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# REPORT TO THE CONSULTATIVE COMMITTEE OF THE ITC TRUST FUND

(1 JANUARY – 30 JUNE 2022)

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International  
Trade  
Centre

TRADE IMPACT  
FOR GOOD

**ITC mission:**

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

October 2022

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CONSULTATIVE COMMITTEE  
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## Table of Contents

<b>Introduction</b>	<b>4</b>
<b>1. Voluntary contributions to the ITC Trust Fund</b>	<b>4</b>
<b>2. Delivery of technical assistance in Jan-Jun 2022</b>	<b>7</b>
2.1 BUDGET OVERVIEW	7
2.1.1. Regular budget	8
2.1.2. Programme Support Costs	9
2.1.3. Extrabudgetary funds	9
2.1.4. ITC cash position	10
2.2 EXTRABUDGETARY DELIVERY BY IMPACT AREAS AND CORE SERVICES	10
2.3 EXTRABUDGETARY DELIVERY BY GEOGRAPHY	12
<b>3. ITC's Corporate Scorecard performance</b>	<b>14</b>
3.1 CORPORATE SCORECARD TIER 1: ITC's XB DELIVERY DISTRIBUTION BY SDGs	14
3.2 CORPORATE SCORECARD TIER 2 - OUTPUTS	17
3.3 HIGHLIGHTS ON WINDOW I CONTRIBUTION TO CORPORATE RESULTS	19
3.4 MAJOR TECHNICAL ASSISTANCE MILESTONES	21
<b>4. Managing for results</b>	<b>29</b>
4.1 RESPONDING TO COUNTRY NEEDS	29
4.2 ENGAGING WITH THE WTO AND THE UN	29
4.3 PARTNERING FOR PURPOSE	30
4.4 LEADING THE GLOBAL CONVERSATION	30
4.5 GENDER EQUALITY, DIVERSITY AND INCLUSION WITHIN ITC	31
4.6 ENVIRONMENTAL SUSTAINABILITY OF ITC OPERATIONS	31
4.7 CORPORATE SCORECARD TIER 3: EFFICIENCY AND EFFECTIVENESS KPIS	32
4.8 MAINTAINING OUR ORGANIZATIONAL STRENGTHS	33
4.9 INDEPENDENT EVALUATION: SUPPORTING LEARNING AND ACCOUNTABILITY	35
4.10 RESOURCE MOBILIZATION	36
<b>Annex I: List of projects by country / region and impact areas</b>	<b>37</b>
<b>Annex II: ITC's direct contribution to SDG monitoring</b>	<b>74</b>
<b>Annex III: ITC's top corporate risks and mitigating actions</b>	<b>75</b>
<b>Annex IV: ITC's regular reports to UN, WTO, and other stakeholders</b>	<b>82</b>

## List of figures

Figure 1: Funder contributions to W1 and W2 of the ITC Trust Fund as of 30 Jun 2022 .....	6
Figure 2: ITC delivery pattern from 2018 to Jun 2022, by source of funds, \$ mln .....	7
Figure 3: XB planned budget and delivery by impact areas and core services, Jan-Jun 2022, \$ mln, incl. PSC .....	11
Figure 4: XB, W1 and W2 region-specific delivery (excluding global projects), for Jan-Jun 2022.....	12
Figure 5: Frequency of ITC project linkages to SDG goals and targets in Jan – Jun 2022 .....	15
Figure 6: ITC financial delivery distribution by SDG for Jan – Jun 2022, in percentages.....	16

## List of tables

Table 1: XB funding received in 2021 and from 1 Jan to 30 Jun 2022, in \$ thousand .....	4
Table 2: ITC OP budget, RB and XB delivery for the period Jan – Jun 2022, \$ mln .....	7
Table 3: Biennial / annual RB appropriation and delivery 2016-2022, \$ mln.....	8
Table 4: RB delivery by cost category for the period Jan – Jun 2022, \$ mln.....	8
Table 5: PSC delivery by cost category, for the period Jan - Jun 2022, \$ mln .....	9
Table 6: XB budget and delivery, for the period Jan - Jun 2022, \$ mln.....	10
Table 7: XB delivery by cost category for the period Jan - Jun 2022, \$ mln.....	10
Table 8: ITC cash position for the period Jan - Jun 2022, in \$ thousand .....	10
Table 9: Plan and delivery by XB funding source and region, Jan - Jun 2022, \$ mln .....	12
Table 10: Planned vs. delivery % by priority country group for Jan-Jun 2022.....	13
Table 11: Corporate output indicators and progress for the period Jan – Jun 2022 .....	17
Table 12: Efficiency and effectiveness KPIs and progress in Jan-Jun 2022 .....	32

## Introduction

ITC is pleased to submit the 2022 mid-year 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 30 June 2022. The report focuses on ITC's extrabudgetary resources, providing a detailed description of the source of funds, their status and use. It also presents an update on regular budget and programme support resources, while giving an account of ITC's performance against the targets set in the [Operational Plan 2022](#) that link to [ITC's Strategic Plan 2022-25](#), along with supplementary information on risks and partnerships.

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

All financial amounts in this report are presented are 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 number of voluntary contributions to the ITC trust fund in Jan-Jun 2022, in comparison with funding received In Jan-Dec 2021. The amounts shown include funding designated for years beyond 2022, as per individual grant agreement.

**Table 1: XB funding received in 2021 and from 1 Jan to 30 Jun 2022, in \$ thousand**

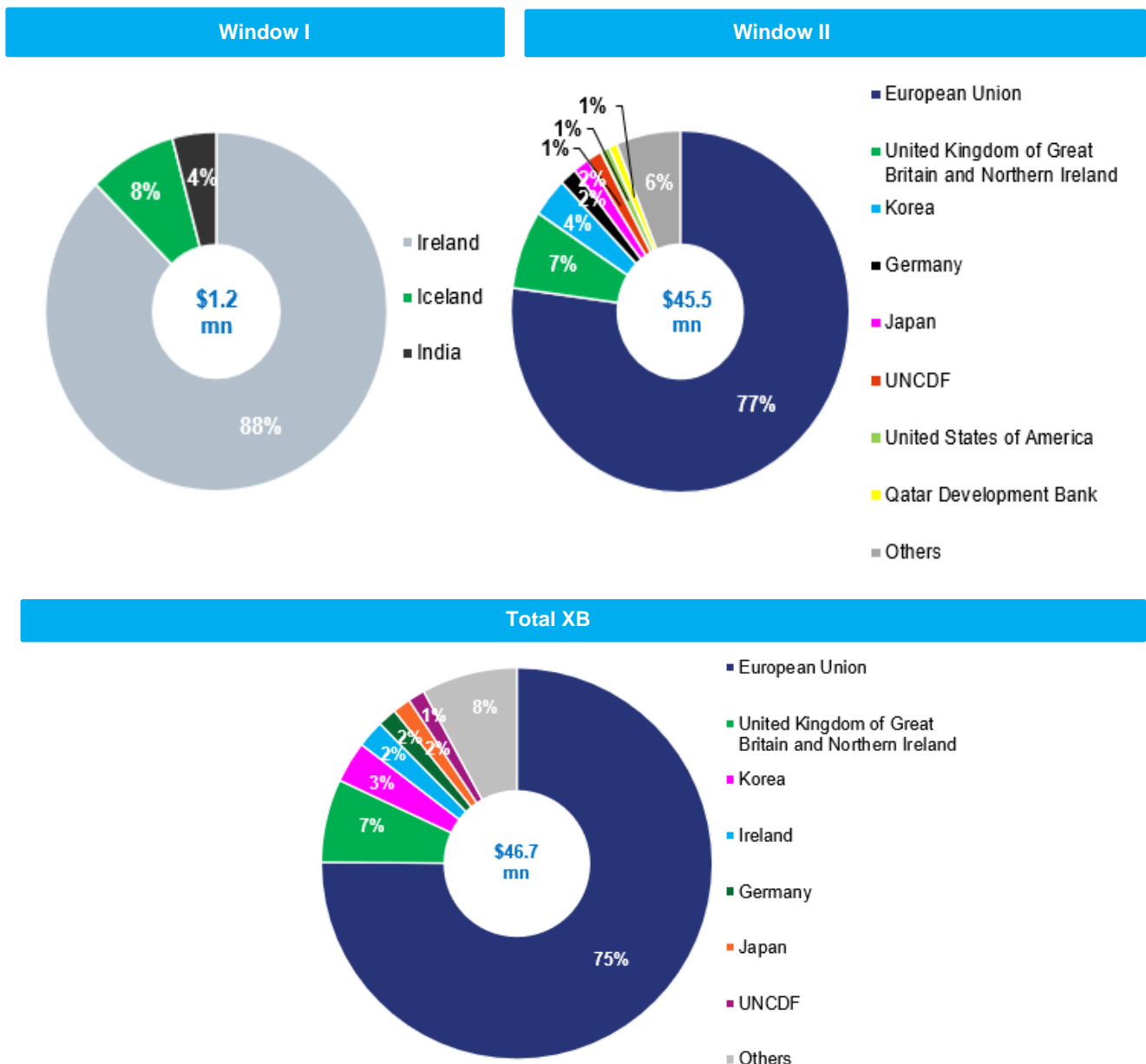
Funders	Jan - Dec 2021 (\$ '000)			Jan - June 2022 (\$ '000)		
	Window I	Window II	Total	Window I	Window II	Total
<b>Governments and national development agencies</b>	<b>14,158</b>	<b>29,862</b>	<b>44,020</b>	<b>1,206</b>	<b>7,703</b>	<b>8,909</b>
Australia	-	30	30	-	25	25
Belgium	-	1,112	1,112	-	-	-
Bhutan	-	56	56	-	-	-
Canada	760	20	781	-	-	-
China	-	850	850	-	-	-
Curaçao	-	56	56	-	350	350
Finland	2,427	140	2,568	-	-	-
France	-	149	149	-	-	-
Germany	2,345	3,850	6,194	-	734	734
Iceland	100	-	100	100	-	100
India	50	-	50	50	-	50
Ireland	1,211	-	1,211	1,056	-	1,056
Japan	-	1,211	1,211	-	691	691

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

Funders	Jan - Dec 2021 (\$ '000)			Jan - June 2022 (\$ '000)		
	Window I	Window II	Total	Window I	Window II	Total
Korea	-	2,148	2,148	-	1,597	1,597
Netherlands (the)	-	2,697	2,697	-	-	-
Norway	1,797	-	1,797	-	-	-
Qatar Development Bank	-	327	327	-	362	362
Sweden	4,384	2,749	7,133	-	-	-
Switzerland	1,085	3,865	4,949	-	334	334
United Kingdom of Great Britain and Northern Ireland	-	10,219	10,219	-	3,214	3,214
United States of America	-	382	382	-	396	396
<b>International organizations including financial institutions, partnerships and funds, regional organisations, UN system and related</b>	<b>-</b>	<b>44,215</b>	<b>44,215</b>	<b>-</b>	<b>36,835</b>	<b>36,835</b>
African Export Import Bank	-	295	295	-	260	260
COMESA	-	1,335	1,335	-	-	-
Enhanced integrated Framework	-	938	938	-	100	100
European Union	-	37,509	37,509	-	35,097	35,097
FAO	-	151	151	-	100	100
ILO	-	142	142	-	-	-
MPTF	-	1,466	1,466	-	-	-
UNCDF	-	1,129	1,129	-	648	648
UNDP	-	-	-	-	235	235
UNESCO	-	166	166	-	-	-
UNFPA	-	379	379	-	-	-
UNIDO	-	370	370	-	215	215
UN-ESCWA	-	-	-	-	65	65
UN-OHRLLS	-	20	20	-	-	-
World Bank	-	316	316	-	115	115
<b>Academia, training and research institutions, nonprofit organizations and businesses</b>	<b>-</b>	<b>1,974</b>	<b>1,974</b>	<b>-</b>	<b>623</b>	<b>623</b>
Chocolats Halba/ Coop Genossenschaft	-	388	388	-	216	216
Danish Refugee Council	-	211	211	-	273	273
Federated States of Micronesia Petroleum Corporation (FSMPC)	-	180	180	-	-	-
Finance in Motion	-	37	37	-	-	-
Microsoft	-	5	5	-	-	-
Mo Ibrahim Foundation	-	171	171	-	114	114
National Graduate Institute for Policy Studies (GRIPS)	-	103	103	-	20	20
Norwegian Refugee Council	-	408	408	-	-	-
SHI International France	-	25	25	-	-	-
Stichting IDH Sustainable Trade Initiative	-	12	12	-	-	-
Swisscontact	-	38	38	-	-	-
UPS foundation	-	396	396	-	-	-
<b>Business support organizations</b>	<b>-</b>	<b>212</b>	<b>212</b>	<b>-</b>	<b>313</b>	<b>313</b>
Austrian Federal Economic Chamber	-	3	3	-	5	5
Chambre de commerce, d'industrie et des services de Genève	-	-	-	-	13	13
Costa Rican Investment Promotion Agency (CINDE)	-	20	20	-	-	-
CrimsonLogic	-	-	-	-	64	64
Croatian Chamber of Economy	-	-	-	-	2	2
Enterprise Greece	-	6	6	-	-	-
European Brands Association	-	5	5	-	-	-
Federation of U.A.E Chambers of Commerce and Industry	-	10	10	-	30	30
Fédération Européenne des Fabricants d'Aliments Composés (FEFAC)	-	30	30	-	5	5

Fundere	Jan - Dec 2021 (\$ '000)			Jan - June 2022 (\$ '000)		
	Window I	Window II	Total	Window I	Window II	Total
Flanders Investment & Trade	-	20	20	-	-	-
Fundación Internacional y para Iberoamérica de Administración y Políticas Públicas	-	-	-	-	18	18
Import Promotion Desk	-	16	16	-	-	-
International Organization for Standardization	-	31	31	-	-	-
International Textile Manufacturers Federation	-	14	14	-	13	13
Islamic Centre for Development of Trade	-	-	-	-	100	100
Marketing and National Import Board of Grenada	-	33	33	-	-	-
Procolombia	-	1	1	-	-	-
Sustainable Agriculture Initiative (SAI Platform)	-	24	24	-	56	56
Switzerland Global Enterprise	-	-	-	-	6	6
<b>Revolving funds</b>	-	<b>247</b>	<b>247</b>	-	<b>51</b>	<b>51</b>
<b>Total XB funding received</b>	<b>14,158</b>	<b>76,509</b>	<b>90,668</b>	<b>1,206</b>	<b>45,525</b>	<b>46,731</b>

Figure 1: Funder contributions to W1 and W2 of the ITC Trust Fund as of 30 Jun 2022





## 2. Delivery of technical assistance in Jan-Jun 2022

### 2.1 Budget overview

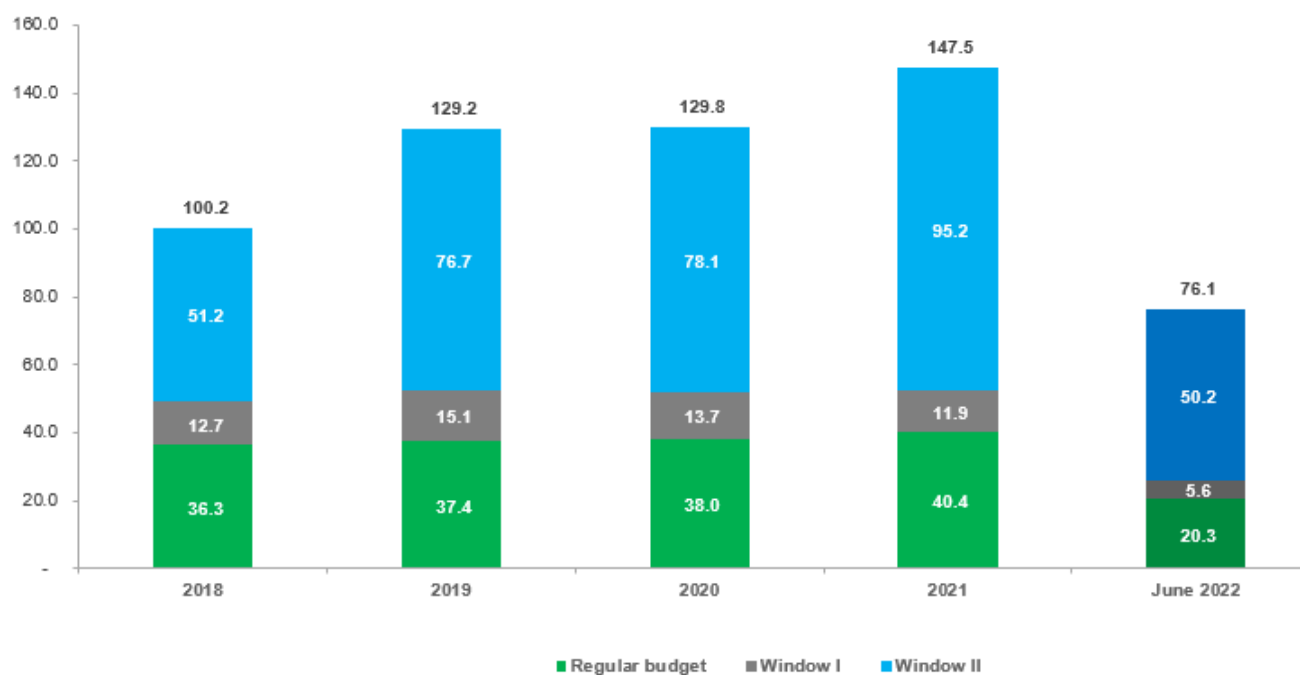
ITC's overall budget for 2022, as per ITC's Operational Plan 2022 (OP budget), amounted to \$145 million, with an RB of \$40 million. The planned 2022 gross XB budget, which includes PSC charges, is \$105 million.

At the end of Jun 2022, actual delivery of XB stood at 53% and RB delivery stood at 51% of the planned 2022 OP budget.

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

Budget	OP Budget	Delivery	% Spent
Extrabudgetary funds	105.3	55.7	53%
Regular Budget	40.0	20.3	51%
<b>Total</b>	<b>145.3</b>	<b>76.0</b>	<b>52%</b>

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



## 2.1.1 Regular budget

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

The United Nations General Assembly approved, on a trial basis, a change from a biennial to an annual budget period for the United Nations for the period 2020-2023, while WTO maintained its biennial budget period. Similarly to 2020 and 2021, the budget proposal for 2022 was put forward under an interim arrangement with the WTO secretariat, whereby ITC submitted to WTO an annual budget for 2022 in the United Nations proposed programme budget format, and twice that amount for the 2022–2023 budget period in the WTO format. There was zero growth in the RB budget in Swiss Francs.

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

Item	2016-17	2018-2019	2020**	2021	2022 H1
Appropriations for a biennium/ year*	73.6	75.1	38.0**	40.4	39.7
Delivery	74.6	73.8	38.0	40.4	20.3
<b>% spent</b>	<b>101%</b>	<b>98%</b>	<b>100%</b>	<b>100%</b>	<b>51%</b>

\*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 – Jun 2022, \$ mln**

Categories	Delivery	%
Staff and Other Personnel Costs	15.4	76%
Operating and Other Direct Costs	3.2	16%
Equipment Vehicles and Furniture	0.7	3%
Contractual Services	0.6	3%
Grants Out	0.2	1%
Travel	0.2	1%
Supplies, Commodities and Materials*	0.0	0%
<b>Total</b>	<b>20.3</b>	<b>100%</b>

Supplies, Commodities and Materials expenditure amounts to \$46.7 thousands.

### 2.1.2. Programme Support Costs

The charge collected on trust funds or extrabudgetary expenditures is called Programme Support Cost (PSC) and is expressed as a percentage of direct costs (expenditure). PSC are charged to recover incremental indirect costs. These consist of costs incurred when supporting activities financed from extrabudgetary contributions, e.g., for the central administration of human, financial, physical and ICT resources, for facilities, equipment, and contributions to the implementation of UN wide/corporate initiatives such as Umoja, IPSAS, and the 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 - Jun 2022, \$ mln**

Categories	Spent	%
Staff Personnel	3.3	98%
Operating and Other Direct Costs	0.1	2%
Contract Service*	0.0	0%
<b>Total</b>	<b>3.4</b>	<b>100%</b>

\*Contract Service expenditure amounts to \$8.3 thousands.

### 2.1.3. Extrabudgetary funds

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

**Window I** allocations are decided by ITC's Senior Management Committee (SMC) during the preparation of the annual Operational Plan and throughout the year. SMC allocation criteria consider the overall purpose of W1 funds: to support expenditures that contribute to 'preparing the future' of ITC and that are crucial for ITC's corporate performance. SMC also considers the following criteria:

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

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

Some of the earmarked funding sources are: bilateral or tripartite agreements with ODA funders and government partners for a specific technical assistance project; funding for projects under the Enhanced Integrated Framework (EIF) for least developed countries; and funding from other UN agencies. Window II also covers contributions for Junior Professional Officers (JPOs) and secondees, as well as a small amount of funds channelled 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. by provision of specific services (trainings, webinars).

The analyses presented in the following sections compare total Jan-Jun 2022 delivery, as well as W1 and W2 delivery with the budget allocations reflected in the ITC Operational Plan 2022. The planned OP 2022 XB budget was set at \$105 million. As of June 2022, the total XB delivery stood at \$55.7 million (53% of the plan). W1 delivery was \$5.6 million (36% of the plan) and W2 delivery was \$50.1 million (56% of the plan).

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

Window	OP budget	Delivery	% spent
Window I	15.5	5.6	36%
Window II	89.8	50.1	56%
<b>Total XB</b>	<b>105.3</b>	<b>55.7</b>	<b>53%</b>

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

Categories	XB	%
Technical experts and other personnel	34.1	61%
Transfers and Grants issued to Implementing Partners	6.4	11%
Operating and Other Direct Costs	5.7	10%
Travel	4.6	8%
Contractual Services	2.6	5%
Equipment, Vehicles and Furniture	2.2	4%
Supplies, Commodities and Materials	0.1	0%
<b>Total</b>	<b>55.7</b>	<b>100%</b>

#### 2.1.4. ITC cash position

Table 10 shows the ITC's cash position at the end of Jun 2022. The balance and contributions received include multi-year contributions.

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

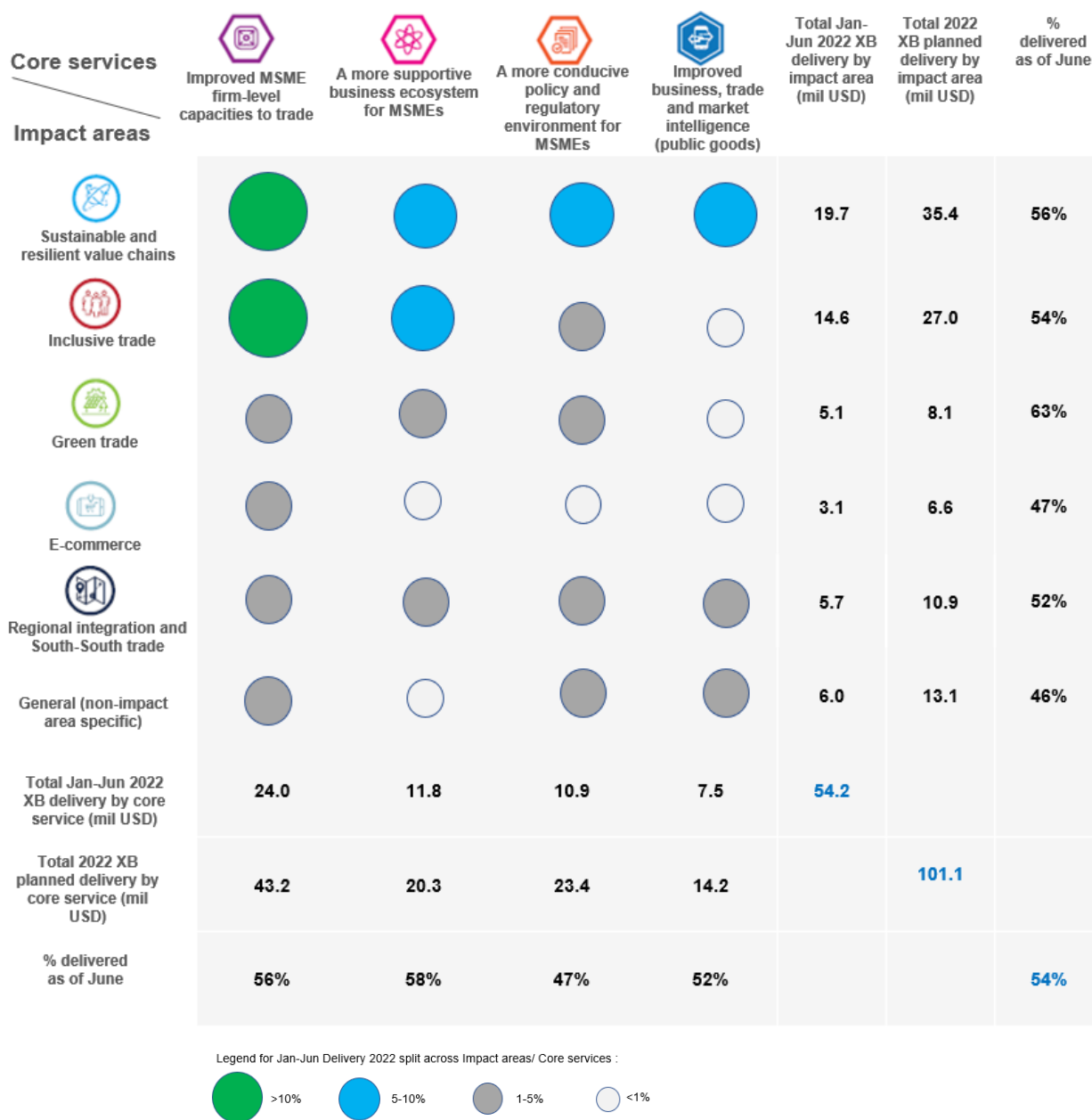
	W1	W2	Total XB
<b>Balance as of 1 January 2022</b>	14,231	82,462	96,693
Add: Contributions received	1,206	43,888	45,094
Funds from international organizations <sup>(1)</sup>	-	1,478	1,478
Contributions from services rendered <sup>(2)</sup>	-	159	159
Sub-total Contributions <sup>(3)</sup>	1,206	45,525	46,731
Less: Expenditures	4,921	46,322	51,243
Programme Support Costs	645	3,773	4,418
Sub-total Expenditure	5,566	50,096	55,662
Refund to donors			
Balance available	9,871	77,891	87,762
Add: Operating reserves			11,467
<b>Total available balance as of 30 Jun 2022</b>			<b>99,229</b>

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 47%-58% against the 2022 Operational Plan targets. At the level of impact areas XB delivery ranged from 46%-63% against the 2022 Operational Plan targets.

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



Note: The figure above does not include the 'Corporate' projects that account for approximately 4% of the total 2022 XB planned delivery. These include efficiency and effectiveness initiatives, results-based management, visibility and partnerships, and some JPOs or fellowships. It also includes initially the Business development funds (BDFs), that are assigned during the year to specific projects and their delivery is reported under the respective project core service/impact area. The individual projects funded by the BDF are listed in Annex I.

## 2.3 Extrabudgetary delivery by geography

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

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

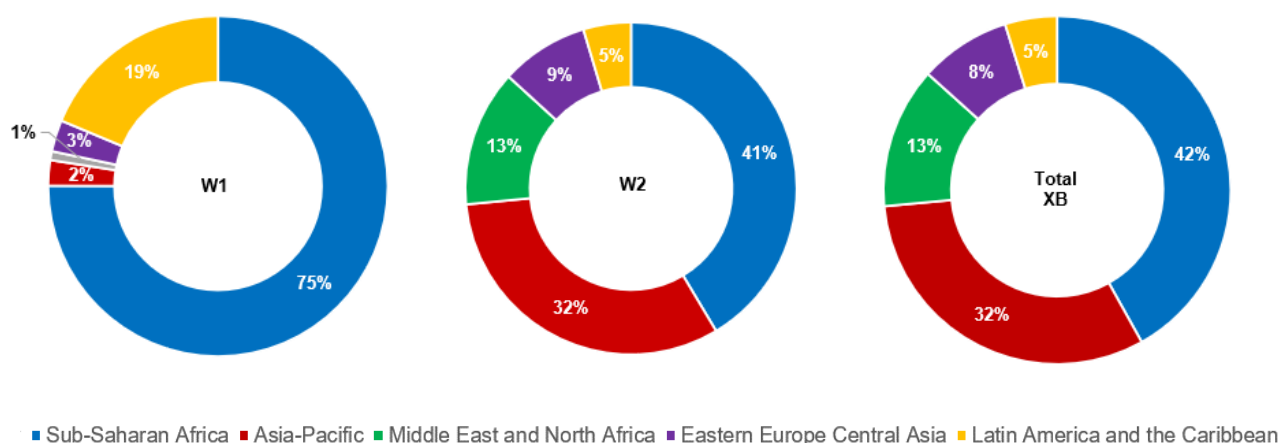
Region	OP W1	Delivery W1	% W1	OP W2	Delivery W2	% W2	Total OP budget	Total Delivery	% Total
Sub-Saharan Africa	1.2	0.5	42%	34.9	19.4	56%	36.1	19.9	55%
Asia-Pacific	0.1	0.0*	13%	25.0	15.0	60%	25.1	15.0	60%
Middle East and North Africa	-	0.0*		12.9	6.2	48%	12.9	6.2	48%
Eastern Europe Central Asia	-	0.0*		7.7	4.0	53%	7.7	4.0	53%
Latin America and the Caribbean	0.3	0.1	41%	5.3	2.2	41%	5.6	2.3	41%
Global	13.8	4.9	35%	4.0	3.3	81%	17.9	8.2	46%
<b>Total</b>	<b>15.5</b>	<b>5.6</b>	<b>36%</b>	<b>89.8</b>	<b>50.1</b>	<b>56%</b>	<b>105.3</b>	<b>55.7</b>	<b>53%</b>

\*W1 delivery in Asia-Pacific was \$16 thousand, in Middle East was \$7 thousand and North Africa and in Eastern Europe Central Asia was \$20 thousand

The ratio of global versus regional and country-specific XB Jan-Jun 2022 delivery was 15% to 85%. Sub-Saharan Africa accounted for 42% of region-specific delivery. In Africa, large projects were implemented in The Gambia, Guinea, Central African Republic and Senegal. In Asia-Pacific, with a delivery share of 32%, large initiatives took place in Pakistan, Myanmar, Nepal and Iran (Islamic Republic of).

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

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



### Delivery in ITC’s priority countries

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

(SVEs) and countries in armed conflict or at risk of lapsing into conflict <sup>2</sup>. In Jan-Jun 2022, 72% of country-specific technical assistance was provided to ITC's priority countries.

The lower percentage than in previous years, is due to high delivery in countries such as Pakistan where ITC is implementing one of its largest projects [GRASP](#). Pakistan ranked 161 out of 191 countries in the 2021/22 Human Development Index (HDI), lower than 16 LDCs. The project aims to reduce poverty in Baluchistan and Sindh by helping MSMEs in horticulture and livestock become more competitive. Both administrative districts have HDIs below Pakistan's national HDI. If Pakistan was included in the calculation of priority countries below, the delivery would be 89%.

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

	LDCs	LLDCs	SIDS	Countries in armed conflict or at risk of lapsing or relapsing into conflict	SSA	Total : Priority countries
Target OP	≥40%	≥30%	≥5%	≥50%	≥40%	≥80%
Actuals Jan-Jun 2022	38%	26%	6%	53%	41%	72%

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

### 3. ITC's Corporate Scorecard performance

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

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

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

The development outcomes from Tier 2 will be presented in the Jan-Dec 2022 CCITF Report. The reason is that many projects conduct outcome surveys on an annual basis and the results are reported at year-end.

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

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

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

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

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

Each ITC project identifies linkages to specific SDG targets at the project impact level in the project logframes. Project managers report annually, in a narrative with supporting data, on the project's contribution to the selected SDG targets. Therefore, the highlights of ITC's SDG contributions will be reported in the Jan-Dec 2022 CCITF report.

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 mid-2022. Together with WTO and UNCTAD, ITC is the custodian agency for the indicators 10.a, 17.10, 17.11 and 17.12<sup>3</sup>.

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



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



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

The following SDG targets are most frequently linked to ITC projects’ objectives in ITC’s project portfolio in mid-2022:

8.2	Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high value-added and labor-intensive sectors.
17.11	Significantly increase the exports of developing countries, in particular with a view to doubling the least developed countries’ share of global exports by 2020.
8.5	By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.
5.5	Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.
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 6: ITC financial delivery distribution by SDG for Jan – Jun 2022, in percentages

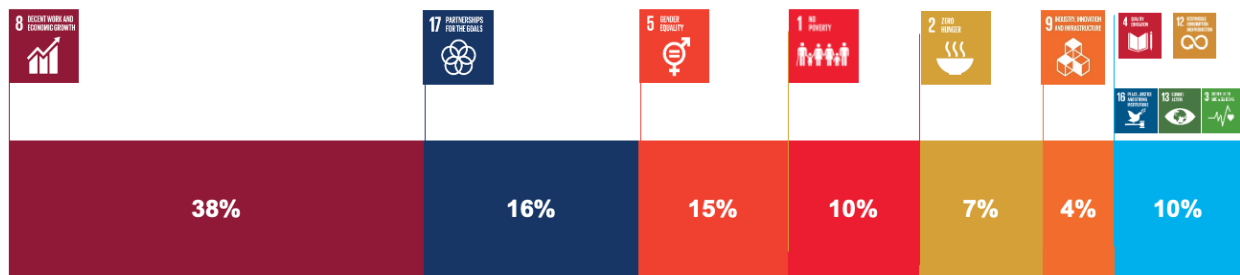


Figure 6 shows that over 69% of ITC's financial delivery contributed to goals 8,17 and 5. Goals 1,2 and 9 accumulated to 21%. These results correspond with ITC's focus on building the competitiveness of MSMEs, with a strong focus on improving employment and income opportunities especially for women, small-holder farmers, and groups at the bottom of the pyramid including artisans and refugees; as well as increasing the exports of developing countries while developing inclusive and productive value chains. The remaining 10% is distributed amongst goals 3, 4, 12, 13 and 16.

## 3.2 Corporate scorecard Tier 2 - Outputs

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

An overview of the quantified 2022 output categories, targets and results is provided in Table 14 below, followed by the non-quantified deliverables in Table 15.

**Table 11: Corporate output indicators and progress for the period Jan – Jun 2022**

OUTPUTS (Quantified Deliverables)	Corporate outputs and indicators	2022 Target	Jan-Jun 2022 results*	%*
<b>A. Facilitation of intergovernmental process and expert bodies</b>	Substantive servicing of meetings: <sup>4</sup>			
	• Joint Advisory Group (annual, 6 hours)	2	0	0%
	• Consultative Committee of the ITC Trust Fund (every six months, 2x3 hours)	2	1	50%
	• <i>Meetings of the Advisory Committee on Administrative and Budgetary Questions</i>	1	1	100%
	• <i>Meetings of the Fifth Committee</i>	1	0	0%
	• <i>Meetings of the Committee for Programme and Coordination</i>	1	1	100%
	• <i>Meetings of the WTO Committee on Budget, Finance and Administration (CBFA)</i>	1	0	0%
	• <i>TPO Advisory Board</i>	1	0	0%
	Parliamentary documentation:			
	• Annual report on the activities of ITC and annexes	1	0	0%
• Report of the Joint Advisory Group	1	0	0%	
• Reports to the Consultative Committee of the ITC Trust Fund	2	1	50%	
<b>B. Generation and transfer of knowledge</b>	Publications produced or substantially updated:			
	• Flagship: SME Competitiveness Outlook	1	0	0%
	• Books on trade related subjects	4	0	0%
	• 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	6	24%
	Number of trade-related technical assistance field projects*	130	147	113%
Number of days of training courses, seminars and workshops to transfer skills and knowledge on selected trade topics (for a total of approximately 40,000 participants)**	4,000	1,249	31%	

\*Some projects are grouped into programmes

\*\*The complete reporting on the number of training days is during the first half of the year is delayed this year, due to the roll out a new ITC events application. For the future, the application will help both with events' communication and client information and reporting.

Source: ITC's New Project Portal for 2022, as of August 2022

The corporate output indicators are expected to be achieved by year-end.

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

OUTPUTS (Non-quantified Deliverables)		
	2022 Description of Corporate outputs and indicators and targets	Comments
<b>C. Substantive deliverables</b>	<p><b>Consultation, advice and advocacy:</b> advice to policymakers, trade support institutions and enterprises to address the international competitiveness challenges for MSMEs in developing countries and countries with economies in transition, to facilitate public-private dialogue on improvements to the business environment and to ensure that trade supports inclusive and sustainable development; advisory services to disadvantaged groups among MSMEs, such as women and youth-owned enterprises, on improving their productive capacity and market access; advisory and advocacy services for policymakers and business support institutions on how to consider the needs of MSMEs and disadvantaged groups in their service offer; and advocacy that allows for the systematic inclusion such enterprises and disadvantaged groups in policy and strategy processes.</p> <p><b>Databases and other substantive digital materials:</b> databases and other online tools to make global trade more transparent and facilitate market access and business and policy decisions. Databases cover trade flows, tariffs and non-tariff measures, export potential, procurement opportunities, rules of origin, private standards and knowledge on sustainable trade and youth and women entrepreneurship. They include the SheTrades Outlook, ITC “SME trade academy”, the Ye! community and platform, and the suite of trade intelligence tools (Market Access Map, Trade Map, Standards Map, Investment Map, Global Trade Helpdesk, Export Potential Map, Procurement Map, Trade Strategy Map and Sustainability Map, e-Ping)</p>	Approximately 30 databases, websites and tools will be substantially updated, maintained or produced.
<b>D. Communication deliverables</b>	<p><b>Outreach programmes, special events and information materials:</b> special events, including the World Export Development Forum, SheTrades Global, the Trade for Sustainable Development Forum, the world trade promotion organizations network conference and awards; the International Trade Forum; MSMEs Day; newsletters on trade-related subjects; and information materials and outreach, including on export strategy, trade support networks and capacities, entrepreneurship, skills and export development opportunities, world trade trends, the multilateral trading system, regional integration, technical regulations and standards for export, and trade and the SDGs. The printed editions of the International Trade Forum were discontinued and will be reflected on the ITC website under Trade Forum that will group diverse articles under different topics</p> <p><b>Digital platforms and multimedia content:</b> design, updating and maintenance of websites and social media accounts, including ITC’s website with over 1 million visitors until June 2022; dedicated websites and active social media presence engaging sustainable micro-, small and medium-sized enterprises, women and youth entrepreneurs, with over 239,000 combined followers of social media accounts.</p> <p><b>Library services:</b> Library services: on-demand services for ITC clients related to trade information</p>	<p>Special events in 2022:</p> <p><b>International Women’s Day events</b> – took place in March 2022</p> <p><b>World Trade Promotion Organizations Conference and Awards</b> - took place in May 2022</p> <p><b>MSME Day events Awards</b> - took place in June 2022</p> <p>Trade for Sustainable Development Forum – will take place in September 2022</p> <p><b>SheTrades Global</b> – was cancelled due to ongoing concerns over the feasibility of the event in light of current global conditions. ITC was still able to deliver a capacity building programme to women led businesses, The Road to Global. Dubai Exports, our strategic partners in SheTrades Global, remain hosts of the regional SheTrades Hub and in partnership with ITC remain fully committed to supporting women led businesses in the region.</p> <p><b>World Export Development Forum</b> – will take place in the 2nd quarter of 2023</p>

### 3.3 Highlights on Window I contribution to corporate results

Window I funding is considered 'core' funding. ITC's mandate and strategic plan guide the use of this type of funding. Window I funds enable ITC to maintain, develop 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 the first half of 2022 were related to building tools and capacities in ITC's core services areas – for example, provision of Global Public Goods, joint work with WTO, ITC also invested in initiatives – the so-called "Moonshots" – which aim to give a big push to forward to achieving results in four priority areas: women, youth, green recovery and digital.

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

Window I remains an essential ingredient for ITC to achieve its mission. It allows us to go an extra mile to "build forward better".

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

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



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

ITC's suite of Global Public Goods has again responded to the need for transparent trade information,– along with the COVID-19 temporary measures [dashboard](#). As of this year, the Market Access Map features an additional [Ukraine-related dashboard](#) covering temporary export and import measures enacted by governments in relation to the conflict, with updates on a daily basis.

The [e-Ping alert](#), maintained in collaboration with WTO and UN DESA, informs the public about evolving requirements and procedures that countries notify to the WTO, including in response to economic disruptions caused by the conflict.

The Global Trade Helpdesk Steering Committee met in April 2022. Its members - representatives from the World Customs Organization (WCO), WTO, UNCTAD, International Chamber of Commerce (ICC), WIPO, World Bank Group, UNIDO, FAO and ITC planned for forthcoming developments of the platform to enhance data coverage into new areas such as transport and logistics and e-commerce.

[ITC's trade briefs](#) have featured timely analysis, such as trade data related to the conflict in Ukraine, or highlights on changes in [export potential estimates of LDCs](#).



#### A more conducive policy and regulatory environment for MSMEs: *innovative strategies*

In the area of innovation of strategies, tools and methodologies, ITC has launched an initiative that is supporting innovation and refinement in the design of at least 15 strategies for partner countries, and refine the Green Trade Strategy methodology, making it ready for use of interested member states. By the end of 2022, this initiative will also update the ITC's [Trade Strategy Map](#) database, by populating it with the latest strategies developed by ITC, national governments, and other international organizations.



### A more supportive business ecosystem for MSMEs: *leveraging platforms and networks*

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



### Improved MSME firm-level capacities to trade: *ITC's digital connectivity approach (Switch ON)*

ITC launched a strategic global project – Digital connectivity and trade (Switch ON), as part of its four “moonshot” initiatives, and in response to the known issue of around 50% MSMEs worldwide that remain unconnected, in particular when operating in rural areas. The project aims to address needs for supportive ecosystems that can offer advisory services; access to financing the transition to digital tools, and closing the digital skills gap. Through this project, ITC has increased outreach to the MSMEs in least developed and developing countries, integrating them on its [ecomConnect platform](#).

### 3.4 Major technical assistance milestones

In the Strategic Plan 2022-2025, ITC committed to delivering on key initiatives in each of its four core service areas and five impact areas over the four-year period.

In its 2022 Operational Plan, ITC highlighted milestones to achieving the key deliverables of the Strategic Plan. The table that follows outlines the status of these milestones as of 30 June 2022.

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



#### Improved MSME firm-level capacities to trade

*Milestone status, as of 30 June 2022*

Completed	Under the Ready4Trade project, beneficiary MSMEs trained on compliance with cross-border regulations.
In progress	Under NTF V, East African MSMEs increased access to finance.
In progress	50 advisors trained to support MSMEs increase compliance with TBT/SPS requirements in Burundi, Ethiopia, Ghana, Kenya, Lao PDR, Nepal, the Philippines, Rwanda, Tanzania, Thailand and Uganda.
In progress	50 MSMEs trained in the implementation of sustainability standards, including Rainforest Alliance certification and Organic standards in Burundi and Thailand.
Completed	Women-owned enterprises in Tunisia and Lebanon will be assisted in improving their visibility online and developing their sales and export strategies.
Completed	MSME diagnostic tool developed to assess a firm's level of maturity and assist them in identifying areas for improvement in internal operations.
Completed	Tools for technical and soft skills training of freelancers developed under the Palestine project, including a summary curriculum, a repository of training materials and exercises under the Go Digital project, and best practices and recommendations.
Completed	An integrated "Go to Market" approach launched in at least one new project. The approach consists of developing a new structure for linked work for MSMEs on marketing, communication, sales, negotiations, and trade fairs preparation.
In progress	The 2022 edition of T4SD International Executive Programme (SMEs & corporates) rolled out.



## A more supportive business ecosystem for MSMEs

*Milestone status, as of 30 June 2022*

- In progress** Capacity of BSOs in Eastern Europe and Central Asia built in the areas of e-commerce, environmental and social governance, resource efficiency, crisis management, and sourcing, among others.
- In progress** In 12 countries (i.e. Bhutan, Burundi, Comoros, Iraq, Lao PDR, Malaysia, the Philippines, Pakistan, Uzbekistan, South Sudan, Thailand and Viet Nam), 20 quality and SPS related institutions, including conformity assessment bodies, strengthened.
- Completed** An upgraded BSO benchmarking platform launched, incorporating environmental, social and governance (ESG) elements.
- Completed** The 13th World Trade Promotion Organizations (WTPO) conference organized in Ghana, in May 2022, focusing on Bold solutions for resilience and recovery and delivering opportunities for inspiration and learning on ESG and digitalization for senior-level TPO representatives from more than 30 countries.
- In progress** To improve ITC's capacity building offer for BSO ecosystems, MSME-support ecosystems for entrepreneurs in two countries assessed for gaps and overlaps in the overall service offering. The quality of the linkages among ecosystem actors then followed up with specific recommendations for stakeholders and related capacity-building activities.
- In progress** Three national, or sector-level, governance structures established, or strengthened, in Pakistan, Curaçao, and South Sudan to increase public-private coordination and collaboration for trade development and support of value-chain of institutions and services to MSMEs.
- In progress** Twenty-four BSOs strengthened to effectively engage in business advocacy and participate in public- private dialogues (PPDs) on policy issues in Bhutan, Iraq, Myanmar, Pakistan and West Africa.





## A more conducive policy and regulatory environment for MSMEs

*Milestone status, as of 30 June 2022*

- In progress Five trade facilitation agreement (TFA) reforms implemented in Central Asian countries.
- In progress Legal, regulatory and or procedural frameworks improved in ten sectors in Central Asian countries, Eastern and Southern African countries, Pakistan, the Philippines, Jordan, Sri Lanka, and selected countries in West Africa to facilitate cross-border trade. Target sectors include agribusiness value chains such as dairy products, vegetable oils, fresh and dried fruit.
- In progress Reforms towards inclusive border environments recommended or introduced in 10 countries namely, Guinea, Jordan, Kyrgyzstan, Kazakhstan, Pakistan, the Philippines, Sri Lanka, Turkmenistan, Tajikistan and Uzbekistan.
- In progress Uzbekistan supported in its accession to the WTO.
- In progress Export and investment strategies designed for Curaçao, Federated States of Micronesia, and South Sudan, among others.
- In progress ITC's trade and investment facilitation strategy methodology upgraded and updated; and ITC's strategy methodologies strengthened in relation to impact areas, notably environmental sustainability, green trade and the digital economy.
- In progress Regional and national investment profiles developed to promote and facilitate investment in four sectors in the ECOWAS region; in selected sectors including the coffee and processed wood sectors in Lao PDR; and the ICT, agriculture, wood processing, non-alcoholic beverages, mineral processing and construction sectors in Bhutan.
- In progress Engagement to leverage trade and investment policies for developing modern/sustainable industrial strategies in Nepal and the Philippines.
- Completed An African Continental Value Chain Diagnostic developed to identify opportunities and barriers in cross- country value chain development under the AfCFTA.
- In progress Institutional capacity building for business advocacy, with formal structures and support systems (such as National Export Councils or Sector Steering Committees) established in five countries (Lao PDR, Federated States of Micronesia, Nigeria, Uzbekistan, Viet Nam) to steer the implementation of national strategies and policies.
- In progress Reformed and strengthened public-private consultative mechanisms put in place to support the process of formulating and implementing institutional, policy, regulatory and operational reforms, contributing to the improvement of the business and investment climate in Comoros, Central African Republic and Pakistan.
- In progress Two reports developed and launched on the trade effects of LDC graduation and strategies to compensate for the graduation-induced loss in market access (Nepal and Lao PDR).
- Completed The extension of the Trade Obstacles Alert Mechanism (TOAM) to include services in selected African countries.



*Milestone status, as of 30 June 2022*

- In progress African Union supported to establish an African Trade Observatory Unit that will monitor implementation and guide economic operators towards a successful AfCFTA.
- In progress Eight national and two regional partners' websites enhanced with ITC embedded market analysis tools.
- Completed Market Access Map upgraded to include a new import taxes module, a mobile version of the map, and a fourth language (Arabic).
- Completed Expanded reach of ITC's Trade Brief as a key source of information on latest trade trends and analysis.
- In progress Under the MARKUP programme, mapped five new product-market technical requirements on the Quality for Trade Platform, taking the total number of mapped technical requirements from 58 to 63.
- In progress ITC's T4SD Standards Map expanded to host 15 additional sustainability standards (December 2021 baseline: 313).
- In progress 50 self-service training modules added to the existing SME Trade Academy catalogue, and 100,000 new enrolments on the SME Trade Academy self-service learning platform achieved, with a 30% completion rate and a minimum of 80% rating the training as useful or very useful.
- In progress Under the Central Asia Ready4Trade project, five national virtual learning space platforms launched, with trainings covering a variety of topics ranging from export process and customs procedures to market analysis, conformity standards, international logistics, and detailed rules that apply for exporting specific products to specific regions.
- In progress An online training curriculum rolled out on trade facilitation for Kazakhstan, Tajikistan and Turkmenistan: 100 trainers in the three countries trained to deliver instructor-led modules of the trade facilitation curriculum and 2,000 MSMEs across the three countries registered and completed at least one instructor-led module.
- In progress SME Competitiveness Outlook will focus on connected services, providing direct and actionable input to improve the connectivity of MSMEs. Four country-specific reports on competitiveness will also be produced and disseminated.
- In progress The SME Competitiveness Atlas, a web portal for interactive data exploration on firm competitiveness worldwide piloted, allowing firms to self-assess their competitiveness and visualize their performance and position vis-à-vis their peers and competitors.
- Not started Use of artificial intelligence models to facilitate text-based data analysis and data extraction from official market access intelligence, in collaboration with a research institute specialized in natural language processing. Additionally, a machine learning chatbot to automatically provide users with solutions to policy problems will be piloted.



*Milestone status, as of 30 June 2022*






Completed	Under the Netherlands Trust Fund V (NTF V), projects with a focus on digital entrepreneurs launched in Benin, Côte d'Ivoire, Ethiopia, Ghana, Mali, Senegal and Uganda to support the development of services exports, and to help leverage benefits of new technologies for the agricultural sector.
Completed	A coffee impact network or industry platform launched convening industry stakeholders based on the Alliances for Action Coffee Guide.
In progress	An IT tool to automate OECD's alignment assessment (operationalizing the OECD Due Diligence Guidance on Responsible Supply Chains in Garment and Footwear sector) launched.
In progress	Efficacy of auditing procedures in the textile & garment value chains improved through the assessment of factory units in over 50 countries across Asia, Africa and Latin America.
In progress	Sustainability Standards Guide for Swiss public procurement implemented.
Completed	A guide on how to support MSMEs and Value Chain operators understand EU mandatory human rights and corporate sustainability due diligence (CSDD) finalized and disseminated.
Completed	The Finance for Action methodology, developed in 2021, piloted in one value chain in the Caribbean in partnership with the Caribbean Development Bank.
In progress	Funding secured and vaccine investment and trade ecosystems in Africa (VITEA) project launched in Nigeria in partnership with a Nigerian BSO.
In progress	2022 T4SD Forum global event delivered; convening a wide range of stakeholders from the trade and development community, including small business owners, high-level government officials, policy makers; and inspiring changemakers to advocate and find solutions for more sustainable trade in global value chains.




### SheTrades

-  In progress Thirteen SheTrades Hubs strengthened and co-delivered targeted interventions for women in trade with three additional hubs launched in Mauritius, South Africa and Viet Nam.
-  In progress SheTrades Outlook rolled out to over 50 countries (12 in 2022) to create inclusive ecosystems for women in trade.
-  In progress Fifty Women's Business Associations in Africa empowered to take advantage of trade opportunities under the African Continental Free Trade Area.
-  In progress A gender-lens framework to WTO and a global public-private partnership alliances developed to empower 120 WTO members to make the multilateral trading system work for women.
-  In progress Two gender-responsive trade facilitation materials (e.g. training package on gender-sensitive border operations and best practices on gender dis-aggregated data collection) embedded in Central Asian institutions for training of customs officers.
-  In progress 10 Programmes/services (e.g. logistics, e-commerce, supplier diversity etc.) successfully established with partner organizations for the benefit of women in trade. Partners include Mercado Libre, Mary Kay, UNCDF, VieTrade, Prospero, Accion, Unilever, UNWomen, Maersk, Sidley Austin, and others.

### Youth<sup>5</sup>

-  Cancelled Ten new countries engaged with Ye! chapters or representatives.
-  Cancelled One Youth barometer piloted on the conditions and barriers affecting youth.
-  In progress Access to Finance readiness toolkit for youth piloted and launched.
-  Cancelled In collaboration with the SME Trade Academy, a new Virtual Learning Space dedicated to capacity building for youth will be added to the Ye! Platform.
-  In progress Three ITC managed partnerships established that deliver value to youth through the provision of services, funding, or other resources. (Examples of partners include Canva, UNCDF, and WIPO).

### Vulnerable groups

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

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



## Green trade

*Milestone status, as of 30 June 2022*

- In progress** Publicly accessible information and learning materials expanded, for better understanding the risks and market opportunities arising from environmental/climate change, and other green topics including organic farming and biodiversity.
- Not started** The Youth Ecopreneur Awards (first launched in 2021) scaled through deeper engagement with at least one new partner from the private sector. The event will support successful companies to develop business opportunities.<sup>6</sup>
- In progress** Perspective of small businesses highlighted at COP27 through a side event, participation in pre-COP discussions, and preparation of briefing papers.
- In progress** Sri Lanka and the Philippines supported in the formulation of two industrial strategies to incorporate green and sustainability related elements into trade, investment and industrial policy frameworks.
- In progress** Five conformity assessment bodies strengthened to provide better services to MSMEs in support of environmental protection; and 50 MSMEs sensitized on international standards related to greenhouse gas emissions (ISO 14064) (Malaysia, Thailand and Philippines).



## E-commerce

*Milestone status, as of 30 June 2022*

- In progress** Membership on ecomConnect.org increased to 7,000 active members.
- In progress** A comprehensive e-commerce legislation developed for Kazakhstan and E-commerce strategies finalized in Kyrgyzstan, Tajikistan and Uzbekistan.
- Completed** Support provided for three new E-commerce related laws/strategies/ guidelines in Malaysia.
- In progress** At least two local hubs to support SMEs trading digitally, through technical assistance, training, access to markets and connection to ITC tools including ecomConnect, established in Central America, Tunisia, Central Asia, or Zambia.
- In progress** A multi stakeholder working group convened on SME connectivity for digital entrepreneurship and ecommerce for broadband commission members and MSMEs in developing and least developed countries.
- Completed** Two hundred youth-led digital entrepreneurs/businesses in the State of Palestine supported in the areas of entrepreneurship, innovation and digital literacy.
- In progress** Digitalized border formalities introduced to support e-commerce growth in Central Asia, Jordan, Pakistan and Sri Lanka.
- In progress** AI solutions, such as an AI enabled enquiry point and AI enabled risk management systems leveraged to create a more effective cross-border environment for traders in Jordan.

<sup>6</sup> The event is currently on hold and is likely to be replaced with an expanded engagement and support of MSME participation in COP27



*Milestone status, as of 30 June, 2022*

- In progress** \$15 million of South-South investment and trade flows between China, and selected countries in Asia and Africa facilitated.
- In progress** The Afreximbank Academy expanded delivery of trainings to African MSMEs on how to export under the AfCFTA from 3 to 54 African countries, jointly with OneTrade Africa and the Afreximbank.
- In progress** More support provided to the AfCFTA implementation through the enhancement of the African Trade Observatory with new data (minimum of 5 new countries), new indicators (minimum of 5 new indicators), new languages (minimum of Spanish version), new data upload and trade obstacles features.
- In progress** A new Euromed Trade Helpdesk, which provides access to information, a strengthened support service, and an enhanced interface to economic operators in four languages, launched to support regional trade integration between Southern Mediterranean countries.
- In progress** Ten countries assisted in implementing their regional trade and investment related commitments into their domestic regulatory framework to foster policy coherence and economic integration (CEFTA party countries, Lao PDR, Malaysia, Myanmar, the Philippines, and Thailand).

## 4. Managing for results

### 4.1 Responding to country needs

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

ITC committed to [six key actions](#) in 2022, aiming to effectively respond to country needs. By mid-year, all the action points are still in progress:

- The [country Engagement and Communication Strategy](#) is in draft stage, to be finalized by year-end;
- In order to [raise visibility and its profile](#) in Eastern Europe and Central Asia (EECA region, ITC organized a regional meeting through the Ready4Trade Central Asia project, as part of its “Addressing obstacles to trade” component. The meeting provided an opportunity for decision makers, technical experts and private-sector representatives from Kazakhstan, Kyrgyzstan, Tajikistan and Uzbekistan, along with representatives of European Union delegations, to discuss common challenges associated with customs and border management;
- ITC’s Division of Country Programmes has collaborated with technical teams to develop and implement projects, including by [providing feedback on country needs, to help customize ITC’s offering](#);
- ITC’s Office for Latin America and the Caribbean is working [on a country-level needs-assessment in Ecuador](#), in the exotic fruits sector, to validate supply and demand data, and determine relevant criteria in identifying non-traditional export opportunities (NEXT Ecuador);
- Development of a [coherent approach to country needs assessments](#) is in progress;
- Development of country-level concept papers and project proposals [in response to priority development needs and in collaboration with UN Country Teams](#) (and RCOs) is in progress. In Eastern Europe and Central Asia, project concept papers were developed for Ukraine, Tajikistan, Uzbekistan, Albania and Serbia, and are in preparation for Armenia and Georgia. A project proposal is being finalized for Tajikistan, Uzbekistan, Albania and Serbia. In the Middle East – North Africa region, two project documents are developed for Algeria, with proposals being finalized for Morocco, Egypt, Tunisia and Lebanon. Two regional concept projects have been developed (youth empowerment and E-commerce).

### 4.2 Engaging with the WTO and the UN

ITC continued its close collaboration with parent agencies, UNCTAD and the WTO, including through joint advocacy, events, publications and through TRTA projects.

- ITC remains engaged in implementation of WTO-Trade Facilitation Agreement, for example, by assisting countries to make notifications to WTO about their categorization commitments, and helping countries comply with transparency requirements or strengthening National Trade Facilitation Committees;
- ITC is supporting WTO negotiations on Investment Facilitation, by building negotiation capacity through workshops and consultations, provision of ground-level perspectives and analytical expertise;
- In the area of WTO accession, ITC collaborates with WTO Accessions Division in assisting developing and least developed countries in their bid for WTO membership. Currently, ITC is assisting Sudan and Uzbekistan in their accession efforts.
- ITC is also engaged in WTO’s informal working group on trade and gender, through its SheTrades initiative, supporting WTO members in integration of a gender dimension into the multilateral trading system, continuing to contribute to the Buenos Aires Declaration.



- ITC is contributing to the work of the WTO on trade and environment. ITC is building the capacity of negotiating teams in developing countries to conduct sustainability impact assessments for on-going or new free trade agreements (FTAs) as well as supporting them to identify priority areas on low-carbon or renewable industries and link priorities to trade negotiations through public-private dialogue (PPD).
- ITC has signed the Cooperation Frameworks (CFs) in Kenya, Mozambique, Iran, Mongolia, Thailand and Barbados. ITC engaged in the Common Country Analysis (CCA) process in: Central African Republic, Mozambique, Uganda, Bangladesh, Nepal, Papua New Guinea, Trinidad and Tobago and Haiti.
- ITC also contributed to several working groups of the UN Sustainable Development Group (UNSDG) in areas like SDGs, Output Indicator Framework and Gender. As a member of the Inter-Agency Consultative Groups for LDCs and LLDCs, ITC contributed to the Roadmap for Accelerated Implementation of the Doha Programme of Action (DPoA) for LDCs and updating the one for the Vienna Programme of Action (VPoA) for LLDCs. ITC also provided inputs for the SG's reports on VPoA for LLDCs and SAMOA Pathway for SIDS.

### 4.3 Partnering for purpose

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

- In the area of [optimization of internal processes and workflows](#), ITC's internal Partnerships4Purpose (P4P) Engagement Strategy was finalized and endorsed by Senior Management. It sets out the parameters of ITC's strategic direction in working more with non-traditional partners like the private sector and foundations. It serves as a guide for ITC staff as they initiate and embark on partnership development as well as offers advice on how best ITC as an organization can leverage its existing networks. It focuses on the importance of ensuring that internal processes are more amenable to engagement with these kinds of partners and it highlights the importance of effective communication, shared relationship management, and transparency. ITC's Internal P4P Knowledge Community met six times from January to June 2022 to provide a transparent platform for projects to present specific partnership results and to consult on partnership related developments. A small working group was formed to discuss issues related to internal processes and workflows on developing and monitoring partnerships;
- Regarding [ITC's stocktaking exercise on existing partnerships](#), that includes enhancing internal visibility, ITC developed a beta-version of a partnerships dashboard which will facilitate reporting, analysis and information sharing at the project and corporate level on partnerships. The dashboard bundles data from ITC's internal systems related to external partners and covers information on each partnership, including the category of partners, the partnership type, scope, geography, time, and associated projects within ITC. The dashboard will allow more refined analysis and reporting on ITC partner engagements and enable project managers to quickly retrieve information on existing partners. The dashboard will be further refined throughout Q3 and Q4 of 2022;
- To better communicate [the results and impact of ITC's partnerships](#), a [#Partnerships4Purpose](#) social media campaign was launched in April 2022 with a specific ITC partnership story highlighted on all of ITC's media and outreach channels weekly. By the end of June, the campaign has published thirteen dedicated Partnership4Purpose stories were developed and launched. All project teams have been encouraged to use the hashtag to showcase their partnerships.

### 4.4 Leading the global conversation

For 2022, ITC committed to three key actions to continue advancing its leadership on MSMEs and trade through communications and outreach:

- ITC's [new corporate website](#) went live in English version in March 2022;
- The [communications strategy](#) phases 1 (Research) and 2 (Orientation) were completed. Phases 3 (Articulation) and 4 (Completion) are pending.
- Main events were organized in first half of the year were ITC's participation at [Small Business Week at Expo 2020](#) in Dubai; Celebration of [MSME Day](#).



## 4.5 Gender equality, diversity and inclusion within ITC

In support of ITC's strategic efforts towards strengthening gender equality, diversity and inclusion within ITC, three key milestones are:

- **ITC's Mentoring Programme:** The 'MenEngage' programme component was added to open participation from male Gender Focal Points (GFPs) across the UN system and a call for participation was disseminated in collaboration with UN Women. ITC's Gender Unit is in discussion with UN Women on hosting a webinar on its MenEngage initiative. Call for participant-led pop-up activities is ongoing.
- **Tailored mandatory Performance Management goals** are to be reintroduced for all staff, at all organizational levels, for ITC to keep its 94% compliance with the UN-SWAP framework and encourage greater awareness of staff's collective and personal contributions towards ITC's organizational culture. The 2022-23 Gender, Diversity and Inclusion goals are currently under consideration for approval.
- A first draft of ITC's updated **Gender Parity Action Plan**, aimed at strengthening parity at all underrepresented grades, was shared with UN Women in Q1. A finalized version, aligned with ITC's new Gender, Diversity & Inclusion (GDI) Strategy and updated Gender Parity Policy would be shared by end 2022.

## 4.6 Environmental sustainability of ITC operations

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

- **Performing a CO2 emissions annual inventory**, for which the calculations for travel and building CO2 emissions have been submitted to UNEP on 10 June 2022.
- **Achieving carbon neutrality, through purchasing carbon credits** – upon receiving the final inventory numbers, ITC will purchase carbon credits/Offsets in Q3 2022.
- **For ITC's building renovation**, a review of internal reconstruction possibilities has been undertaken in first half of 2022
- ITC received UNEP's recommendation to assessing feasibility of putting in place **the Environmental Management System** and it is assessing the feasibility of such major undertaking.

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

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

**Table 12: Efficiency and effectiveness KPIs and progress in Jan-Jun 2022**

Tier 3: Efficiency and effectiveness		2022 OP Targets	2022 Jan-Jun Actuals
<b>General management</b>			
<b>Oversight and compliance</b>	Unqualified financial statements	Target: achieved	achieved
	Percentage of open audit recommendations closed by the Board of Auditors	47%	43%
<b>Carbon footprint</b>	Achieve a climate-neutral ITC	Target: achieved	End year monitoring
<b>Operational management</b>	Advanced travel arrangements (21 day rule) compliance rate, in %	100%	67%
<b>Results-based management and risk management</b>			
<b>Client satisfaction</b>	Percentage of clients that rate ITC services positively	≥ 85%	End year monitoring
<b>Focus on priority countries</b>	Percentage of country-specific extrabudgetary expenditures dedicated to LDCs, LLDCs, SIDS, sub-Saharan Africa, SVEs, and conflict-affected countries	≥ 80%	72%
<b>Gender mainstreaming</b>	Percentage of UN-SWAP 2.0 indicators met or exceeded	94%	88%*
<b>Risk management</b>	ITC annual report on risk management completed	1	End year monitoring
<b>Transparency</b>	% of XB delivery published to IATI for TRTA projects	90%	89%
<b>Human resources management</b>			
<b>Staff engagement</b>	Average overall rating provided in the annual staff satisfaction survey (out of 5)	≥ 3.3	End year monitoring
<b>Diversity</b>	Percentage of women in professional and senior level positions	50%	48.6%
<b>Talent management</b>	More than 75% of the staff members to have used their established minimum 5 days per year for professional development	75%	56.3%
	Average time to recruit fixed-term staff (in days)	80	81
	Average vacancy rate as percentage of all posts	≤ 5%	5%
<b>Resource mobilization</b>			
<b>Fundraising</b>	XB funds secured for the following year and beyond	\$280 million	\$227 million
	Total value of projects under development and in discussion with funders (at mid-year, for the next period, L2, L3)	\$80 million	\$123 million
<b>Communications</b>			
<b>Outreach</b>	Growth in ITC audience through social media followership	10% growth (228,091 total followers)	239,524 total followers
	# of ITC's corporate website views	4,88 million	2,35 million**
	# of registered accounts to ITC Market Analysis Tools	1,327,578	1,310,000
<b>Partnerships</b>			
	Number of signed United Nations Sustainable Development Cooperation Frameworks (UNSDCFs) (cumulative)	30-	29

Source: ITC sections – KPI owners.

\*The 2022 final ratings for UN-SWAP 2.0 indicators will be available in Q1 2023

\*\* The lower number in views is due to the launch of the new ITC website. The number of web pages was reduced to improve the users' experience, so the new website has fewer pages (so fewer views) and the users find the information more easily and with fewer clicks. Also, the new website is only available in English for the time being (vs. the old one having some pages also in French and Spanish).

## 4.8 Maintaining our organizational strengths

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

### ITC's value proposition



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

- In accordance with ITC's project development process, TRTA projects are quality controlled by the project design taskforce, including for alignment with the Strategic Plan 2022-25. ITC introduced new pilot indicators – currently monitored internally. Through the data management initiative, ITC intends to enable monitoring of impact areas including youth and environment. At present, ITC developed a catalogue of survey questions, machine readable reporting templates and a new events management application, with the aim to automate and expand its reporting in line with the client segmentation.
- A new management dashboard that will inform middle and senior management decision-making is currently being developed and will be tested during Q4 2022.
- ITC is refining its risk typology, performing bi-annual risk assessments and project-level deep dives for particular risk groups. Risk reporting is a standing topic in both monthly and quarterly senior management reporting.
- ITC presented the new EU operational system for external action (OPSYS) to ITC project managers and all necessary e-learnings and other resources were shared within ITC. The ITC self-help group for EU projects provides one-to-one support on how to use OPSYS and report as per EU requirements.
- The development of phase two for the ITC open data website is on-going and it is expected to be finalized by year-end.
- For Independent Evaluation Unit milestones and results, see [chapter 4.9](#) of this report.



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

- ITC continues to manage talent, with a draft career development framework under development and to be finalized by year-end. The career development framework will be linked to other HR areas – including succession and workforce planning.
- ITC launched the second cohort of innovation challenges, and its “Solutions bakery” platform is live. Corporate innovation strategy pillars are the topics of the innovation challenges.

- ITC's Events application was launched in March, as well as the new Newsletter application, that facilitates subscription. The tools support project managers in reaching out to clients, and in collecting client information. The new corporate website features a Single-Sign-On feature. Development is ongoing for a data collection management tool.

### ITC's value proposition (continued)



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

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



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

- ITC is currently upgrading and testing several management dashboards, and collecting user feedback (Internal processes)
- The Inspira platform for recruitment is now integrated at ITC, and aligned with the UN practices (IP)
- Several new system contracts are put in place, including for translation and interpretation services; voluntary sustainability standards market data, online training materials and certification, youth training and diverse logistical services
- ITC upgraded its existing procurement tools and processes, by implementing an online bidding system
- 54 video tutorials on “How to” do core processes in all administrative areas are produced, along with 15 manuals.

## 4.9 Independent evaluation: supporting learning and accountability

Evaluations allow insights into what works and what does not. In this way, evaluations enable organizational learning, support evidence-based decision-making and provide accountability to stakeholders on the organization's performance in achieving development results.

The Independent Evaluation Unit (IEU) conducts and supports evaluations in ITC and ensures that they meet recognized professional standards. During the first six months of the year, the unit worked on the following evaluations and reviews:

Evaluation / Reviews	Assessment type
Evaluation of the ITC SheTrades Initiative	Programme evaluation
Final Evaluation of NTF IV	Programme evaluation
Midterm Evaluation of the ITC MENATEX Programme	Programme evaluation
Evaluation of ITC's Work on Agricultural Value Chains	Portfolio evaluation
Final evaluation of the project Colombia PUEDE	Project evaluation
Sustainability Reviews for completed ITC Projects	Review
Developmental Evaluations (South Sudan, Eswatini and Iraq)	Adaptive / real-time evaluation
Annual Evaluation Synthesis Report 2022	Strategic / Meta-evaluation

**Evaluation of the ITC SheTrades Initiative:** the SheTrades Initiative aims to promote women in trade, with a focus on increasing the participation of women entrepreneurs from small businesses in developing countries. An evaluation was carried out to summarize findings on the initiative's quality and achievements since its inception in 2015 and to support its future implementation. The evaluation started in mid-2021 and is currently being finalized.

**Final Evaluation of NTF IV:** The Netherlands Trust Fund Phase IV (NTF IV) - Export Sector Competitiveness was implemented by ITC from October 2017 to June 2021 with the purpose to increase the competitiveness of producers and exporters in Myanmar (tourism), Senegal, and Uganda (information technology and information technology-enabled services) and Guinea, Liberia and Sierra Leone (value chain development of cocoa and associated crops). The evaluation assessed the intervention's overall performance. The final report was completed in April 2022 and can be found [here](#).

**Midterm Evaluation of MENATEX:** MENATEX aims to strengthen the international competitiveness of the textile and clothing sector in selected Middle East and North Africa (MENA) countries. The midterm evaluation intends to measure progress and determine whether there is a need to readjust the programme's intervention logic, following the impact of the COVID-19 pandemic on the textile and clothing sector. The evaluation is in its final stages.

**Evaluation of ITC's Work on Agricultural Value Chains:** projects to support agricultural value chains constitute a significant part of ITC's activities. An evaluation has been initiated to provide a comprehensive overview of the ITC portfolio in this area and to assess the quality and effectiveness of related activities. In 2022, the assessment will focus on an analysis of the portfolio, with a more in-depth assessment of specific activities to follow in 2023.

**Final evaluation of the project Colombia PUEDE:** this project, which ends in 2022, aims to contribute to improving the income of small farmers and their families in rural areas in Colombia, affected by decades of armed conflict. The final evaluation assesses the project's quality and achievements. The evaluation started in mid-2022 and is expected to conclude in early 2023.

**Sustainability Reviews for completed ITC Projects:** Sustainability Reviews follow a newly developed approach intended to assess the sustainability of results for ITC projects that have ended 3-4 years earlier. In late 2021, two sustainability reviews were finalized (to be found [here](#)). The assessed projects as well as their reviews were carried out in collaboration with the Enhanced Integrated Framework (EIF). For the

project in Tanzania, results were discussed in a stakeholder workshop in May 2022. Planning for another sustainability review has started, which will focus on ITC's work with governments on trade development strategies.

**Developmental Evaluations:** These evaluations aim to support projects within the constraints of a complex environment in the planning, implementation and monitoring of outcomes. They have focused on the implementation of results-based monitoring systems in three large projects (in South Sudan, Eswatini and Iraq), during their early project implementation stages. The evaluations will culminate in suggestions for good RBM practices and requirements, in particular for large projects.

Every year, ITC summarizes key findings and lessons learned from evaluations, compiling them into an **Annual Evaluation Synthesis Report (AESR)**. The AESR aims to support organizational learning by synthesizing the key messages emerging from recent evaluation reports and related reviews. It also contributes to building the knowledge for implementing the Strategic Plan 2022-25 by compiling relevant findings and lessons learnt from past assessments. As usual, this report will be presented at the Joint Advisory Group (JAG) meeting.

Beyond these evaluations and reviews, the evaluation unit provided **advisory services** for ITC colleagues, primarily on self-evaluations, preparation for funder-led evaluations, and project completion reports. Furthermore, the unit continued to support reviews of the Joint Inspection Unit (JIU) and the work of the United Nations Evaluation Group (UNEG).

#### 4.10 Resource Mobilization

The key deliverables in the resource mobilization area are:

- ITC updated its internal Resource Mobilization Strategy (RMS) in Q2-2022, focusing on ITC's traditional funders, diversifying ITC's funding base and strengthening in-country resource mobilization.
- ITC categorizes its traditional funders into three tiers based on their potential for enhanced resource mobilization. ITC then utilizes the internal Resource Mobilization Steering Committee (RMSC) to coordinate corporate actions and track funder relations via dedicated action plans for key funders in line with the tier-system.
- ITC has advanced the diversification of its funding base through new partnerships and is on track to reach the target to enlist at least four new funders in 2022. Thus far, ITC has enlisted the United Nations Economic and Social Commission for Western Asia (UN-ESCWA) and Unilever as new funders in 2022. ITC is discussing grant agreements with other new funders including, the VISA foundation, the Mastercard foundation, and Alibaba.
- ITC advocated for the continuation of Aid for Trade funding with like-minded member states. on the occasion of the WTO's Ministerial Conference, the WTO Aid for Trade Global Review, and the European Development Days, where ITC co-hosted events with, among others, the European Union, the Netherlands, Japan, the United Kingdom of Great Britain and Northern Ireland, the World Bank Group, and the United States.

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

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

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

Country / Region	LDCs	Priority countries	Project Title	Sustainable and resilient value chains	Inclusive trade (women, youth, other vulnerable)	Green trade	E-commerce	Regional integration and South-South trade	General (non-impact area specific)	Corporate	Funders	OP Budget 2022 (\$'000)	Delivery Jan-Jun 2022 (\$'000)	% Delivered	
Afghanistan	■	■	Afghanistan: Ethical Lifestyle Initiative for the Economic Reintegration of Returnees and Internally displaced people (B439)								European Commission, Directorate-General International Partnerships	-	64		
			Afghanistan: Advancing trade (Phase II) (B946)	■	■	■	■					European Commission, Directorate-General International Partnerships	513	199	39%
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■			United Nations Conference on Trade and Development	6	2	29%
Albania			CEFTA - Support to regional integration (B973)					■			Deutsche Gesellschaft für Internationale Zusammenarbeit	38	5	14%	
			Balkan states and Central Asia: Increasing SME competitiveness and linking to global markets (C178)	■	■	■	■					ITF Window 1 (BDF)	-	5	
Algeria			Euromed: Providing trade and market intelligence for better informed decisions (TIFM 2) (A340)					■			European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	92	22	23%	
			AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■				European Commission, Directorate-General International Partnerships	2	2	85%
			Impact of the AfCFTA on Algeria's trade (C161)							■		Foreign, Commonwealth and Development Office of the UK	178	-	0%
			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)			■	■	■	■				ITF Window 1 (BDF)	-	1



Country / Region	LDCs	Priority countries	Project Title	Sustainable and resilient value chains	Inclusive trade (women, youth, other vulnerable)	Green trade	E-commerce	Regional integration and South-South trade	General (non-impact area specific)	Corporate	Funders	OP Budget 2022 (\$'000)	Delivery Jan-Jun 2022 (\$'000)	% Delivered	
Angola	■	■	AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■			European Commission, Directorate-General International Partnerships	2	2	85%	
Antigua and Barbuda	■	■	Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)	■	■	■		■			European Commission, Directorate-General International Partnerships	123	62	51%	
			CARIFORUM: UK Trade Partnerships Programme (B900)	■	■	■	■					Foreign, Commonwealth and Development Office of the UK	56	26	46%
			Trade Intelligence: UK Trade Partnerships Programme (B906)							■		Foreign, Commonwealth and Development Office of the UK	8	8	103%
Argentina			SheTrades Latin America: Supporting women businesses' transition towards the post COVID digital age (B999)		■		■				ITF Window 1	55	21	38%	
Armenia		■	Trade and market intelligence for the Eastern Partnership Countries (B802)					■			European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	164	135	82%	
Azerbaijan		■	Trade and market intelligence for the Eastern Partnership Countries (B802)					■			European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	164	135	82%	
Bahamas	■	■	Trade Intelligence: UK Trade Partnerships Programme (B906)							■	Foreign, Commonwealth and Development Office of the UK	8	8	103%	
			Conducive policy and regulatory environment: Trade negotiations and policy reform (C128)	■	■	■	■	■	■			ITF Window 1	4	4	94%
			Non-ODA: UK Trade Partnerships Programme (C166)	■								Foreign, Commonwealth and Development Office of the UK	35	39	112%
Bangladesh	■	■	SheTrades Commonwealth Programme (B578)		■						Foreign, Commonwealth and Development Office of the UK	-	128		
			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)	■								European Commission, Directorate-General International Partnerships	27	24	88%
Barbados	■	■	Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)	■	■	■		■			European Commission, Directorate-General International Partnerships	123	62	51%	
			Trade Intelligence: UK Trade Partnerships Programme (B906)							■		Foreign, Commonwealth and Development Office of the UK	8	8	103%



Country / Region	LDCs	Priority countries	Project Title	Sustainable and resilient value chains	Inclusive trade (women, youth, other vulnerable)	Green trade	E-commerce	Regional integration and South-South trade	General (non-impact area specific)	Corporate	Funders	OP Budget 2022 (\$'000)	Delivery Jan-Jun 2022 (\$'000)	% Delivered		
			Non-ODA: UK Trade Partnerships Programme (C166)	■							Foreign, Commonwealth and Development Office of the UK	35	39	112%		
Belarus			Trade and market intelligence for the Eastern Partnership Countries (B802)					■			European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	164	135	82%		
Belize	■	■	Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)	■	■	■		■			European Commission, Directorate-General International Partnerships	123	62	51%		
			Trade Intelligence: UK Trade Partnerships Programme (B906)							■		Foreign, Commonwealth and Development Office of the UK	8	8	103%	
Benin	■	■	ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	103	44	43%		
			ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)	■	■	■		■				European Commission, Directorate-General International Partnerships	216	113	52%	
			AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■				ITF Window 1	2	-	0%	
			AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■				European Commission, Directorate-General International Partnerships	2	2	85%	
			NTF V Programme Coordination (C094)								■		Ministry of Foreign Affairs of the Netherlands	17	10	59%
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)			■	■		■	■	■		United Nations Conference on Trade and Development	6	2	29%
			Benin, Côte d'Ivoire, Mali and Uganda: Building Resilient Trade Competitiveness by Fast Tracking the Digital Technology Sector (NTF V) (C154)	■	■	■		■			Ministry of Foreign Affairs of the Netherlands	64	46	72%		
Bhutan	■	■	Bhutan Trade Support (B382)	■							European Commission, Directorate-General International Partnerships	855	506	59%		
											Ministry of Economic Affairs of Bhutan	-	11			
Bosnia and Herzegovina			CEFTA - Support to regional integration (B973)					■			Deutsche Gesellschaft für Internationale Zusammenarbeit	38	5	14%		
Botswana	■	■	AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■			European Commission, Directorate-General International Partnerships	2	2	85%		
			South-South: Indian trade and investment in the AfCFTA (C106)					■	■	■		ITF Window 1	8	3	45%	

Country / Region	LDCs	Priority countries	Project Title	Sustainable and resilient value chains	Inclusive trade (women, youth, other vulnerable)	Green trade	E-commerce	Regional integration and South-South trade	General (non-impact area specific)	Corporate	Funders	OP Budget 2022 (\$'000)	Delivery Jan-Jun 2022 (\$'000)	% Delivered		
Burkina Faso	■	■	Burkina Faso et Mali: Création d'emplois équitables et développement durable de microentreprises dans les chaînes de valeur liées au secteur du « lifestyle » (B276)	■	■						European Commission, Directorate-General International Partnerships	-	100			
			ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■			■				European Commission, Directorate-General International Partnerships	103	44	43%	
			ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)	■	■	■		■					European Commission, Directorate-General International Partnerships	216	113	52%
													ITF Window 1	2	-	0%
			AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■					European Commission, Directorate-General International Partnerships	2	2	85%
Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)					■		■	■		United Nations Conference on Trade and Development	6	2	29%			
Burundi	■	■	EU-EAC Market Access Upgrade Programme - MARKUP (B383)	■				■			European Commission, Directorate-General International Partnerships	149	154	103%		
			Burundi: Market Access Upgrade Programme - MARKUP (B718)	■				■				European Commission, Directorate-General International Partnerships	599	469	78%	
			AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■				European Commission, Directorate-General International Partnerships	2	2	85%	
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)					■		■	■	United Nations Conference on Trade and Development	6	2	29%	
Cabo Verde	■	■	ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	103	44	43%		
			AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■				European Commission, Directorate-General International Partnerships	2	2	85%	
Cambodia	■	■	Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)	■							European Commission, Directorate-General International Partnerships	27	24	88%		
			Cambodia, Lao PDR, Mongolia and Viet Nam: Conversion of ITC e-learning courses into national language versions (C024)					■	■	■		Deutsche Gesellschaft für Internationale Zusammenarbeit	-	9		

Country / Region	LDCs	Priority countries	Project Title	Sustainable and resilient value chains	Inclusive trade (women, youth, other vulnerable)	Green trade	E-commerce	Regional integration and South-South trade	General (non-impact area specific)	Corporate	Funders	OP Budget 2022 (\$'000)	Delivery Jan-Jun 2022 (\$'000)	% Delivered		
Cameroon		■	ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)	■	■	■		■			European Commission, Directorate-General International Partnerships	216	113	52%		
			ITF Window 1									2	-	0%		
			Cameroon: UK Trade Partnerships Programme (B899)	■	■	■							Foreign, Commonwealth and Development Office of the UK	136	195	144%
			Trade Intelligence: UK Trade Partnerships Programme (B906)							■			Foreign, Commonwealth and Development Office of the UK	8	8	103%
			Programme Management: UK Trade Partnerships Programme (B908)	■									Foreign, Commonwealth and Development Office of the UK	40	28	69%
			AfCTA Export Training Programme for African SMEs (B972)							■			African Export-Import Bank	-	15	
			AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■			European Commission, Directorate-General International Partnerships	2	2	85%		
Central African Republic	■	■	République Centrafricaine: Programme d'appui à la promotion de l'entreprenariat en milieu urbain et rural (PAPEUR) (B867)	■	■						European Commission, Directorate-General International Partnerships	4,445	1,263	28%		
			AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■				European Commission, Directorate-General International Partnerships	2	2	85%	
Chad	■	■	AfCTA Export Training Programme for African SMEs (B972)					■			African Export-Import Bank	-	15			
			AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■				European Commission, Directorate-General International Partnerships	2	2	85%	
Chile			SheTrades Latin America: Supporting women businesses' transition towards the post COVID digital age (B999)		■		■				ITF Window 1	55	21	38%		
			Chile: Enabling policymakers to evaluate new trade agreements (C102)		■			■				ITF Window 1	34	35	103%	
China			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)	■							European Commission, Directorate-General International Partnerships	27	24	88%		
			Partnership for enhancing export capacity of Africa to China (PEECAC) (C040)	■	■			■				Department of Commerce of Hunan Province China	38	17	43%	
Colombia		■	Colombia PUEDE: Peace and unity through productive development and commercialization (B599)	■	■	■					European Commission, Directorate-General International Partnerships	375	301	80%		

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			SheTrades Latin America: Supporting women businesses' transition towards the post COVID digital age (B999)		■		■				ITF Window 1	55	21	38%	
Comoros	■	■	Comoros: UK Trade Partnerships Programme (B901)	■							Foreign, Commonwealth and Development Office of the UK	75	104	138%	
			Trade Intelligence: UK Trade Partnerships Programme (B906)						■		Foreign, Commonwealth and Development Office of the UK	4	4	103%	
			Programme Management: UK Trade Partnerships Programme (B908)	■								Foreign, Commonwealth and Development Office of the UK	40	28	69%
			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	-	11	
			AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■				European Commission, Directorate-General International Partnerships	2	2	85%
Congo		■	AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■			European Commission, Directorate-General International Partnerships	2	2	85%	
Côte d'Ivoire	■	■	ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	103	44	43%	
			Culture project: Identity Building and Sharing Business Initiative (B542)	■	■							European Commission, Directorate-General International Partnerships	412	221	54%
			SheTrades West Africa (B610)	■	■							Korea International Cooperation Agency	314	226	72%
			Côte D'Ivoire: UK Trade Partnerships Programme (B902)	■	■							Foreign, Commonwealth and Development Office of the UK	206	172	84%
			Trade Intelligence: UK Trade Partnerships Programme (B906)							■		Foreign, Commonwealth and Development Office of the UK	12	12	103%
			Programme Management: UK Trade Partnerships Programme (B908)	■								Foreign, Commonwealth and Development Office of the UK	40	28	69%
			Alliance for Product Quality in Africa (B928)	■	■							Deutsche Gesellschaft für Internationale Zusammenarbeit	21	16	74%
			AfCTA Export Training Programme for African SMEs (B972)							■		African Export-Import Bank	-	15	
AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■					European Commission, Directorate-General International Partnerships	2	2	85%		

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			NTF V Programme Coordination (C094)						■		Ministry of Foreign Affairs of the Netherlands	17	10	59%
			Benin, Côte d'Ivoire, Mali and Uganda: Building Resilient Trade Competitiveness by Fast Tracking the Digital Technology Sector (NTF V) (C154)	■	■	■		■			Ministry of Foreign Affairs of the Netherlands	64	46	72%
Cuba		■	Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	43	13	29%
Curaçao		■	Curaçao: National Export Strategy and Implementation Management (B896)	■	■	■	■				Ministry of Economic Development of Curaçao	237	24	10%
Democratic Republic of the Congo (the)	■	■	COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)		■			■			Common Market for Eastern & Southern Africa (COMESA)	130	80	62%
			ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)	■	■	■		■			European Commission, Directorate-General International Partnerships	216	113	52%
			ITF Window 1									2	-	0%
			AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■			European Commission, Directorate-General International Partnerships	2	2	85%
Djibouti	■	■	AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■			European Commission, Directorate-General International Partnerships	2	2	85%
Dominica	■	■	Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)	■	■	■		■			European Commission, Directorate-General International Partnerships	123	62	51%
			CARIFORUM: UK Trade Partnerships Programme (B900)	■	■	■	■				Foreign, Commonwealth and Development Office of the UK	56	26	46%
			Trade Intelligence: UK Trade Partnerships Programme (B906)							■		Foreign, Commonwealth and Development Office of the UK	8	8
Dominican Republic	■	■	Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)	■	■	■		■			European Commission, Directorate-General International Partnerships	139	70	51%
			ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)	■	■	■		■			European Commission, Directorate-General International Partnerships	216	113	52%
			ITF Window 1									2	-	0%

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			CARIFORUM: UK Trade Partnerships Programme (B900)	■	■	■	■				Foreign, Commonwealth and Development Office of the UK	56	26	46%
			Trade Intelligence: UK Trade Partnerships Programme (B906)						■		Foreign, Commonwealth and Development Office of the UK	12	12	103%
Ecuador			Ecuador: Promoting new non-traditional exports (NEXT Ecuador) (B452)	■	■			■			ITF Window 1 (BDF)	-	0	
											European Commission, Directorate-General International Partnerships	756	127	17%
			Euromed: Providing trade and market intelligence for better informed decisions (TIFM 2) (A340)					■			European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	92	22	23%
			Global: Networking and knowledge management for the textile and clothing sector (GTEX) (B451)	■		■		■			State Secretariat for Economic Affairs of Switzerland	39	20	52%
Egypt			Egypt: Improving the international competitiveness of the textile and clothing sector (GTEX/MENATEX) (B673)	■	■		■	■			State Secretariat for Economic Affairs of Switzerland	541	318	59%
											Swedish International Development Cooperation Agency	131	38	29%
			MENATEX Regional: Regional component of the Textiles and Clothing Programme for the MENA region (B696)	■				■			Swedish International Development Cooperation Agency	57	39	70%
			Egypt: SheTrades (AfTIAS) (B821)		■						International Islamic Trade Finance Corporation	-	80	
			AfCTA Export Training Programme for African SMEs (B972)					■			African Export-Import Bank	-	15	
			AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■			European Commission, Directorate-General International Partnerships	2	2	85%
			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)		■	■	■	■			ITF Window 1 (BDF)	-	1	
El Salvador	■		Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)	■							European Commission, Directorate-General International Partnerships	20	17	88%
			El Salvador: Export promotion and diversification (C157)	■			■	■			ITF Window 1 (BDF)	50	10	20%

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Equatorial Guinea		■	AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■			European Commission, Directorate-General International Partnerships	2	2	85%		
Eritrea	■	■	South-South: Indian trade and investment in the AfCFTA (C106)				■	■	■		ITF Window 1	8	3	45%		
Eswatini		■	Eswatini: Promoting growth through competitive alliances I (B978)	■					■		European Commission, Directorate-General International Partnerships	981	695	71%		
											European Commission, Directorate-General International Partnerships	693	165	24%		
			AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■				European Commission, Directorate-General International Partnerships	2	2	85%	
Ethiopia	■	■	COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)		■			■			Common Market for Eastern & Southern Africa (COMESA)	130	80	62%		
			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)	■								European Commission, Directorate-General International Partnerships	27	24	88%	
			Alliance for Product Quality in Africa (B928)	■	■							Deutsche Gesellschaft für Internationale Zusammenarbeit	43	32	74%	
			Textile and Apparel Network for Africa (TANA) (C027)	■		■	■					Deutsche Gesellschaft für Internationale Zusammenarbeit	35	37	105%	
			Partnership for enhancing export capacity of Africa to China (PEECAC) (C040)	■	■				■			Department of Commerce of Hunan Province China	35	15	43%	
			AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■				European Commission, Directorate-General International Partnerships	2	2	85%	
			NTF V Programme Coordination (C094)							■		Ministry of Foreign Affairs of the Netherlands	92	54	59%	
			South-South: Indian trade and investment in the AfCFTA (C106)						■	■	■	ITF Window 1	8	3	45%	
			Ethiopia: Building Alliances for Action in Coffee from seed to cup (NTF V) (C148)	■									Ministry of Foreign Affairs of the Netherlands	513	238	46%
			Ethiopia: Building Resilient Trade Competitiveness by Fast Tracking the Digital Technology Sector (NTF V) (C149)	■	■	■		■					Ministry of Foreign Affairs of the Netherlands	257	174	68%
Fiji		■	Fiji: UK Trade Partnership Programme (B905)	■	■						Foreign, Commonwealth and Development Office of the UK	53	46	88%		
			Trade Intelligence: UK Trade Partnerships Programme (B906)						■			Foreign, Commonwealth and Development Office of the UK	8	8	103%	



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			Programme Management: UK Trade Partnerships Programme (B908)	■							Foreign, Commonwealth and Development Office of the UK	40	28	69%
Gabon		■	AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■			European Commission, Directorate-General International Partnerships	2	2	85%
			The Gambia: Youth empowerment project (YEP) (B179)	■	■	■					European Commission, Directorate-General International Partnerships	1,627	1,245	77%
			ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	103	44	43%
			The Gambia: Jobs, Skills and Finance (JSF) for Women and Youth (B664)	■	■	■					European Commission, Directorate-General International Partnerships	581	338	58%
			The Gambia: PBF, Strengthening Sustainable and Holistic Reintegration of Returnees (B786)		■	■					MPTF - Peacebuilding Fund	6	2	32%
			The Gambia: Strengthening community coping mechanisms to mitigate risks of conflicts and reduce climate-related tensions (B945)			■					MPTF - Peacebuilding Fund	-	24	
			The Gambia: COVID-19 recovery through digitalisation and market access for women horticulture producers (C022)	■	■		■				Enhanced Integrated Framework	71	47	66%
											ITF Window 1	38	23	60%
			The Gambia: Build 4 Good (C028)	■		■					European Commission, Directorate-General International Partnerships	-	51	
			The Gambia: Localizing SDGs - Improving the livelihoods of vulnerable women and youth around the Senegambia Bridge (C036)		■						MPTF - United Nations Trust Fund for Human Security	300	201	67%
			The Gambia: Addressing the drivers and causes of vulnerability in migration among border communities along the Trans-Gambia transport corridor (C071)		■			■			MPTF - Start-up Fund for Safe, Orderly and Regular Migration	214	106	49%
			The Gambia: Improving skills and employment opportunities for youth and women (C086)		■						Deutsche Gesellschaft für Internationale Zusammenarbeit	463	374	81%
			AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■			European Commission, Directorate-General International Partnerships	2	2	85%



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			The Gambia - Building resilience of vulnerable communities (C095)	■	■	■					United Nations Development Programme - The Gambia	114	197	173%
Georgia			Trade and market intelligence for the Eastern Partnership Countries (B802)					■			European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	164	135	82%
			ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	103	44	43%
			SheTrades Commonwealth Programme (B578)		■						Foreign, Commonwealth and Development Office of the UK	-	128	
			Trade Training Hub (TTH) (B736)		■				■		ITF Window 1	10	16	162%
			Ghana: Developing cocoa and associated crops through the Sankofa Project empowered by Alliances for Action (B766)	■	■	■					HALBA - Division of Coop Genossenschaft	257	-22	-8%
			ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)	■	■	■		■			European Commission, Directorate-General International Partnerships	216	113	52%
											ITF Window 1	2	-	0%
			Ghana: UK Trade Partnerships Programme (B903)	■	■						Foreign, Commonwealth and Development Office of the UK	241	129	53%
Ghana		■	Trade Intelligence: UK Trade Partnerships Programme (B906)						■		Foreign, Commonwealth and Development Office of the UK	8	8	103%
			Programme Management: UK Trade Partnerships Programme (B908)	■							Foreign, Commonwealth and Development Office of the UK	40	28	69%
			Alliance for Product Quality in Africa (B928)	■	■						Deutsche Gesellschaft für Internationale Zusammenarbeit	28	21	74%
			AfCTA Export Training Programme for African SMEs (B972)					■			African Export-Import Bank	-	15	
			Textile and Apparel Network for Africa (TANA) (C027)	■		■	■				Deutsche Gesellschaft für Internationale Zusammenarbeit	35	37	105%
			AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■			European Commission, Directorate-General International Partnerships	2	2	85%
			NTF V Programme Coordination (C094)						■		Ministry of Foreign Affairs of the Netherlands	79	46	59%
			South-South: Indian trade and investment in the AfCFTA (C106)				■	■	■		ITF Window 1	8	3	45%
			Ghana: Building Alliances for Action in Cocoa from bean to bar (NTF V) (C150)	■							Ministry of Foreign Affairs of the Netherlands	513	175	34%

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			Ghana: Building Resilient Trade Competitiveness by Fast Tracking the Digital Technology Sector (NTF V) (C151)	■	■	■		■			Ministry of Foreign Affairs of the Netherlands	300	200	67%
Grenada		■	Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)	■	■	■		■			European Commission, Directorate-General International Partnerships	123	62	51%
			CARIFORUM: UK Trade Partnerships Programme (B900)	■	■	■	■				Foreign, Commonwealth and Development Office of the UK	56	26	46%
Grenada		■	Trade Intelligence: UK Trade Partnerships Programme (B906)						■		Foreign, Commonwealth and Development Office of the UK	8	8	103%
Guatemala		■	Guatemala: Strengthening the business skills and employability of informal entrepreneurs at the Ciudad Pedro de Alvarado Border (B615)		■		■				United States Agency for International Development	599	32	5%
			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)	■							European Commission, Directorate-General International Partnerships	20	17	88%
			Guinée: Programme d'appui à l'integration socio-economique des jeunes (INTEGRA) (B463)	■	■		■				European Commission, Directorate-General International Partnerships	3,765	1,869	50%
Guinea	■	■	ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	103	44	43%
			SheTrades West Africa (B610)	■	■						Korea International Cooperation Agency	314	226	72%
			Guinea: Relance de la filière ananas (REFILA) (B803)	■	■			■			United Nations Industrial Development Organization	257	107	42%
			Guinea: Improving sustainable livelihoods for border communities (C035)	■	■			■			International Organization for Migration	119	117	98%
			AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■			European Commission, Directorate-General International Partnerships	2	2	85%
Guinea-Bissau	■	■	ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	103	44	43%
			AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■			European Commission, Directorate-General International Partnerships	2	2	85%
Guyana		■	Caribbean: Development of value added products and intra-regional trade to	■	■	■		■			European Commission, Directorate-General International Partnerships	139	70	51%

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			enhance livelihoods from coconuts II (B407)											
			Trade Intelligence: UK Trade Partnerships Programme (B906)						■		Foreign, Commonwealth and Development Office of the UK	8	8	103%
Haiti	■	■	Haiti: Feasibility study exports of mango, horticulture and cereals (B964)	■				■			Enhanced Integrated Framework	-	16	
Honduras			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)	■							European Commission, Directorate-General International Partnerships	20	17	88%
			EI Amatillo-Honduras: Creating Resilience and Employment for Communities in Remote Environments (CRECER) (C074)		■						United States Agency for International Development	342	-	0%
India			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)	■							European Commission, Directorate-General International Partnerships	27	24	88%
			South-South: Indian trade and investment in the AfCFTA (C106)				■	■	■		ITF Window 1	8	3	45%
Indonesia			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)	■							European Commission, Directorate-General International Partnerships	23	21	88%
Iran (Islamic Republic of)			Culture project: Identity Building and Sharing Business Initiative (B542)	■	■						European Commission, Directorate-General International Partnerships	229	123	54%
			Iran: Trade-Related Technical Assistance (B782)	■	■	■	■				European Commission, Directorate-General International Partnerships	2,231	580	26%
Iraq		■	Iraq: Strengthening the Agriculture and Agri-Food Value Chain and Improving Trade Policy (SAAVI) (B960)	■	■	■			■		European Commission, Directorate-General International Partnerships	6,977	2,740	39%
			SheTrades: Accelerator Programme for women entrepreneurs in the Apparel, Accessories and Home Décor sector (C052)		■						Deutsche Gesellschaft für Internationale Zusammenarbeit	70	54	77%
Jamaica		■	Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)	■	■	■		■			European Commission, Directorate-General International Partnerships	154	78	51%
				■	■	■		■			European Commission, Directorate-General International Partnerships	216	113	52%

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			ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)								ITF Window 1	2	-	0%
			CARIFORUM: UK Trade Partnerships Programme (B900)	■	■	■	■				Foreign, Commonwealth and Development Office of the UK	56	26	46%
			Trade Intelligence: UK Trade Partnerships Programme (B906)						■		Foreign, Commonwealth and Development Office of the UK	8	8	103%
			Programme Management: UK Trade Partnerships Programme (B908)	■							Foreign, Commonwealth and Development Office of the UK	44	30	69%
			Euromed: Providing trade and market intelligence for better informed decisions (TIFM 2) (A340)					■			European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	92	22	23%
			Jordan: Trade for Employment Project: "Improving Business Environment for SMEs Through Trade Facilitation" (B639)	■	■	■			■		Deutsche Gesellschaft für Internationale Zusammenarbeit	1,238	367	30%
			MENATEX Regional: Regional component of the Textiles and Clothing Programme for the MENA region (B696)	■				■			Swedish International Development Cooperation Agency	57	39	70%
Jordan		■	Jordan: Improving the international competitiveness of the textile and clothing sector (MENATEX) (B811)	■	■	■					Swedish International Development Cooperation Agency	246	152	62%
			SheTrades: Accelerator Programme for women entrepreneurs in the Apparel, Accessories and Home Décor sector (C052)		■						Deutsche Gesellschaft für Internationale Zusammenarbeit	56	43	77%
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	6	2	29%
			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)		■	■	■	■			ITF Window 1 (BDF)	-	1	
Kazakhstan		■	Central Asia: Ready4Trade (R4TCA) (B723)				■		■		European Commission, Directorate-General International Partnerships	804	353	44%

Country / Region	LDCs	Priority countries	Project Title	Sustainable and resilient value chains	Inclusive trade (women, youth, other vulnerable)	Green trade	E-commerce	Regional integration and South-South trade	General (non-impact area specific)	Corporate	Funders	OP Budget 2022 (\$'000)	Delivery Jan-Jun 2022 (\$'000)	% Delivered	
			Central Asia: Developing entrepreneurial skills and providing access to international market to lifestyle sector artisans, micro-producers (Ethical Fashion Initiative) (C084)	■	■			■			United Nations Educational, Scientific and Cultural Organization - Almaty Cluster Office	-	20		
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	6	2	29%	
Kenya		■	EU-EAC Market Access Upgrade Programme - MARKUP (B383)	■				■			European Commission, Directorate-General International Partnerships	149	154	103%	
			Culture project: Identity Building and Sharing Business Initiative (B542)	■	■						European Commission, Directorate-General International Partnerships	344	184	54%	
			SheTrades Commonwealth Programme (B578)		■						Foreign, Commonwealth and Development Office of the UK	-	128		
			Trade Training Hub (TTH) (B736)		■				■		ITF Window 1	10	17	162%	
			COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)		■			■			Common Market for Eastern & Southern Africa (COMESA)	130	80	62%	
			ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)	■	■	■		■			European Commission, Directorate-General International Partnerships	216	113	52%	
											ITF Window 1	2	-	0%	
			Refugee Employment and Skills Initiative: Building Solutions for Somali Refugees in a Fragile Protracted Displacement Scenario (RESI Dadaab II) (B864)		■						Danish Refugee Council – Kenya	169	151	90%	
											Ministry of Foreign Affairs of Japan	-	0		
											Norwegian Refugee Council	100	78	78%	
				AfCTA Export Training Programme for African SMEs (B972)					■			African Export-Import Bank	-	15	
				Partnership for enhancing export capacity of Africa to China (PEECAC) (C040)	■	■			■			Department of Commerce of Hunan Province China	35	15	43%
			SheTrades: Accelerator Programme for women entrepreneurs in the Apparel, Accessories and Home Décor sector (C052)		■						Deutsche Gesellschaft für Internationale Zusammenarbeit	56	43	77%	
			AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■			European Commission, Directorate-General International Partnerships	2	2	85%	
			South-South: Indian trade and investment in the AfCFTA (C106)				■	■	■		ITF Window 1	8	3	45%	

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			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	6	2	29%
Kiribati	■	■	Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	6	2	29%
			Global: Networking and knowledge management for the textile and clothing sector (GTEX) (B451)	■		■		■			State Secretariat for Economic Affairs of Switzerland	39	20	52%
			Kyrgyzstan: Improving the international competitiveness of the textile and clothing sector (GTEX) (B676)	■	■						State Secretariat for Economic Affairs of Switzerland	-	182	
Kyrgyzstan		■	Central Asia: Ready4Trade (R4TCA) (B723)				■		■		European Commission, Directorate-General International Partnerships	804	353	44%
			Central Asia: Developing entrepreneurial skills and providing access to international market to lifestyle sector artisans, micro-producers (Ethical Fashion Initiative) (C084)	■	■			■			United Nations Educational, Scientific and Cultural Organization - Almaty Cluster Office	-	20	
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	6	2	29%
			Lao PDR: ASEAN Regional Integration Support (Laos-ARISE Plus) (B505)	■				■			European Commission, Directorate-General International Partnerships	1,560	422	27%
											ITF Window 1	-	23	
Lao People's Democratic Republic	■	■	Systematic Mechanism for Safer Trade (SYMST) (B695)	■							European Commission, Directorate-General International Partnerships	317	245	77%
			Cambodia, Lao PDR, Mongolia and Viet Nam: Conversion of ITC e-learning courses into national language versions (C024)				■	■	■		Deutsche Gesellschaft für Internationale Zusammenarbeit	-	9	
			Euromed: Providing trade and market intelligence for better informed decisions (TIFM 2) (A340)					■			European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	92	22	23%
Lebanon		■	Lebanon - E-Commerce for Women Entrepreneurs (B820)		■		■				World Bank	71	103	145%
			SheTrades: Accelerator Programme for women entrepreneurs in the Apparel,		■						Deutsche Gesellschaft für Internationale Zusammenarbeit	56	43	77%

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			Accessories and Home Décor sector (C052)											
			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)		■	■	■	■			ITF Window 1 (BDF)	-	1	
Lesotho	■	■	Lesotho: Empowerment of public and private stakeholders on the implementation of NES Roadmap (C064)		■	■	■				Enhanced Integrated Framework	22	62	276%
			AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■			European Commission, Directorate-General International Partnerships	2	2	85%
			South-South: Indian trade and investment in the AfCFTA (C106)				■	■	■		ITF Window 1	8	3	45%
Liberia	■	■	ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	103	44	43%
			Liberia: Developing the tourism sector with a focus on surfing and destinations (B555)						■		Enhanced Integrated Framework	180	82	46%
			SheTrades West Africa (B610)	■	■						Korea International Cooperation Agency	314	226	72%
			ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)	■	■	■		■			European Commission, Directorate-General International Partnerships	216	113	52%
					ITF Window 1	2	-	0%						
AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■			European Commission, Directorate-General International Partnerships	2	2	85%			
Libya		■	Libya: Increasing trade transparency through the EuroMed Trade Helpdesk (B951)					■	■		Expertise France	103	48	46%
			AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■			European Commission, Directorate-General International Partnerships	2	2	85%
			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)					■	■	■		ITF Window 1 (BDF)	-	1
Madagascar	■	■	Madagascar: UK Trade Partnerships Programme (B904)	■	■		■	■			Foreign, Commonwealth and Development Office of the UK	257	276	108%



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			Trade Intelligence: UK Trade Partnerships Programme (B906)						■		Foreign, Commonwealth and Development Office of the UK	8	8	103%
			Programme Management: UK Trade Partnerships Programme (B908)	■							Foreign, Commonwealth and Development Office of the UK	40	28	69%
			Partnership for enhancing export capacity of Africa to China (PEECAC) (C040)	■	■			■			Department of Commerce of Hunan Province China	35	15	43%
			AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■			European Commission, Directorate-General International Partnerships	2	2	85%
			COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)		■			■			Common Market for Eastern & Southern Africa (COMESA)	130	80	62%
Malawi	■	■	AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■			European Commission, Directorate-General International Partnerships	2	2	85%
			South-South: Indian trade and investment in the AfCFTA (C106)				■	■	■		ITF Window 1	8	3	45%
Malaysia			Malaysia: Trade-Related Assistance (Arise + Malaysia) (B872)	■		■	■		■		European Commission, Directorate-General International Partnerships	1,196	455	38%
			Burkina Faso et Mali: Création d'emplois équitables et développement durable de microentreprises dans les chaînes de valeur liées au secteur du « lifestyle » (B276)	■	■						European Commission, Directorate-General International Partnerships	-	100	
			ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	103	44	43%
			Culture project: Identity Building and Sharing Business Initiative (B542)	■	■						European Commission, Directorate-General International Partnerships	321	172	54%
Mali	■	■	AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■			European Commission, Directorate-General International Partnerships	2	2	85%
			NTF V Programme Coordination (C094)						■		Ministry of Foreign Affairs of the Netherlands	17	10	59%
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	6	2	29%
			Benin, Côte d'Ivoire, Mali and Uganda: Building Resilient Trade Competitiveness by Fast Tracking the Digital Technology Sector (NTF V) (C154)	■	■	■		■			Ministry of Foreign Affairs of the Netherlands	64	46	72%



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Mauritania	■	■	ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	171	74	43%		
			AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■				European Commission, Directorate-General International Partnerships	2	2	85%	
Mauritius	■	■	Trade Intelligence: UK Trade Partnerships Programme (B906)						■		Foreign, Commonwealth and Development Office of the UK	16	16	103%		
			Partnership for enhancing export capacity of Africa to China (PEECAC) (C040)	■	■			■				Department of Commerce of Hunan Province China	35	15	43%	
			AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■				European Commission, Directorate-General International Partnerships	2	2	85%	
Mexico			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)	■							European Commission, Directorate-General International Partnerships	20	17	88%		
Micronesia (Federated States of)		■	Micronesia: Coconut Export Strategy (C058)	■	■						Federated States of Micronesia Petroleum Corporation	120	42	35%		
Mongolia		■	Cambodia, Lao PDR, Mongolia and Viet Nam: Conversion of ITC e-learning courses into national language versions (C024)				■	■	■		Deutsche Gesellschaft für Internationale Zusammenarbeit	-	9			
Montenegro			CEFTA - Support to regional integration (B973)					■			Deutsche Gesellschaft für Internationale Zusammenarbeit	38	5	14%		
Morocco			Euromed: Providing trade and market intelligence for better informed decisions (TIFM 2) (A340)					■			European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	92	22	23%		
			Global: Networking and knowledge management for the textile and clothing sector (GTEX) (B451)	■		■		■				State Secretariat for Economic Affairs of Switzerland	39	20	52%	
			Morocco: Improving the international competitiveness of the textile and clothing sector (GTEX/MENATEX) (B674)	■		■							State Secretariat for Economic Affairs of Switzerland	141	221	156%
													Swedish International Development Cooperation Agency	105	7	7%
			MENATEX Regional: Regional component of the Textiles and Clothing Programme for the MENA region (B696)	■				■			Swedish International Development Cooperation Agency	57	39	70%		

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			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)	■							European Commission, Directorate-General International Partnerships	27	24	88%
			SheTrades Morocco (B937)		■						International Islamic Trade Finance Corporation	191	112	59%
			AfCTA Export Training Programme for African SMEs (B972)					■			African Export-Import Bank	-	15	
			Textile and Apparel Network for Africa (TANA) (C027)	■		■	■				Deutsche Gesellschaft für Internationale Zusammenarbeit	35	37	105%
			AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■			European Commission, Directorate-General International Partnerships	2	2	85%
			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)		■	■	■	■			ITF Window 1 (BDF)	-	1	
			AfCTA Export Training Programme for African SMEs (B972)					■			African Export-Import Bank	-	15	
Mozambique	■	■	Partnership for enhancing export capacity of Africa to China (PEECAC) (C040)	■	■			■			Department of Commerce of Hunan Province China	35	15	43%
			AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■			European Commission, Directorate-General International Partnerships	2	2	85%
			South-South: Indian trade and investment in the AfCFTA (C106)				■	■	■		ITF Window 1	8	3	45%
Myanmar	■	■	Myanmar: Upgrading horticulture supply and sustainable tourism to develop business linkages (B566)	■	■						State Secretariat for Economic Affairs of Switzerland	357	176	49%
			Myanmar: Trade-Related Technical Assistance (ARISE+ Myanmar) (B567)	■	■			■			European Commission, Directorate-General International Partnerships	856	769	90%
			NTF V Programme Coordination (C094)						■		Ministry of Foreign Affairs of the Netherlands	24	14	59%
Namibia		■	AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■			European Commission, Directorate-General International Partnerships	2	2	85%
			South-South: Indian trade and investment in the AfCFTA (C106)				■	■	■		ITF Window 1	8	3	45%
Nauru		■	Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	6	2	29%

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Nepal	<span style="color: #00AEEF;">■</span>	<span style="color: #E91E63;">■</span>	Nepal Trade-Related Assistance (B731)	■							European Commission, Directorate-General International Partnerships	2,034	760	37%		
Nicaragua			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)	■							European Commission, Directorate-General International Partnerships	20	17	88%		
Niger	<span style="color: #00AEEF;">■</span>	<span style="color: #E91E63;">■</span>	ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	103	44	43%		
			AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■				European Commission, Directorate-General International Partnerships	2	2	85%	
Nigeria	<span style="color: #E91E63;">■</span>		ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	103	44	43%		
			SheTrades Commonwealth Programme (B578)		■							Foreign, Commonwealth and Development Office of the UK	-	128		
			Trade Training Hub (TTH) (B736)		■				■			ITF Window 1	10	16	162%	
			AfCTA Export Training Programme for African SMEs (B972)						■			African Export-Import Bank	-	15		
			AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■				European Commission, Directorate-General International Partnerships	2	2	85%	
			SheTrades: Empowering African women through e-commerce (C098)		■							Deutsche Gesellschaft für Internationale Zusammenarbeit	94	56	59%	
			South-South: Indian trade and investment in the AfCFTA (C106)						■	■	■		ITF Window 1	8	3	45%
			Nigeria: Vaccine Investments and Trade Ecosystems in Africa (VITEA) (C107)	■						■			Ministry of Foreign Affairs of Japan	-	19	
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■			■	■	■			United Nations Conference on Trade and Development	6	2	29%
North Macedonia		<span style="color: #E91E63;">■</span>	CEFTA - Support to regional integration (B973)					■			Deutsche Gesellschaft für Internationale Zusammenarbeit	38	5	14%		
Pakistan			Pakistan: Growth for rural advancement and sustainable progress (GRASP) (B466)	■	■	■	■				European Commission, Directorate-General International Partnerships	7,921	7,184	91%		
											ITF Window 1	88	-	0%		
			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)	■								European Commission, Directorate-General International Partnerships	20	17	88%	

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			Pakistan: Revenue Mobilisation for Investment and Trade (ReMIT) (B938)		■				■		Foreign, Commonwealth and Development Office of the UK	1,498	590	39%	
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	6	2	29%	
Papua New Guinea	■	■	ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)	■	■	■		■			European Commission, Directorate-General International Partnerships	216	113	52%	
											ITF Window 1	2	-	0%	
			Trade Intelligence: UK Trade Partnerships Programme (B906)							■		Foreign, Commonwealth and Development Office of the UK	8	8	103%
			Programme Management: UK Trade Partnerships Programme (B908)	■								Foreign, Commonwealth and Development Office of the UK	40	28	69%
			PNG: UK Trade Partnerships Programme (B967)	■		■						Foreign, Commonwealth and Development Office of the UK	162	155	96%
Philippines			Philippines: Trade-Related Assistance (Arise + Philippines) (C007)		■			■	■	European Commission, Directorate-General International Partnerships	1,121	699	62%		
Qatar			Qatar: Export Acceleration Pilot Programme to improve SME competitiveness and market access (Qatar EAP) (B996)	■							Qatar Development Bank	148	93	63%	
			Qatar: Export Acceleration Programme II (C158)	■								Qatar Development Bank	-	59	
Republic of Moldova (the)	■	■	Trade and market intelligence for the Eastern Partnership Countries (B802)					■			European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	205	169	82%	
			CEFTA - Support to regional integration (B973)						■			Deutsche Gesellschaft für Internationale Zusammenarbeit	38	5	14%
Rwanda	■	■	EU-EAC Market Access Upgrade Programme - MARKUP (B383)	■				■			European Commission, Directorate-General International Partnerships	149	154	103%	
			Alliance for Product Quality in Africa (B928)	■	■							Deutsche Gesellschaft für Internationale Zusammenarbeit	36	26	74%
			SheTrades Rwanda (B950)		■							Enhanced Integrated Framework	56	99	177%
			AfCTA Export Training Programme for African SMEs (B972)						■			African Export-Import Bank	-	15	
			Partnership for enhancing export capacity of Africa to China (PEECAC) (C040)	■	■					■		Department of Commerce of Hunan Province China	35	15	43%

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			AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■			European Commission, Directorate-General International Partnerships	2	2	85%
			South-South: Indian trade and investment in the AfCFTA (C106)				■	■	■		ITF Window 1	8	3	45%
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	6	2	29%
			SheTrades Rwanda Phase 2 (C195)		■						ITF Window 1 (BDF)	-	17	
Saint Kitts and Nevis		■	Trade Intelligence: UK Trade Partnerships Programme (B906)						■		Foreign, Commonwealth and Development Office of the UK	8	8	103%
			Non-ODA: UK Trade Partnerships Programme (C166)	■							Foreign, Commonwealth and Development Office of the UK	35	39	112%
Saint Lucia		■	St. Lucia: Strengthening the institutional infrastructure for export promotion (A332)	■	■		■	■	■		Export Saint Lucia	39	18	46%
			Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)	■	■	■		■			European Commission, Directorate-General International Partnerships	123	62	51%
			CARIFORUM: UK Trade Partnerships Programme (B900)	■	■	■	■				Foreign, Commonwealth and Development Office of the UK	56	26	46%
			Trade Intelligence: UK Trade Partnerships Programme (B906)						■		Foreign, Commonwealth and Development Office of the UK	8	8	103%
Saint Vincent and the Grenadines		■	Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)	■	■	■		■			European Commission, Directorate-General International Partnerships	123	62	51%
			CARIFORUM: UK Trade Partnerships Programme (B900)	■	■	■	■				Foreign, Commonwealth and Development Office of the UK	64	29	46%
			Trade Intelligence: UK Trade Partnerships Programme (B906)						■		Foreign, Commonwealth and Development Office of the UK	8	8	103%
Samoa		■	Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	6	2	29%
Sao Tome and Principe	■	■	AfCTA Export Training Programme for African SMEs (B972)					■			African Export-Import Bank	-	15	

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			AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■			European Commission, Directorate-General International Partnerships	2	2	85%	
Senegal	■	■	Sénégal: Programme d'appui à la Compétitivité de l'Afrique de l'Ouest (PACAO) (B461)	■	■		■	■			European Commission, Directorate-General International Partnerships	621	648	104%	
			ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	103	44	43%	
			Textile and Apparel Network for Africa (TANA) (C027)	■		■	■					Deutsche Gesellschaft für Internationale Zusammenarbeit	35	37	105%
			SheTrades: Accelerator Programme for women entrepreneurs in the Apparel, Accessories and Home Décor sector (C052)		■							Deutsche Gesellschaft für Internationale Zusammenarbeit	56	43	77%
			AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■				European Commission, Directorate-General International Partnerships	2	2	85%
			NTF V Programme Coordination (C094)							■		Ministry of Foreign Affairs of the Netherlands	79	46	59%
			Senegal: Alliances for Value Addition in Cashew Nut (NTF V) (C152)	■								Ministry of Foreign Affairs of the Netherlands	257	63	24%
			Senegal: Building Resilient Trade Competitiveness by Fast Tracking the Digital Technology Sector (NTF V) (C153)	■	■	■		■				Ministry of Foreign Affairs of the Netherlands	342	173	51%
Serbia			CEFTA - Support to regional integration (B973)					■			Deutsche Gesellschaft für Internationale Zusammenarbeit	48	7	14%	
			Balkan states and Central Asia: Increasing SME competitiveness and linking to global markets (C178)	■	■	■	■					ITF Window 1 (BDF)	-	5	
Seychelles		■	Trade Intelligence: UK Trade Partnerships Programme (B906)						■		Foreign, Commonwealth and Development Office of the UK	4	4	103%	
			AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■				European Commission, Directorate-General International Partnerships	2	2	85%
			Non-ODA: UK Trade Partnerships Programme (C166)	■								Foreign, Commonwealth and Development Office of the UK	35	39	112%
Sierra Leone	■	■	Sierra Leone: West Africa Competitiveness Programme (B457)	■	■			■			United Nations Industrial Development Organization	685	180	26%	
			ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■			■				European Commission, Directorate-General International Partnerships	103	44	43%

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			SheTrades West Africa (B610)	■	■						Korea International Cooperation Agency	314	226	72%	
			AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■			European Commission, Directorate-General International Partnerships	2	2	85%	
Solomon Islands	■	■	Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	6	2	29%	
Somalia	■	■	Refugee Employment and Skills Initiative: Building Solutions for Somali Refugees in a Fragile Protracted Displacement Scenario (RESI Dadaab II) (B864)		■						Danish Refugee Council – Kenya	169	151	90%	
												Ministry of Foreign Affairs of Japan	-	0	
												Norwegian Refugee Council	100	78	78%
			Somalia: Economic self-reliance through digital work for displacement affected communities (C019)		■						Ministry of Foreign Affairs of Japan	188	101	54%	
			AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■			European Commission, Directorate-General International Partnerships	2	2	85%	
South Africa		■	AfCTA Export Training Programme for African SMEs (B972)					■			African Export-Import Bank	-	39		
			SheTrades: Accelerator Programme for women entrepreneurs in the Apparel, Accessories and Home Décor sector (C052)		■							Deutsche Gesellschaft für Internationale Zusammenarbeit	56	43	77%
			AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■			■			European Commission, Directorate-General International Partnerships	2	2	85%
			SheTrades: Empowering African women through e-commerce (C098)		■							Deutsche Gesellschaft für Internationale Zusammenarbeit	94	56	59%
South Sudan	■	■	South Sudan: Jobs Creation and Trade Development (B910)	■	■						European Commission, Directorate-General International Partnerships	1,298	544	42%	
			South Sudan: National Export and Investment Strategy (AfCFTA) (C029)	■				■				African Export-Import Bank	222	186	83%
			AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■			■			European Commission, Directorate-General International Partnerships	2	2	85%
			South-South: Indian trade and investment in the AfCFTA (C106)					■	■	■		ITF Window 1	30	14	45%
Sri Lanka			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)	■						European Commission, Directorate-General International Partnerships	20	17	88%		



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			Sri Lanka: Trade Facilitation for SMEs (B986)	■	■	■	■		■		Deutsche Gesellschaft für Internationale Zusammenarbeit	385	133	35%		
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	6	2	29%		
			Conducive policy and regulatory environment: Trade negotiations and policy reform (C128)	■	■	■	■	■	■		ITF Window 1	4	4	94%		
State of Palestine	■	■	Euromed: Providing trade and market intelligence for better informed decisions (TIFM 2) (A340)					■			European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	92	22	23%		
			State of Palestine: Enhancing self-employment of refugees and youth in Gaza through digital channels (C055)		■							Ministry of Foreign Affairs of Japan	195	186	95%	
Sudan	■	■	AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■			European Commission, Directorate-General International Partnerships	2	2	85%		
Suriname	■	■	Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)	■	■	■		■			European Commission, Directorate-General International Partnerships	123	62	51%		
			Trade Intelligence: UK Trade Partnerships Programme (B906)						■			Foreign, Commonwealth and Development Office of the UK	8	8	103%	
Tajikistan	■	■	Tajikistan: Enabling market access for agricultural products through improved food safety system (STDF) (B312)	■		■					Standards and Trade Development Facility	41	73	178%		
			Global: Networking and knowledge management for the textile and clothing sector (GTEX) (B451)	■		■		■				State Secretariat for Economic Affairs of Switzerland	39	20	52%	
			Culture project: Identity Building and Sharing Business Initiative (B542)	■	■							European Commission, Directorate-General International Partnerships	321	172	54%	
			Tajikistan: Improving the international competitiveness of the textile and clothing sector (GTEX) (B675)	■	■								State Secretariat for Economic Affairs of Switzerland	-	217	
			Central Asia: Ready4Trade (R4TCA) (B723)						■		■		European Commission, Directorate-General International Partnerships	804	353	44%
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)				■		■	■	■		United Nations Conference on Trade and Development	6	2	29%



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			Balkan states and Central Asia: Increasing SME competitiveness and linking to global markets (C178)	■	■	■	■				ITF Window 1 (BDF)	-	5			
Thailand			Thailand: Trade-Related Assistance (Arise + Thailand) (B873)	■		■		■	■		European Commission, Directorate-General International Partnerships	1,032	365	35%		
Togo	■	■	ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	103	44	43%		
			AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■				European Commission, Directorate-General International Partnerships	2	2	85%	
Tonga		■	Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	6	2	29%		
Trinidad and Tobago		■	Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)	■	■	■		■			European Commission, Directorate-General International Partnerships	123	62	51%		
			Trade Intelligence: UK Trade Partnerships Programme (B906)							■		Foreign, Commonwealth and Development Office of the UK	8	8	103%	
			Non-ODA: UK Trade Partnerships Programme (C166)	■								Foreign, Commonwealth and Development Office of the UK	35	39	112%	
Tunisia			Euromed: Providing trade and market intelligence for better informed decisions (TIFM 2) (A340)					■			European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	92	22	23%		
			Global: Networking and knowledge management for the textile and clothing sector (GTEX) (B451)	■		■		■				State Secretariat for Economic Affairs of Switzerland	39	20	52%	
			Tunisia: Improving the international competitiveness of the textile and clothing sector (GTEX/MENATEX) (B672)	■	■								State Secretariat for Economic Affairs of Switzerland	513	294	57%
													Swedish International Development Cooperation Agency	13	-9	-69%
			MENATEX Regional: Regional component of the Textiles and Clothing Programme for the MENA region (B696)	■					■				Swedish International Development Cooperation Agency	57	39	70%
Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)	■									European Commission, Directorate-General International Partnerships	27	24	88%			

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			Alliance for Product Quality in Africa (B928)	■	■						Deutsche Gesellschaft für Internationale Zusammenarbeit	14	11	74%
			Tunisia: E-Commerce for Women Entrepreneurs (B971)		■		■				World Bank	-	43	
			AfCTA Export Training Programme for African SMEs (B972)					■			African Export-Import Bank	-	15	
			Textile and Apparel Network for Africa (TANA) (C027)	■		■	■				Deutsche Gesellschaft für Internationale Zusammenarbeit	35	37	105%
			AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■			European Commission, Directorate-General International Partnerships	96	82	85%
			Tunisia: Increasing knowledge of economic operators on AfCFTA opportunities (C147)					■			Deutsche Gesellschaft für Internationale Zusammenarbeit	94	28	30%
			Tunisia: Market Intelligence within CEPEX (C160)						■		Deutsche Gesellschaft für Internationale Zusammenarbeit	194	35	18%
			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)		■	■	■	■			ITF Window 1 (BDF)	-	1	
Türkiye			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)	■							European Commission, Directorate-General International Partnerships	20	17	88%
			Central Asia: Ready4Trade (R4TCA) (B723)				■	■			European Commission, Directorate-General International Partnerships	804	353	44%
Turkmenistan		■	Central Asia: Developing entrepreneurial skills and providing access to international market to lifestyle sector artisans, micro-producers (Ethical Fashion Initiative) (C084)	■	■			■			United Nations Educational, Scientific and Cultural Organization - Almaty Cluster Office	-	20	
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	6	2	29%
Tuvalu	■	■	Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	6	2	29%

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Uganda	■ ■		EU-EAC Market Access Upgrade Programme - MARKUP (B383)	■				■			European Commission, Directorate-General International Partnerships	149	154	103%		
			Culture project: Identity Building and Sharing Business Initiative (B542)	■	■							European Commission, Directorate-General International Partnerships	321	172	54%	
			Uganda: Handicraft and Souvenir Development Project (HSDP) (B764)	■	■							Enhanced Integrated Framework	71	26	36%	
			AfCTA Export Training Programme for African SMEs (B972)						■			African Export-Import Bank	-	15		
			Uganda: Strengthening Agribusiness Resilience and Competitiveness (STAR) (C017)	■	■	■						ITF Window 1 (BDF)	-	22		
			Uganda: Youth Startup Academy in Africa (C026)									ITF Window 1 (BDF)	-	14		
												ITF Window 1	20	-	0%	
												Ministry of SMEs and Startups of the Republic of Korea	-	102		
					Partnership for enhancing export capacity of Africa to China (PEECAC) (C040)	■	■			■			Department of Commerce of Hunan Province China	35	15	43%
					AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■			European Commission, Directorate-General International Partnerships	2	2	85%
					NTF V Programme Coordination (C094)						■		Ministry of Foreign Affairs of the Netherlands	17	10	59%
					South-South: Indian trade and investment in the AfCFTA (C106)				■	■	■		ITF Window 1	8	3	45%
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	6	2	29%		
			Benin, Côte d'Ivoire, Mali and Uganda: Building Resilient Trade Competitiveness by Fast Tracking the Digital Technology Sector (NTF V) (C154)	■	■	■		■			Ministry of Foreign Affairs of the Netherlands	64	46	72%		
Ukraine			Trade and market intelligence for the Eastern Partnership Countries (B802)					■			European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	164	135	82%		
			Ukraine: Linking SMEs in the fruits and vegetable sector to global and domestic markets and value chains (Phase II) (C044)	■							Embassy of Sweden to Ukraine	685	159	23%		

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United Republic of Tanzania (the)	■	■	EU-EAC Market Access Upgrade Programme - MARKUP (B383)	■				■			European Commission, Directorate-General International Partnerships	149	154	103%	
			Tanzania: Kigoma Joint Programme under UNDP II (B727)		■		■					MPTF - MDG Achievement Fund	342	136	40%
			COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)		■				■			Common Market for Eastern & Southern Africa (COMESA)	130	80	62%
			Tanzania: Developing the Beekeeping Value Chain (B924)	■	■							Enabel – Agence Belge de développement	951	295	31%
			AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■			■			European Commission, Directorate-General International Partnerships	2	2	85%
			South-South: Indian trade and investment in the AfCFTA (C106)						■	■	■	ITF Window 1	8	3	45%
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)				■		■	■	■	United Nations Conference on Trade and Development	6	2	29%
Uruguay			SheTrades Latin America: Supporting women businesses' transition towards the post COVID digital age (B999)		■		■			ITF Window 1	55	21	38%		
Uzbekistan	■		Culture project: Identity Building and Sharing Business Initiative (B542)	■	■						European Commission, Directorate-General International Partnerships	344	184	54%	
			Central Asia: Ready4Trade (R4TCA) (B723)				■		■		European Commission, Directorate-General International Partnerships	804	353	44%	
			Uzbekistan: Facilitating the Process of Accession to the WTO (B915)	■	■					■		European Commission, Directorate-General for Trade	856	248	29%
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)				■		■	■	■	United Nations Conference on Trade and Development	6	2	29%
			Balkan states and Central Asia: Increasing SME competitiveness and linking to global markets (C178)	■	■	■	■					ITF Window 1 (BDF)	-	5	
Vanuatu	■		ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)	■	■	■		■			European Commission, Directorate-General International Partnerships	709	372	52%	
											ITF Window 1	6	-	0%	
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)				■		■	■		United Nations Conference on Trade and Development	6	2	29%

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Viet Nam			Systematic Mechanism for Safer Trade (SYMST) (B695)	■							European Commission, Directorate-General International Partnerships	282	217	77%
			Vietnam: Trade Policy and Promotion Project (B888)	■							State Secretariat for Economic Affairs of Switzerland	839	327	39%
			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)	■							European Commission, Directorate-General International Partnerships	20	17	88%
			Cambodia, Lao PDR, Mongolia and Viet Nam: Conversion of ITC e-learning courses into national language versions (C024)				■	■	■		Deutsche Gesellschaft für Internationale Zusammenarbeit	-	9	
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	6	2	29%
Zambia	■ ■		COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)		■			■			Common Market for Eastern & Southern Africa (COMESA)	149	92	62%
			ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)	■	■	■		■			European Commission, Directorate-General International Partnerships	216	113	52%
			ITF Window 1									2	-	0%
			Partnership for enhancing export capacity of Africa to China (PEECAC) (C040)	■	■			■			Department of Commerce of Hunan Province China	35	15	43%
			SheTrades Zambia: Increasing the participation of women in trade (C081)		■		■				ITF Window 1	75	36	49%
			AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■			European Commission, Directorate-General International Partnerships	2	2	85%
Zimbabwe		■	South-South: Indian trade and investment in the AfCFTA (C106)				■	■	■		ITF Window 1	8	3	45%
			COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)		■			■			Common Market for Eastern & Southern Africa (COMESA)	130	80	62%
			Trade Intelligence: UK Trade Partnerships Programme (B906)						■		Foreign, Commonwealth and Development Office of the UK	8	8	103%
			Zimbabwe: UK Trade Partnerships Programme (B907)	■	■	■					Foreign, Commonwealth and Development Office of the UK	153	128	84%
			Programme Management: UK Trade Partnerships Programme (B908)	■							Foreign, Commonwealth and Development Office of the UK	40	28	69%

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			AfCTA Export Training Programme for African SMEs (B972)					■			African Export-Import Bank	-	15	
			AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■	■	■		■			European Commission, Directorate-General International Partnerships	2	2	85%
			South-South: Indian trade and investment in the AfCFTA (C106)				■	■	■		ITF Window 1	8	3	45%
Africa			Implementation of the African Trade Observatory within the AUC (B353)					■			European Commission, Directorate-General International Partnerships	1,712	546	32%
			Trade Promotion between China and other Developing Countries along the Belt and Road Initiative (B568)					■			Ministry of Commerce of China	107	44	41%
			ONE TRADE AFRICA: Connecting the African business community with the AfCFTA (C088)	■	■		■	■			ITF Window 1	850	310	36%
			SheTrades: Empowering women and boosting livelihoods through agricultural trade: Leveraging the AfCFTA (C100)		■			■			Food and Agriculture Organization of the United Nations	295	58	20%
			SheTrades: Empowering Women in the AfCFTA (Phase II) (C101)		■			■			Deutsche Gesellschaft für Internationale Zusammenarbeit	368	191	52%
			Africa: Promoting trade and investments in health technologies (C196)	■							ITF Window 1 (BDF)	50	38	76%
	Asia and the Pacific			Trade Promotion between China and other Developing Countries along the Belt and Road Initiative (B568)					■			Ministry of Commerce of China	107	44
Middle East and North Africa			Middle East and North Africa: E-commerce Acceleration Programme (C181)				■				United Nations Economic and Social Commission for Western Asia	-	28	
Global			Euromed: Providing trade and market intelligence for better informed decisions (TIFM 2) (A340)					■			European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	123	29	23%
			Export Potential Map (A341)	■	■			■	■		Centre for the Promotion of Imports from Developing Countries	-	1	
		China Council for the Promotion of International Trade – Hengshui Training Center									-	-1		
		Croatian Chamber of Economy									2	2	105%	

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											Department for Environment, Food and Rural Affairs of the UK	-	2	
											Enterprise Greece Invest & Trade	9	-	0%
											Flanders Investment & Trade	41	19	47%
											International Labour Organization	46	51	112%
											PROCOLUMBIA	0	0	114%
											Switzerland Global Enterprise	-	2	
											Wirtschaftskammer Oesterreich	-	2	
			Trade in services (B026)	■			■	■			Ministry of Commerce of China	171	106	62%
			Trade for Sustainable Development (T4SD) (B036)	■							Deutsche Gesellschaft für Internationale Zusammenarbeit	110	135	123%
											European Commission, Directorate-General for Trade	31	4	13%
											Fédération Européenne des Fabricants d'Aliments Composés	27	21	77%
											Sustainable Agriculture Initiative	-	14	
											United States Agency for International Development	68	95	139%
			TIS Revolving Fund / E-learning (B155)						■		Revolving Fund TS	-	23	
			MLS-SCM Revolving Fund (B189)	■	■				■		Revolving Fund MLS-SCM	171	47	27%
			Fellowship: Mo Ibrahim Foundation (B203)							■	Mo Ibrahim Foundation	114	104	91%
			TS Revolving Fund (B205)	■	■	■	■		■		Revolving Fund TS	-	16	
			Improving transparency in trade through market analysis tools as a global public good (B336)								European Commission, Directorate-General International Partnerships	676	353	52%
											ITF Window 1	550	244	45%
											Revolving Fund MAR	43	88	207%
			Improving transparency in trade through embedded market analysis tools (B352)								CrimsonLogic - Panama	-	40	
											Federation of U.A.E Chambers of Commerce and Industry	13	10	81%
											TradeMalta	9	-	0%
			SheTrades Connect (Japan) (B516)		■				■		Ministry of Foreign Affairs of Japan	-	9	



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			Investment Facilitation for Development (B929)	■							Ministry of Commerce of China	77	122	158%
			Alliances for Action: Coffee Guide (B930)	■							ITF Window 1	16	8	52%
			SheTrades and UPS (B956)		■		■			■	UPS Foundation	34	75	218%
			SheTrades and Mary Kay (B957)		■					■	Mary Kay Foundation	15	-0	0%
			SheTrades: Trade Impact Group - WTO (C056)		■						European Commission, Directorate-General for Trade	204	131	64%
			Global: Improving readiness to comply with trade regulations - a self-assessment tool (C078)						■		United States Agency for International Development	171	72	42%
			GreenToCompete: Innovative solutions for environmental sustainability of SMEs (C079)			■					United States Agency for International Development	171	123	72%
			Alliances for Action: Coffee Network (C093)	■							ITF Window 1	-	75	
			Strengthening Responsible Business Conduct through due diligence and alignment of SMEs (C103)	■							Deutsche Gesellschaft für Internationale Zusammenarbeit	286	148	52%
			T4SD: Advisory Services (C110)	■		■					Deutsche Gesellschaft für Internationale Zusammenarbeit	154	101	66%
		International Apparel Federation									23	-	0%	
		International Textile Manufacturers Federation									-	7		
		Sustainable Agriculture Initiative									53	-	0%	
			Business, trade and market intelligence: SME Competitiveness Survey and Outlook (C120)	■	■	■	■		■		ITF Window 1	1,300	411	32%
			Business, trade and market intelligence: Artificial Intelligence (C121)						■		ITF Window 1	85	3	4%
			Business, trade and market intelligence: Trade for Sustainable Development (T4SD) database (C122)	■		■					ITF Window 1	1,400	702	50%
			Business, trade and market intelligence: Trade analysis (C124)						■		ITF Window 1	204	121	59%
			Business, trade and market intelligence: SME Trade Academy (C125)						■		ITF Window 1	116	86	74%



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			Conducive policy and regulatory environment: Quality (C126)	■		■		■			ITF Window 1	394	51	13%
			Conducive policy and regulatory environment: Trade facilitation (C127)	■	■	■				■	ITF Window 1	75	85	114%
			Conducive policy and regulatory environment: Trade negotiations and policy reform (C128)	■	■	■	■	■	■		ITF Window 1	68	63	94%
			Conducive policy and regulatory environment: Strategy (C129)	■	■	■	■				ITF Window 1	216	122	56%
			Supportive business ecosystem: Institutions and Ecosystems for Business Support (C130)	■	■	■	■			■	ITF Window 1	663	438	66%
			Inclusive trade: SheTrades initiative (C131)		■						ITF Window 1	1,150	324	28%
			Inclusive trade: Youth and Trade initiative (C132)		■						ITF Window 1	600	73	12%
			Sustainable and resilient value chains (C133)	■							ITF Window 1	499	249	50%
			Green Trade (C135)			■					ITF Window 1	1,359	498	37%
			Global: Digital connectivity and trade (Switch ON) (C136)				■				ITF Window 1	900	158	18%
			Business Development Fund (BDF 2022) (C137)								ITF Window 1 (BDF)	400	-	0%
			Managing for impact and results: Information Technology (C138)							■	ITF Window 1	800	301	38%
			Managing for impact and results: OED Partnership and Coordination (C139)							■	ITF Window 1	275	103	37%
			Managing for impact and results: DCP/OD Partnership, coordination and business development (C140)							■	ITF Window 1	653	180	28%
										■	ITF Window 1	65	-15	-22%
			Managing for impact and results: DEI/OD Partnership and Coordination (C141)							■	ITF Window 1	184	94	51%
			Managing for impact and results: OED/NY Partnership and Coordination (C142)							■	ITF Window 1	174	71	41%
			Managing for impact and results: Data Management initiative (C143)							■	ITF Window 1	850	206	24%
			Managing for impact and results: Innovation Lab (C144)							■	ITF Window 1	200	94	47%

Country / Region	LDCs	Priority countries	Project Title	Sustainable and resilient value chains	Inclusive trade (women, youth, other vulnerable)	Green trade	E-commerce	Regional integration and South-South trade	General (non-impact area specific)	Corporate	Funders	OP Budget 2022 (\$'000)	Delivery Jan-Jun 2022 (\$'000)	% Delivered
			Managing for impact and results: Results Based Management (RBM) (C145)							■	ITF Window 1	150	100	66%
			Managing for impact and results: Inclusiveness - UN-SWAP (C146)							■	ITF Window 1	192	122	63%
			Managing for impact and results: DMD/OD Partnership, coordination and business development (C163)							■	ITF Window 1	30	7	23%
			Business, trade and market intelligence: Global Trade Helpdesk (C183)						■		ITF Window 1	250	119	48%
			Managing for impact and results: ITC Website (C200)							■	ITF Window 1	-	36	
Global			Associate expert - Sustainable and Inclusive Value Chains (B825)		■						Federal Ministry for Economic Cooperation and Development of Germany - Berlin	50	53	105%
			Associate Expert - Sector and Enterprise Competitiveness (B947)	■	■	■	■				Centre for the Promotion of Imports from Developing Countries	138	79	57%
			Associate Expert - Sustainable and Inclusive Value Chains (B948)		■						Centre for the Promotion of Imports from Developing Countries	135	86	64%
			Associate expert - Strategic Planning, Performance & Governance (C006)							■	Federal Ministry for Economic Cooperation and Development of Germany - Berlin	83	72	87%
			Associate Expert - Sustainable and Inclusive Value Chains (C009)	■	■	■					Department for External Economic Relations of Finland	90	77	86%
			Associate expert - Sector and Enterprise Competitiveness (C030)	■			■				Ministry of Foreign Affairs and International Cooperation of Italy	150	71	47%
			Associate Expert - Latin America and the Caribbean (C053)	■	■		■				Ministry of Foreign Affairs of Japan	160	71	44%
			Associate expert -Trade Facilitation and Policy for Business (C109)		■	■	■	■	■		Swedish International Development Cooperation Agency	171	89	52%
			Associate Expert - Green and Inclusive Value Chains (C186)							■	Federal Ministry for Economic Cooperation and Development of Germany - Berlin	-	78	
			Associate expert - Office for Asia and the Pacific (C201)								■	Ministry of Commerce of China	-	76
		Seconded from Republic of Korea (B985)		■					■		Ministry of SMEs and Startups of the Republic of Korea	285	133	47%
		Seconded from Republic of Korea (C051)							■		Public Procurement Service of the Republic of Korea	270	124	46%

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

## Annex II: ITC's direct contribution to SDG monitoring

### 10 REDUCED INEQUALITIES



#### Goal 10: Reduce inequality within and among countries

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

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

### 17 PARTNERSHIPS FOR THE GOALS



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

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

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

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

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



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

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



## Annex III: ITC's top corporate risks and mitigating actions





### A note on ITC's mid-year risk trends and ratings

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

Risk ID #	Risk Event - an uncertain event or condition that may or may not happen in the future.	Risk responses and mitigating actions, with examples of initiatives planned in 2022	Update on mitigation measures for the first half of 2022	Risk trend H1 2022
1	2	3	3a	4
R1	Delayed upgrading of project operations and internal processes that are needed to support to the timely delivery of the larger project portfolio	<p><b>Control:</b></p> <ul style="list-style-type: none"> <li>Targeted and prioritized efficiency and effectiveness actions, such as continuation of the 'Training for Impact and Compliance (TFIC)' on core ITC processes</li> </ul>	<p>1. <b>Process improvements</b> are monitored through KPIs, progress is evident, e.g., delays in consulting contracting processes / staffing are reduced; several processes have been automated; dashboards on various management topics have been put in place.</p> <p>2. TFIC has been replaced by trainings throughout the year. ITC expanded its <b>knowledge database</b> with video tutorials on core processes and introduced new training offerings for HQ and field staff (e.g access to The UN Staff College 'Blue Line' trainings);</p> <p>3. A review of <b>core processes review</b> was started (Terms of Reference is prepared)</p>	
R2	Inability of ITC to fully deliver on (contractual) commitments in unstable or (temporarily) inaccessible project countries	<p><b>Control:</b></p> <ul style="list-style-type: none"> <li>Further development and use of hybrid and remote delivery models, based on the lessons learnt in 2020</li> <li>Adjustment of COVID-19 contingency plans in affected countries</li> <li>ITC Crisis Management Committee</li> </ul>	<p>1. Remote delivery models have proven to be <b>very useful</b> during the COVID-19 - to maintain business continuity; and for basic or foundation trainings, <b>before face to face trainings</b>. Remote and hybrid is best used in combination with an implementing partner, for example through a Training of Trainers approach. The lower the education levels and/or connectivity, and the higher the need for practical/hands-on demonstration and practice, the less effective remote delivery becomes. Experience with different settings has increased, and projects to fine-tune their hybrid approaches for maximum results. .</p> <p>2. Contingency planning is still used as a <b>mitigation measure</b> in COVID-19 affected settings and unstable settings (Mali; Myanmar; Afghanistan; Ukraine; Somalia...) The effects of the compound crises (4C), will likely increase the list of unstable project countries; ITC has early warnings in place and is applying agile planning, to keep operations wherever possible. In some cases (e.g., floods in Pakistan), ITC needed to <b>redesign and temporarily scale back</b> operations.</p> <p>3. ITC's Crisis Management Committee <b>enables a systemic way for dealing with implementation challenges</b> due to conflict,; for example in Myanmar and Afghanistan, the committee was able to minimize the potential negative effects on personnel.. While ITC is part of the internal UN Security system and its coordination structures in country, the Committee enabled fast <b>situational awareness, decisions and a coordinated approach</b> in terms of measures taken.</p>	




Risk ID #	Risk Event - an uncertain event or condition that may or may not happen in the future.	Risk responses and mitigating actions, with examples of initiatives planned in 2022	Update on mitigation measures for the first half of 2022	Risk trend H1 2022
1	2	3	3a	4
		<p><b>Avoid/Terminate:</b></p> <ul style="list-style-type: none"> <li>In case of extreme instability, ITC may temporarily stop activities, and re-discuss project plans with stakeholders</li> </ul>	Discussions on how to support private sector income opportunities, especially for women in Afghanistan in the new country-environment are ongoing.	
R3	Implementing Partner(s) commit fraud or engage in corruption	<p><b>Control:</b></p> <ul style="list-style-type: none"> <li>A harmonized anti-fraud approach, including enhanced due diligence assessments and frequent monitoring of new or risky Implementing Partners</li> <li>Further development of staff capacity on practical partner due diligence and the use of the Partner Assessment Form.</li> </ul>	<p>1. The risk continues, as ITC increasingly works with <b>implementing partners</b>. Years of experience have shown that the available controls are working - ITC's implementing partners are in many cases known institutions, with a longstanding ITC relationship, including other UN organizations. In some cases, ITC also engages with new partners, (new countries; remote areas, no existing IP available) and follows its due diligence and oversight protocol.</p> <p>2. The volume of <b>disbursements to implementing partners remains high</b>, as well as ITC's engagement in unstable and fragile settings, so the controls, including the capacity building, continued to be applied strictly (checklists; monitoring details specified in the agreements, certification of payments based on confirmed invoices; IP audits).</p>	↓
R4	Significant reduction in RB funding	<p><b>Control:</b></p> <ul style="list-style-type: none"> <li>Increased engagement in WTO working groups and initiatives</li> <li>Advocacy for maintaining current level of RB funding from UN and WTO;</li> <li>Structured dialogues with member states;</li> <li>Corporate reporting to substantiate ITC's value for money</li> </ul>	<p>1. ITC <b>remains active in WTO's working groups</b>, with increasing engagement in the areas of gender and environment..</p> <p>2. ITC remains strongly involved in planning and budgeting processes, including through collaboration with intergovernmental bodies, of both parent organizations.</p> <p>3. ITC maintains dialogues with member states, including within the UN/WTO intergovernmental processes and through the JAG and CCITF.</p> <p>4. ITC maintains its detailed reporting - from 2022, in line with its new Strategic plan.</p>	↓


Risk ID #	Risk Event - an uncertain event or condition that may or may not happen in the future.	Risk responses and mitigating actions, with examples of initiatives planned in 2022	Update on mitigation measures for the first half of 2022	Risk trend H1 2022
1	2	3	3a	4
R5	Inability to substantiate and/or aggregate ITC development results	<p><b>Control:</b></p> <ul style="list-style-type: none"> <li>• Project design quality control and increased emphasis on project inception phases</li> <li>• IEU reviews (engagement with three large sample projects during their inception phase to review their establishment of baseline data and monitoring mechanisms and to develop guidelines &amp; templates for all ITC projects).</li> <li>• Impact areas and core services areas reviews to identify their particular risks with regard to R5, and mitigation mechanisms.</li> <li>• More resources to be invested in monitoring and verification</li> <li>• Continuation of the ITC data management project</li> <li>• Promoting the harmonized indicators in the Strategic Plan 2022-25</li> </ul>	<p>1. The <b>Project Design Taskforce</b> continued its regular activities.</p> <p>2. <b>The IEU review is ongoing</b>, with guidelines and templates currently under development.</p> <p>3. Design of controls / mitigating mechanisms is ongoing, as part of the IEU review.</p> <p>4. The Data Management project is <b>working on templates and systems</b> that will automatize standard reporting and harmonize data collection tools. In the first half of 2022, a new Events application was launched for planning and reporting of ITC events, including trainings. It also facilitates information collection on the profiles of events participants.</p> <p>5. The Project Development Taskforce and Project Quality Assurance Officer <b>ensure that new project logframes link to the 2022 harmonized indicators</b>. The new results framework was presented through info-sessions on reporting, and projects in implementation are encouraged to include in their logframes the new corporate indicators, as applicable.</p>	
New 2022 risk:	Insufficient consideration of, inclusiveness, environmental and social sustainability aspects in W2 projects that focus on export increases.	<p><b>Control:</b></p> <ul style="list-style-type: none"> <li>• Further emphasis on implementing the ITC mainstreaming guidelines and improving the internal toolkit and advisory services.</li> </ul>	<p>1. ITC mainstreams youth, vulnerable communities, gender, green and social responsibility. While ITC has had a longstanding routine and indicators on gender, more granular programming for, and information on the other topics is starting. The <b>Project Design Taskforce has increased its focus on the development markers</b>, and is ensuring that in the planning phase, the projects adequately consider the mainstreaming aspects, in collaboration with in-house mainstreaming focal points. <b>The Data Management Team integrates the indicators</b> on youth, vulnerable communities, gender, green and social responsibility in the tools that are being developed for project managers, to harmonize and facilitate data collection.</p> <p>2. ITC's four-year strategies in key mainstreaming areas are put in place through the <b>moonshot initiatives</b>.</p>	

Risk ID #	Risk Event - an uncertain event or condition that may or may not happen in the future.	Risk responses and mitigating actions, with examples of initiatives planned in 2022	Update on mitigation measures for the first half of 2022	Risk trend H1 2022
1	2	3	3a	4
R6	Compromised cyber security / data breaches and/or disruptions to the functioning of IT systems.	<p><b>Control:</b></p> <ul style="list-style-type: none"> <li>• Upgrading of ITC security tools and protocols to shield ITC's assets from cyber-attacks;</li> <li>• Investment in hardware and software solutions to support alternative working arrangements and decentralized operations</li> </ul>	<p>1. ITC increased use of security tools and <b>is aligned with the UN Secretariat information security protocols.</b></p> <p>2. ITC invested in hardware/software solutions, including through flexible licensing; and by rolling out MS Teams as the main collaboration tool.</p>	
R7	ITC Staff become exposed to deliberate harm (e.g., terrorism, armed conflict, crime and civil unrest, kidnapping...)	<p><b>Control:</b></p> <ul style="list-style-type: none"> <li>• Maintenance of existing internal controls: travel rules and regulations; full integration in UN Security System; mandatory safety trainings;</li> <li>• Development of SOPs for field offices' preparations and reactions to crises</li> <li>• Maintenance of the ITC Crisis Management Committee for fast corporate decision taking in complex security situations.</li> </ul>	<p>1. All the <b>controls are maintained</b>; in full alignment with the UN Security System; risk remains high as it is driven by external instabilities and countries in which ITC operates (for example, Iraq, Afghanistan, Central African Republic, Somalia, Iran, Burkina Faso, Mali...)</p> <p>2 In addition to the existing materials/briefings related to "Security at HQ and in the Field", SOPs and checklists are under development.</p> <p>3. The <b>Crisis Management Committee has served as a direct channel for quick and direct decision making</b> related to the complex field security situations.</p>	
R8	Insufficient/inadequate in-house knowledge and skills-sets for future client needs	<p><b>Control:</b></p> <ul style="list-style-type: none"> <li>• Maintenance of existing controls (trainings, secondments; consultant contracts and partnerships for highly specialized, project specific or new topics; skills and competency-based recruitment processes); development of staff skills database.</li> </ul>	<p>1. ITC has maintained all existing controls related to developing and maintaining general and specialized knowledge.</p> <p>2. The ITC <b>organisational re-alignment</b> has emphasized the focus on inclusive and environmentally sustainable trade and has facilitated increased synergies between these impact areas. W1 resources have been applied to advance and innovate in relation to the 'moonshot' topics.</p>	
R9	Delayed identification of internal fraud or significant / systemic non-compliance with rules and procedures	<p><b>Control:</b></p> <ul style="list-style-type: none"> <li>• Enforcement of existing rules and regulations, with zero tolerance and action taken on any presumptive fraud case;</li> <li>• Management leadership dialogues for sensitisation of staff to zero tolerance topics, familiarisation with processes and encouragement to speak up;</li> <li>• Mandatory fraud prevention training</li> </ul>	<p>1. Controls are functioning, and ITC takes <b>all precautions against fraud</b>, in internal processes and in provision of its technical assistance projects.</p>	



Risk ID #	Risk Event - an uncertain event or condition that may or may not happen in the future.	Risk responses and mitigating actions, with examples of initiatives planned in 2022	Update on mitigation measures for the first half of 2022	Risk trend H1 2022
1	2	3	3a	4
R10	Sharp decline in W2 funding	<p><b>Control:</b> <i>Proactive funder management and implementation of ITC's Resource Mobilization Strategy, including:</i></p> <ul style="list-style-type: none"> <li>• Updated ITC Resource Mobilization Strategy 2022-25</li> <li>• Regular interaction with W2 funders to capture early signals about changes in development cooperation priorities</li> <li>• Identification of new potential funders for ITC, across all funder categories (OECD DAC, emerging funders, programming countries, private sector)</li> <li>• Reinforcement of the role of local offices in resource mobilization</li> </ul>	<p>1. <b>RMS 2022-25 is updated and under implementation</b>, with three pillars: working with priority funders; funder diversification and decentralized resource mobilization - all relevant to mitigate this risk.</p> <p>2. <b>W2 funders are regularly engaged</b>, including through Project Steering Committees, and on particular topics of interest with resource mobilization focal points.</p> <p>3. <b>Funder identification is ongoing</b>; discussions with prospective private sector partners are proceeding (e.g, Visa, Mastercard foundations).</p> <p>4. Several <b>local offices have advanced resource mobilization</b> efforts: for example, the local offices in Dar-es-Salaam; Banjul and Abuja.</p>	↔
R11	ITC's business model is not flexible enough to adapt well to the processes of the repositioned UN development system	<p><b>Control:</b></p> <ul style="list-style-type: none"> <li>• Proactive engagement with the new UNDS structures and processes (DCO, UNSDG, working groups, country and regional teams)</li> <li>• Development of an ITC strategy for engagement with the repositioned UN development system (ongoing).</li> </ul>	<p>1. ITC has engaged proactively, as described above in chapter '4.2 Engaging with the WTO and the UN'</p> <p>2. The strategy finalization is underway.</p>	↓
R12	ITC personnel committing, being exposed to or wrongly accused of discrimination, abuse of authority, harassment, including sexual	<p><b>Control:</b></p> <ul style="list-style-type: none"> <li>• <i>Zero tolerance</i>, enforcement of rules and implementation of preventative actions/controls such as mandatory training, awareness raising and sensitization of staff, IPs and contractors / consultants</li> </ul>	<p>1. Controls are functioning, and ITC <b>takes all precautions against discrimination, abuse of authority and harassment</b>, in internal processes and in provision of its technical assistance projects, including through enforcement of mandatory trainings, open discussions and awareness raising events.</p>	↔
R13	Disparate ITC identities and messaging	<p><b>Control:</b></p>		

Risk ID #	Risk Event - an uncertain event or condition that may or may not happen in the future.	Risk responses and mitigating actions, with examples of initiatives planned in 2022	Update on mitigation measures for the first half of 2022	Risk trend H1 2022
1	2	3	3a	4
		<ul style="list-style-type: none"> <li>• Task teams cutting across ITC core services areas to work on ITC 'moonshots' in line with the ITC Strategic Plan 2022-25 impact areas</li> <li>• Implementation of ITC Communication strategy and identity guidelines; staff training</li> <li>• New ITC website</li> </ul>	<ol style="list-style-type: none"> <li>1. Moonshots are initiated, setting the foundation for <b>the four-year implementation of roadmaps</b> for several ITC impact areas.</li> <li>2. Work is in progress.</li> <li>3. Following the launch, adjustments and continuous improvement of the new website are ongoing.</li> </ol>	
R14	Significant reduction or volatility in W1 funding	<p><b>Control: Proactive funder management and implementation of updated RM Strategy:</b></p> <ul style="list-style-type: none"> <li>▪ Bilateral annual institutional dialogues with W1 funders to consult on all relevant issues to delivery and funding and explore options for enhanced engagement;</li> <li>▪ Focus on development results, offering value for money and earning trust</li> <li>▪ Identification and engagement with potential new W1 funders</li> </ul>	<ol style="list-style-type: none"> <li>1. Bilateral institutional <b>dialogues with Window I funders have taken place as planned.</b> W1 funders have engaged positively.</li> <li>2. ITC <b>enhanced its results framework</b>, including through more indicators that are being piloted in 2022, and will continue integrating value for money principles, in line with AESR recommendations.</li> <li>3. Identification of and engagement with <b>the prospective Window 1 funders</b> is ongoing.</li> </ol>	
R15	ITC staff accidents; infections; assaults during missions	<p><b>Control:</b></p> <ul style="list-style-type: none"> <li>• Maintenance of internal controls, rules and regulations; mandatory trainings related to safety and security</li> <li>• Increased learning on effective 'remote delivery'.</li> </ul>	<ol style="list-style-type: none"> <li>1. ITC <b>maintained all internal controls, rules and regulations related to safety and security</b>, and these controls are in place and functioning.</li> <li>2. ITC exchanged experiences between HQ and the field offices on modalities and successes of remote delivery, as one way to mitigate this risk.</li> </ol>	
R16		<b>Control:</b>		

Risk ID #	Risk Event - an uncertain event or condition that may or may not happen in the future.	Risk responses and mitigating actions, with examples of initiatives planned in 2022	Update on mitigation measures for the first half of 2022	Risk trend H1 2022
1	2	3	3a	4
	<p>Inability to achieve the same level of results, based on the same level of inputs, in an environment that is very challenging for MSMEs</p>	<ul style="list-style-type: none"> <li>• Improved beneficiary selection</li> <li>• Increased used of digital courses (SME trade academy) to reach out to more MSMEs accompanied by tailored coaching for the most committed beneficiaries</li> <li>• Increased emphasis in the strategic plan on mobilizing non-financial partnerships with public and private sector actors to support beneficiary SMEs</li> <li>• Including notions of resilience helping enterprises to survive and/or to sustain jobs and maintain operations</li> </ul> <p>* Aligning outcome result ambition to the changed business environment (e.g., supply chain disruptions, price increases, weather forecasts, public health issues in operating countries, budget cuts, BSO and government partner priorities and bandwidth) for some projects in 2022, through discussions with stakeholders.</p>	<p>1. Small businesses are always risky, and as one mitigation measure for improved beneficiary selection, ITC is working to <b>capacitate partner institutions locally to better select/work with MSMEs.</b></p> <p>2. ITC <b>continues to develop digital delivery models</b> to bring efficiency and integrate good lessons learned; it will keep increasing use of digital technologies in area of technical assistance whenever these bring cost efficiency and increase outreach.</p> <p>3. ITC is working on <b>increasing the visibility and monitoring of non-financial partnerships</b>, that will enable more concentrated mobilization efforts (also in line with the recent JIU recommendations). See chapter 4.1 for more details.</p> <p>4. The ITC solution is to work <b>on achieving a systemic change</b>, including institutional capacity building; with resilience being a result of improved internal capabilities as well as enabling business environment.</p> <p>5. In first half of the year, there were no significant reductions in goals in projects; and changes were discussed with funders, to preserve continuity and deliver an optimum range of results;</p> <p>6. Risks to achievement of results were related to <b>(in)ability to bring companies to market</b>, as a consequence of COVID-19 restrictions and ongoing security concerns. As a direct impact of this risk, ITC could fall short on C3-C4 corporate indicators.</p>	

## Annex IV – ITC’s regular reports to UN, WTO, and other stakeholders

### ITC reports

Report recipients	Type	Link	Description of the content
All funders, member states, general public ( <b>Public information</b> available online to all)	<b>Strategic Plan</b> (every 4 years)	<a href="https://intracen.org/about-us/governance/corporate-documents/strategic-plan-2022-2025">https://intracen.org/about-us/governance/corporate-documents/strategic-plan-2022-2025</a>	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.
	<b>Operational Plan</b> (annual)	<a href="https://intracen.org/about-us/governance/corporate-documents/itc-operational-plan">https://intracen.org/about-us/governance/corporate-documents/itc-operational-plan</a>	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.
	<b>CCITF reports</b> (bi-annual – they speak directly to the Operational Plan)	<a href="https://intracen.org/about-us/governance/corporate-documents/ccitf-reports">Consultative committee on ITC Trust fund (intracen.org)</a>	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.
	<b>Bi-annual or annual proposed programme plan and programme performance report, proposed programme budget and performance against the previous budget.</b>	<a href="https://intracen.org/about-us/governance/corporate-documents/proposed-programme-budget-for-2022-a-76-6-sect-13-e.pdf">Proposed programme budget for 2022 a 76 6(Sect.13) E .pdf (intracen.org)</a>	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.
	<b>Annual financial report</b>	<a href="https://intracen.org/about-us/governance/corporate-documents/financial-reports">Financial reports (intracen.org)</a>	ITC’s financial statements. This report called in full “Financial report and audited financial statements” also includes the Report of the Board of Auditors – see below.  It is a UN-mandatory report with a defined template
	ITC contribution to the CEB report: “ <b>Budgetary and financial situation of the organizations of the United Nations system</b> ”	<a href="https://unsceb.org/A-75-373">https://unsceb.org/A-75-373</a>	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.
	<b>ITC Annual Report</b>	<a href="https://intracen.org/about-us/governance/corporate-documents/annual-report">Annual report (intracen.org)</a>	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.
	<b>JAG report</b>	<a href="https://intracen.org/about-us/governance/corporate-documents/jag-report">The Joint Advisory Group (JAG) (intracen.org)</a>	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 <b>IATI</b>	<a href="https://d-portal.org/ctrack.html?reporting_ref=XM-DAC-45001#view=main">https://d-portal.org/ctrack.html?reporting_ref=XM-DAC-45001#view=main</a> <a href="https://open.intracen.org/">https://open.intracen.org/</a>	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 <b>OECD</b> Development Assistance Committee (DAC) to contribute to the <b>DAC ODA statistical database</b>	<a href="https://stats.oecd.org/Ind ex.aspx?DataSetCode=crs1">https://stats.oecd.org/Ind ex.aspx?DataSetCode=crs1</a> <a href="https://tossd.online/">https://tossd.online/</a>	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
	<b>Contributions to a range of UN-system wide reports of the Secretary General,</b>		Regular contributions to the reports, e.g. on LDCs, Financing for Development, QCPR, Funding Compact etc.
	<b>Information on ITC's website, Twitter, Facebook, Instagram etc.</b>		Wide range of information. Many links have been provided in the text of this CCITF report.
In addition: For W1 funders	Annual review meetings Ad-hoc information sharing / meetings as per the W1 funders' requests		The agenda of meetings / information provided is customized to the respective W1 funders' interests.
In addition: For W2 funders	Project-specific plans and reports / news-updates as agreed in the W2 grant agreements		

## Oversight reports

Report recipients	Type	Link	Description of the content
	ITC Board of Auditor reports (UN external auditors – when published, this document comes together with the ITC financial statement, see above)	<a href="#">2021 - Financial report and audited financial statements.pdf (intracen.org)</a>	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	<a href="https://oios.un.org/audit-reports">https://oios.un.org/audit-reports</a> (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	<a href="https://oios.un.org/inspection-evaluation-reports">https://oios.un.org/inspection-evaluation-reports</a> (please enter 'ITC' as the entity)	
	JIU reports (UN-system wide external reports. Topical information on ITC, among other agencies)	<a href="https://www.unjiu.org/content/reports">https://www.unjiu.org/content/reports</a>	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	<a href="http://intracen.org">Evaluation (intracen.org)</a>	ITC's own Independent Evaluation Unit (IEU) promotes learning and accountability through objective and independent assessments of ITC's project, programme and functional performance in achieving the strategic objectives of ITC. Through its Annual Evaluation Synthesis report, the IEU provides a consolidated view of organization-wide risk and success factors in achieving programmatic results at outcome levels, along with key learning points and recommendations for improvement.

The International Trade Centre (ITC) is the joint agency of the World Trade Organization and the United Nations.

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