Platform	3	9	363%
												Initiative for Compliance and Sustainability	-	2	
												International Apparel Federation	2	2	111%
					■		■					International Textile Manufacturers Federation	-	(0)	
												Revolving Fund MAR	-	1	
												Shenzhen Technology University	-	3	
												Soy Network Switzerland	1	1	104%
												Stichting IDH Sustainable Trade Initiative	-	4	
												Sustainable Agriculture Initiative	9	6	73%
											Swiss Federal Office for the Environment	-	1		

Country / Region	LDCs	Priority countries	Project Title	Sustainable and resilient value chains	Inclusive trade (women, youth, other)	Green trade	Digital trade	Regional integration and South-South trade	General (non-impact area specific)	Corporate	Funders	Budget 2023 (\$'000)	Delivery 2023 (\$'000)	% Delivered
											Syngenta Crop Protection	-	1	
			Trade in services (B026)	■			■	■			Ministry of Commerce of China	186	377	203%
			TS Revolving Fund (B205)	■	■	■	■		■		Revolving Fund TS	23	55	237%
			World Export Development Forum (WEDF) 2023 (C305)							■	ITF Window 1	-	42	
			Associate Expert - Sustainable and Inclusive Value Chains (B825)		■						Federal Ministry for Economic Cooperation and Development of Germany - Berlin	-	17	
			Associate Expert - Strategic Planning, Performance & Governance (C006)							■	Federal Ministry for Economic Cooperation and Development of Germany - Berlin	87	94	108%
			Associate Expert - Sector and Enterprise Competitiveness (C030)	■			■				Ministry of Foreign Affairs and International Cooperation of Italy	76	87	114%
			Associate Expert - Green and Inclusive Value Chains (C186)							■	Federal Ministry for Economic Cooperation and Development of Germany - Berlin	163	167	103%
			Associate Expert - Sector and Enterprise Competitiveness (C273)		■	■	■				Ministry of Foreign Affairs of the Netherlands	170	164	96%
			Associate Expert - Latin America and the Caribbean (C053)	■	■		■				Ministry of Foreign Affairs of Japan	-	19	
			Associate Expert - Office for Africa (C308)					■			Federal Ministry for Economic Cooperation and Development of Germany - Berlin	-	163	
			Associate Expert - Office for Asia and the Pacific (C201)							■	Ministry of Commerce of China	159	154	97%
			Associate Expert -Trade Facilitation and Policy for Business (C109)		■	■	■	■	■		Swedish International Development Cooperation Agency	160	42	27%
			Secondee from Republic of Korea (C051)						■		Public Procurement Service of the Republic of Korea	112	278	247%
			Secondee from Republic of Korea (C295)		■				■		Ministry of SMEs and Startups of the Republic of Korea	-	241	
			Secondee from Republic of Korea (B985)		■				■		Ministry of SMEs and Startups of the Republic of Korea	-	71	

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

Annex II: ITC's direct contribution to SDG monitoring

10 REDUCED INEQUALITIES



Goal 10: Reduce inequality within and among countries

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

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

17 PARTNERSHIPS FOR THE GOALS



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

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

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

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

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

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

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

Annex III: ITC's risk mitigation actions in 2023 and the Corporate Risk Register

ITC reviewed the risk rating and trend for existing risks in its risk register and reflected on new risks. The table below shows the risk register with the mitigation plans or actions implemented. *Audit recommendations implementation points (BOA, OIOS) as risk mitigation actions are given in italics.*





ITC's Risk Register 2023¹²

Risk ID	Risk statement	Risk responses and mitigation actions planned in 2023	Mitigation actions implemented (Jan-December 2023)	Risk rating and 2023 trend vs 2022
R1	Delayed upgrading of project operations and internal processes that are needed to support to the timely delivery of a growing project portfolio.	Control: <ul style="list-style-type: none"> Availability of Video-tutorials on internal processes that allow self-determined training schedules. <i>ITC Moving Forward action plan</i> includes review of process bottlenecks that complicate/delay project delivery, in a manner that remains consistent with UN rules and regulations. 	<ul style="list-style-type: none"> Video-tutorials on several internal processes are available on internal website. Good progress on all MF action plan items. Action on recommendations of working groups and independent reviewers is being taken. 	↓
R2	Inability of ITC to fully deliver on (contractual) commitments in unstable project countries	Control: <ul style="list-style-type: none"> Creation of an institutionalized system – strengthening SME Trade Academy (SMETA), with tools upgrading – Virtual Workshops, to optimize delivery and scale training participation. Local personnel and focused relationship and capacity building activities with local partners to deliver face-to-face services and facilitate on-line interactions. A contingency reserve in project budgets ensured, to deal with increased security cost and new activities when operating in fragile contexts. Climate Competitiveness Assessment methodology used at the design phase of new projects, to factor in an increasing source of instability, e.g., extreme weather events. The ITC Crisis Management Committee remains in place for discussions and recommendations to SMC concerning ITC crises responses. Corporate approach for fragile settings to be developed – both regarding strategy and operations, with checklists, SOPs, trainings and experience sharing. 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. 	<ul style="list-style-type: none"> Strategy for SME Trade Academy is completed and approved by Senior Management. SMETA has provided advisory/solutions to specific project needs: ongoing integration of SMETA into large projects, e.g. MARKUP II; Central Asia R4T; One Trade Africa initiatives; SAAVI, including for training of trainers, and institutional capacity building. Specific circumstances in Ukraine, Myanmar, Guatemala, Ecuador and a number of African countries (Central African Republic, Burkina Faso, Mali...) were mitigated through modified engagement in the field – with more reliance on local partners. ITC's Green performance Toolkit was launched during COP28 and used for almost 500 assessments of MSMEs. Local partner institutions empowered through the "HUBS" approach. ITC Crisis Committee members received quick notifications about crisis situations in countries, which enabled adequate responses. Corporate approach for fragile settings –;the 2023 SME Competitiveness Outlook researched best approaches to support different types of MSMEs in various fragility settings. A methodology was /finalized. Led by the REMI initiative, which worked on fragility assesments, an overarching framework was piloted in Kenya, South Sudan and Rwanda. Capacity 	↔

¹² For risks introduced in 2023, the trend is shown in comparison to the mid-year risk assessment.

Risk ID	Risk statement	Risk responses and mitigation actions planned in 2023	Mitigation actions implemented (Jan-December 2023)	Risk rating and 2023 trend vs 2022
			building / creating clusters of expertise is ongoing with internal teams and through training of trainers approach.	
R3	Implementing Partner(s) commit fraud or engage in corruption	Control: <ul style="list-style-type: none"> Update of ITC's Due Diligence Policy. Implementation of online partner assessment form. Payment schedules to implementing partners aligned to IP risk and evidence of delivery. Proactive identification of partners through due diligence. Inclusion of safeguarding elements in MoUs and assessments, in particular with BSOs engaging with women, youth and other vulnerable groups. Improvement of IP evaluations and related info-sharing; 2023 OIOS audit of IP to inform decisions. 	<ul style="list-style-type: none"> Partner capacity building and assessment ongoing (SheTrads Hubs and Green Hubs). Update of ITC's Due Diligence policy is ongoing. Consistent checks done through the Partner Assessment Form (due diligence). Implementation of an online partner assessment form is underway. OIOS audit of Implementing partners resulted in ten recommendations which are taken on board and to be implemented in 2024-25. 	↓
R5	Inability to substantiate and/or aggregate ITC development results	Control: <ul style="list-style-type: none"> Project design quality control and increased emphasis on project inception phases. Developing monitoring guidelines & applying improved reporting templates for ITC projects. Next phase of Data management project to scale up ITC Surveys and launch version II of Event management tool. More capacity building for monitoring and evaluation of results, including for substantiation of Value for Money achieved. 	<ul style="list-style-type: none"> Checklists for the inception phases are done and will be integrated in the project development process. Improved reporting templates in use from Q4 2023 reporting; awareness raising and info-sessions were ongoing to enable a higher uptake from projects. ITC Survey tool and Event management tool upgrades are completed as planned. Integrating lessons learnt on necessary capacity building for projects and planning for harmonized project monitoring systems is ongoing. Value for Money internal presentation was piloted in Q1 2024. Guidelines pending roll-out to all staff. 	↓
R6	Compromised cyber security / data breaches and/or disruptions to the functioning of IT systems.	Control: <ul style="list-style-type: none"> Increased use of security tools and protocols to shield ITC's assets from cyber-attacks in alignment with the UN Secretariat information security protocols. 	<ul style="list-style-type: none"> ITC is part of UN Security Working Group – keeping abreast of their recommendations; engaging in cyber-drills and follow-up trainings. Following industry risk reports and working continuously on server protections; applying timely security updates, including of passwords and enforcing multi-factor authentication. Raising awareness on loss of data, with technology and product owners (GPGs) – on new tools to steal data without knowledge of ITC GPG teams and IT teams (e.g. Data Scrapping). Operating according to ITC data protection guidelines. 	↔
R7	ITC personnel become exposed to deliberate harm (e.g., terrorism, armed conflict,	Control: <ul style="list-style-type: none"> Focus on adequate risk assessment and security when undertaking projects in new countries. 	<ul style="list-style-type: none"> Guidelines on opening project offices in the field are in a first draft/pending review. Advanced Safety training – SSAFE through UNDSS, as per requirements for specific countries. Where 	↔

Risk ID	Risk statement	Risk responses and mitigation actions planned in 2023	Mitigation actions implemented (Jan-December 2023)	Risk rating and 2023 trend vs 2022
	crime and civil unrest, kidnapping...)	<ul style="list-style-type: none"> Maintenance of controls in full alignment with the UN Security System. <i>Operationalizing the guidelines for opening project offices in the field (OIOS, BOA Q1 2023).</i> Address the need for more safety/security training (advanced), such as SSAFE – to strengthen staff capacity to respond in crisis situations. 	<ul style="list-style-type: none"> ITC staff needs to participate in these trainings, costs are covered by the respective projects. Ensuring adherence to the UNDSS requirements. 	
R8	Insufficient/inadequate in-house knowledge and skills-sets for future client needs.	<p>Control:</p> <ul style="list-style-type: none"> <i>Development of a strategic workforce plan covering all types of employees with a function of identifying talents and skills required for ITC. (BOA, Q1 2023).</i> 	<ul style="list-style-type: none"> Working group on Strategic Workforce plan was still ongoing at year end (MFA Plan), with a set of areas that are part of workforce management – skill mapping; and including corporate functions /mobility/ career opportunities. Mapping of an “employee journey” – is done, pending delivery of the workforce management / strategic part. Groundwork from the Moving Forward Plan elements on skills database, retraining/upskilling will continue beyond 2023. Succession planning approaches definition ongoing; and the strategic workforce planning tool is in development. ITC started exchanging through the inter-agency community of practice, got input from UNICEF, UNCHR, WIPO – the agencies that workforce planning tools in place. 	↔
R9	Delayed identification of internal fraud or significant / systemic non-compliance with rules and procedures	<p>Control:</p> <ul style="list-style-type: none"> Enforcement of existing rules and regulations, with zero tolerance and action taken on any presumptive fraud case. Management leadership dialogues for sensitisation of staff to zero tolerance topics, familiarisation with processes and encouragement to speak up. Mandatory fraud prevention training for all staff, consultants/contractors is monitored. Awareness-raising campaign on reporting of prohibited conduct within the ITC Moving Forward action plan. 	<ul style="list-style-type: none"> Issued ED Interim report on Disciplinary measures and other actions taken in response to fraud, corruption and other wrongdoing.. An internal campaign to provide guidance on established / accessible grievance channels within the UN system was implemented (MFAP-#6) .. Grievances resources are available on a dedicated intranet site with access/contact information. Management dialogues - an annual process; scheduled for Q4 2023, beginning with MAG. Management dashboard on compliance on all mandatory trainings is available. Awareness raising campaign – was completed within Moving Forward plan. 	↔

Risk ID	Risk statement	Risk responses and mitigation actions planned in 2023	Mitigation actions implemented (Jan-December 2023)	Risk rating and 2023 trend vs 2022
R10	Sharp decline in W2 funding	Control: Proactive funder management and implementation of ITC's Resource Mobilization Strategy, including: <ul style="list-style-type: none"> Regular interaction with W2 funders to capture early signals about changes in development cooperation priorities. Identification of new potential funders for ITC, across all funder categories (OECD DAC, emerging funders, programming countries, private sector). Local offices play active role in resource mobilization. 	<ul style="list-style-type: none"> Good fundraising efforts within the current EU programming cycle. Engagement with traditional funders on mutual priorities. Substantial diversification of funders – e.g. Korea, Visa/Mastercard, Visa Foundation (new projects, in the areas of technology, inclusiveness). Resource Mobilization Steering Committee has appointed new funder focal points; supporting roles for FPs and provided induction, trainings and supporting resources. 	
R11	ITC's business model is not flexible enough to adapt well to the processes of the repositioned UN development system	Control: <ul style="list-style-type: none"> Proactive engagement with the new UNDS structures and processes (DCO, UNSDG, working groups, country and regional teams). ITC Country Engagement Strategy. 	<ul style="list-style-type: none"> Proactive engagement through over 20 new UNSCDFs signed, bringing a cumulative number to over 40 in total. Advanced draft of ITC country engagement strategy is under discussion. ITC has increased visibility of ITC in UN Info – focus is on reducing the transaction costs of reporting to multiple systems. becoming better about reporting. Development of automated country reports on results indicators from the project portal, for UN INFO was initiated in Q4 2023. 	
R12	ITC personnel committing, being exposed to or wrongly accused of discrimination, abuse of authority, harassment, including sexual	Control: <ul style="list-style-type: none"> Developing new and updating HCAs (Host Country Agreements) in countries where ITC personnel operate. 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. Access to all existing UN and ITC systems around prohibited conduct, including fraud, SEA. Investigations on wrongdoings are handled externally by OIOS to ensure impartiality. 6-point zero tolerance action plan (see above). 	<ul style="list-style-type: none"> ITC is covered in any country where it operates, either through UNDP Host-Country Agreements (HCA), or own ITC Host-Country Agreements. Access to UN and ITC systems is improved/with more visibility on grievance channels (covered under R8). Investigations are conducted by OIOS /; the investigator reports directly to OED to ensure impartiality. All six points of the zero-tolerance action plan are completed (<i>a stand-alone report will be provided to the CCITF</i>). 	
R13	Disparate ITC identities and messaging	Control: <ul style="list-style-type: none"> Task teams cutting across ITC core services areas to work on ITC 'moonshots' in line with the ITC Strategic Plan 2022-25 impact areas. Implementation of staff onboarding and training. 	<ul style="list-style-type: none"> Moonshots awareness training workshops for all ITC personnel were successfully conducted in Q2. External relations has ongoing activities on corporate presentation standards. Presentations how to use the corporate identity / to introduce ITC were successfully held Work underway to get different groups of initiatives under a single brand (Communications/Events). 	

Risk ID	Risk statement	Risk responses and mitigation actions planned in 2023	Mitigation actions implemented (Jan-December 2023)	Risk rating and 2023 trend vs 2022
			<ul style="list-style-type: none"> A new ITC Social Media Policy was prepared in 2023 and promulgated in Q1 2024. 	
R14	Significant reduction or volatility in W1 funding	<p>Control: Proactive funder management and implementation of the RM Strategy:</p> <ul style="list-style-type: none"> Bilateral annual institutional dialogues with W1 funders to consult on all relevant issues to delivery and funding and explore options for enhanced engagement. Focus on development results, offering value for money and earning trust. Identification and engagement with potential new W1 funders. 	<ul style="list-style-type: none"> Engagement with current W1 funders / meetings at various levels, is maintained. Proactive dialogues with prospective W1 funders. Enhanced reporting. 	↔
R15	ITC personnel/travellers suffer accidents; infections and assaults¹³	<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. For travel, a general insurance coverage to cover meeting participants. CICs are part of Appendix D, covering work-related death, injury and related illness. Full-fledge insurance to cover non-staff personnel. Ensuring contracts are valid during travel. Increased use of remote delivery lowers the risk. Medical clearance for travel ensures COVID-19-vaccine requirements set by the UNS. 	<ul style="list-style-type: none"> Special medical emergency policy, for all ITC travellers /meeting participants, covering treatments, hospitals, repatriations. 	↓
R16	Inability to achieve the same level of results, based on the same level of inputs, in an environment that is very challenging for ITC's beneficiaries ¹⁴	<p>Control:</p> <ul style="list-style-type: none"> Improved beneficiary selection; use of hybrid delivery modalities. Customization of existing products (e.g. GPGs, trainings, to enable economies of scale / country customization); Application of lessons learned from COVID-19, including: <ul style="list-style-type: none"> Market Systems Development approach. Partnerships for Purpose approach, e.g., "satellite approach" with the HUBS to achieve efficiencies. Influence MSME resilience, through market diversification approaches adapted to specific groups; research, data and engagement – mitigating risks for MSMEs through increased transparency and technology transfer. 	<ul style="list-style-type: none"> For institutions, ITC's CUBED approach and benchmarking platform have served to assess with which institutions to work in projects,;the MSME diagnostic tool is an added new feature of the benchmarking platform. For Training of Trainers, to maintain quality, ITC has kept the on-site (in-person) modality. Local partnership example: the youth Ecopreneur award ran through the YE! Chapter (Botswana); Ashoka fellow in Kenya as a regional lead, delivery through multiple partners. In the area of GPGs – investment in AI / substantive leveraging of the tools to explore scalability. MSD approach is in early stages of implementation; internal capacity building and a DCED conference served for awareness raising. 	↓

¹³ Risk has been reformulated to encompass all ITC personnel / travellers regardless of the point where the incident or accident may take place.

¹⁴ Risk has been reformulated to encompass all ITC beneficiaries (expanded from previously quoted "MSMEs")

Risk ID	Risk statement	Risk responses and mitigation actions planned in 2023	Mitigation actions implemented (Jan-December 2023)	Risk rating and 2023 trend vs 2022
			<ul style="list-style-type: none"> Broad approach – Systems change – through REMI and SheTrades Hubs - design of new projects for ecosystem building. 	
R17	Insufficient consideration of, inclusiveness, environmental and social sustainability aspects in W2 projects that focus on export increases.	Control: <ul style="list-style-type: none"> Further emphasis on <i>improving/implementing</i> the ITC mainstreaming guidelines and the internal toolkit and advisory services. Mainstream and strengthen guidance through Moonshots and new toolkits applied across project portfolio. Building capacity of employees through internal workshops. 	<ul style="list-style-type: none"> Finalized a review of environmental and digital mainstreaming markers in projects and developed a methodology for monitoring progress on climate actions within ITC's corporate indicator framework. Gender Mainstreaming Toolkit launched – as a practical guideline – for a more integrated approach in projects. ITC invested W1 in developing a method of working with MSMEs on sustainable supply chains/sourcing (ongoing). In Trade/Market intelligence, data / studies contain social/environmental (emissions) indicators; for value chain work – identification of sectors based on environmental and social impact is an increasingly important requirement. 	↓
NEW 2023 risk	Economic factors that may affect the cost of operations, such as: cost of living, inflation, increased cost related to enhanced parental leave policy and other OPEX.	Control: Financial buffer and access to corporate funding: <ul style="list-style-type: none"> GTA funds are accessed in cases of staff cost increases (parental leave, salaries, etc.). UN Treasury functions to equalize currency/exchange-related risks. 	<ul style="list-style-type: none"> For ITC's RB, on the UN – side, there is recosting that is also matched by WTO. UN Treasury practices hedging to mitigate currency fluctuations. UNICC salary assessments / salary costs – cover the inflation element. GTA funds assessment was undertaken, as it is now a fixed amount in the budget. <i>Hence, the risk seriousness level has been reduced to acceptable and the risk is considered as mitigated.</i> 	↓
NEW 2023 risk	Energy-related risks include high energy prices, as well as break in delivery of energy from source	Control: Membership in national emergency plans, <i>Business continuity plans</i> and encapsulation of energy prices (<i>Business continuity plan update needed also as per BOA Q1, 2022</i>): <ul style="list-style-type: none"> ITC subscription to national energy crisis management plan. Business continuity plan of ITC provides alternatives to continue operations. Fixation of energy costs for 2023-2025 with service provider along with other UN organizations in Geneva. 	<ul style="list-style-type: none"> A Business Continuity Plan aligned with Swiss regulations was developed and implemented; an energy stoppage no longer likely (generator also in place as a backup). Fixation of energy costs is done. <i>Hence, the risk seriousness level has been reduced to acceptable, and the risk is considered as mitigated.</i> 	↓
NEW 2023 risk	Public perception and reputational Risk	Control: UN and ITC rules and regulations, and established procedures <ul style="list-style-type: none"> Compliance with established rules and regulations. Early detection systems such as access to Ethics Office. Due diligence in quality of implementing partners. Enforcement of controls from corporate review bodies. 	<ul style="list-style-type: none"> The implementation of the Moving Forward action plan is the key risk mitigation; It also offers transparency on the progress ing the measures. Access to the Ethics Office and other grievance channels was enhanced through awareness raising of ITC personnel, and the internal ITC complaints 	↓

Risk ID	Risk statement	Risk responses and mitigation actions planned in 2023	Mitigation actions implemented (Jan-December 2023)	Risk rating and 2023 trend vs 2022
			<p>channel was segregated from DPS (now directly with OED).</p> <ul style="list-style-type: none"> UN / UNDP ethics office provided recommendations on controls, which were implemented. <i>The risk seriousness level has been reduced to 'acceptable'. Also, different risk sources for this risk are addressed in the context of the risk mitigation actions for other risks in the risk register (e.g. R8, R11, R14). Hence, the risk is now considered 'mitigated'.</i> 	
New 2023 Risk (added mid-year)	Inadequate use of Artificial Intelligence in processes and in work with ITC's beneficiaries	[Artificial Intelligence as a risk/threat was first assessed in mid-year corporate risk assessment sessions]	<ul style="list-style-type: none"> ITC put in place an AI working group at the corporate level, with a dedicated resource person that works on an all-ITC AI-specific strategy (approval planned in 2024). Current skill gap and risk awareness on AI it is being addressed through internal WGs and UN Working group on AI / Informal WG/applying solutions. AI is increasingly integrated in generic software used by ITC, as well as in ITC products - for example the SME Trade Academy is exploring AI in processes and learning materials development. 	↓

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

ITC reports

Report recipients	Type	Link	Description of the content
All funders, member states, general public (Public information available online to all)	Strategic Plan (every 4 years)	https://intracen.org/about-us/governance/corporate-documents/strategic-plan-2022-2025	ITC's Strategic Plan sets out our understanding of the drivers that will shape the future of trade and international business, identifies the approach we will take within the strategic context, and highlights our priorities in providing integrated solutions for our clients in the mid-term.
	Operational Plan (annual)	https://intracen.org/about-us/governance/corporate-documents/itc-operational-plan	The ITC Operational Plan establishes annual performance targets and specifies the resources needed to achieve results on an annual basis. As the name suggests, it operationalizes the ITC Strategic Plan by specifying concrete actions and milestones to meet the organization's commitments to clients, partners, governments and funders.
	CCITF reports (bi-annual – they speak directly to the Operational Plan)	Consultative Committee on ITC Trust fund (intracen.org)	The CCITF reports (bi-annual) present ITC's financial and development results performance for the half and full year, comparing them with the targets that were set in the Operational Plan.
	Bi-annual or annual proposed programme plan and programme performance report, proposed programme budget and performance against the previous budget.	Proposed programme budget for 2023_A_77_6(Sect.13)_E.pdf (intracen.org)	Proposed programme plan, budget and performance against the previous plan, budget submitted to the UN/WTO. In the Annex it contains a summary of follow-up action taken to implement relevant recommendations of the oversight bodies. This plan and report are submitted to the UN and WTO budget submission. It is mandatory and has a template defined by ITC's parent bodies.
	Annual financial report	Financial reports (intracen.org)	ITC's financial statements. This report called in full "Financial report and audited financial statements" also includes the Report of the Board of Auditors – see below. It is a UN-mandatory report with a defined template.
	ITC contribution to the Chief Executives Board (CEB) report: "Budgetary and financial situation of the organizations of the United Nations system"	Home Page United Nations - CEB (unsceb.org)	Report of the United Nations System Chief Executives Board for Coordination on the budgetary and financial situation of the organizations of the United Nations system, to which ITC contributes with its own organisational data as required.
	ITC Annual Report	Annual report (intracen.org)	The Annual Report offers a comprehensive review of the organization's activities and detailed information on the results and effectiveness of our work during the year. It is submitted to the JAG, and also distributed to a wider public.
	JAG report	The Joint Advisory Group (JAG) (intracen.org)	A written report on the JAG meeting, reviewing statements and points raised or commented on by the JAG members, as well as contributions pledged. It is prepared in six languages. The Report of the JAG is submitted to the governing bodies of WTO and UNCTAD by the Chairperson of the JAG; i.e., to the UNCTAD Trade and Development Board and to the WTO Committee on Trade and Development.

Report recipients	Type	Link	Description of the content
	Bi-annual reports to IATI	https://d-portal.org/ctrack.html?reporting_ref=XM-DAC-45001#view=main https://open.intracen.org/	ITC publishes the IATI data for all TRTA projects with budgets/delivery above \$500,000, which together represent approximately 90% of its extrabudgetary planned delivery. The data can be accessed through IATI's d-portal. ITC publishes the ITC data also on its 'Open Data' portal.
	Annual reporting to the OECD Development Assistance Committee (DAC) to contribute to the DAC ODA statistical database	https://stats.oecd.org/Ind ex.aspx?DataSetCode=c rs1 https://tossd.online/	ITC reports the commitments and disbursements data on Aid for Trade flows to the OECD-DAC Creditor Reporting System (CRS) and the Total Official Support for Sustainable Development (TOSSD). TOSSD is a new international standard for measuring the full array of resources in support of the 2030 Agenda.
	Contributions to a range of UN-system wide reports of the Secretary General,		Regular contributions to the reports, e.g., on LDCs, Financing for Development, QCPR, Funding Compact etc.
	Information on ITC's website, Twitter, Facebook, Instagram etc.		Wide range of information. Many links have been provided in the text of this report to the CCITF.
In addition: For W1 funders	Annual review meetings Ad-hoc information sharing / meetings as per the W1 funders' requests		The agenda of meetings / information provided is customized to the respective W1 funders' interests.
In addition: For W2 funders	Project-specific plans and reports / news-updates as agreed in the W2 grant agreements		

Oversight reports

Report recipients	Type	Link	Description of the content
	ITC Board of Auditor reports (UN external auditors – when published, this document comes together with the ITC financial statement, see above)	2022 - Financial report and audited financial statements.pdf (intracen.org)	Financial statements and the auditor's report (usually published in July of the following year).
All funders, member states, general public (Information available online for all)	OIOS audit reports	https://oios.un.org/audit-reports (please enter 'ITC' as the entity)	OIOS is the internal oversight body of the UN Secretariat, operationally independent under the authority of the Secretary General. It is mandated to perform internal audits, evaluations, inspections and investigations, and can initiate, carry out work and report on any topics that it considers falling within its purview.
	OIOS evaluation reports	https://oios.un.org/inspection-evaluation-reports (please enter 'ITC' as the entity)	
	JIU reports (UN-system wide external reports. Topical information on ITC, among other agencies)	https://www.unjiu.org/content/reports	ITC is a participating entity of the Joint Inspection Unit (JIU), an external oversight body that answers to the UN General Assembly. The JIU is mandated to perform inspections and evaluations and is charged with helping to improve management and coordination of those UN organizations that have accepted its purview. It conducts system-wide reviews on specific management and governance topics.

Report recipients	Type	Link	Description of the content
	IEU – ITC independent evaluation unit reports, including the annual evaluation synthesis report	Evaluation (intracen.org)	ITC's own Independent Evaluation Unit (IEU) promotes learning and accountability through objective and independent assessments of ITC's project, programme and functional performance in achieving the strategic objectives of ITC. Through its Annual Evaluation Synthesis report, the IEU provides a consolidated view of organization-wide risk and success factors in achieving outcomes and impact, along with key learning points and recommendations for improvement.

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