
REPORT TO THE CONSULTATIVE COMMITTEE OF THE ITC TRUST FUND

(1 JANUARY – 30 JUNE 2023)



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 2023

Original: English

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Introduction

ITC is pleased to submit the 2023 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 2023. 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 2023](#) that link to [ITC's Strategic Plan 2022-25](#), along with supplementary information on risks and partnerships.

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

All financial amounts in this report are presented 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 2023, in comparison with funding received in Jan-Dec 2022. The amounts shown include funding designated for years beyond 2022, as per individual grant agreement.

Table 1: XB funding received in 2022 and from 1 Jan to 30 Jun 2023, in \$ thousands

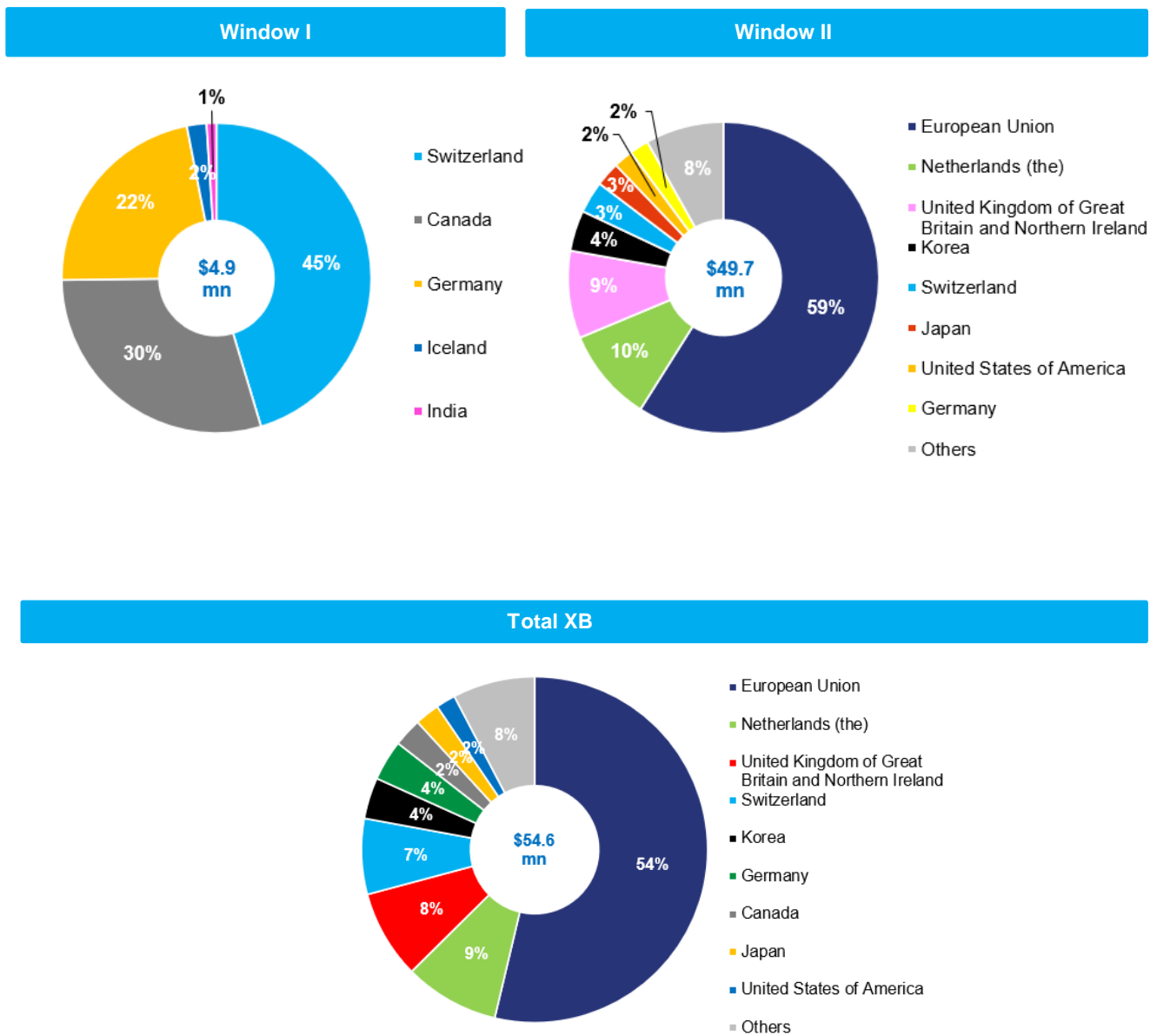
Funders	Jan - Dec 2022 (\$ '000)			Jan - Jun 2023 (\$ '000)		
	Window I	Window II	Total	Window I	Window II	Total
Governments and national development agencies	12,233	22,738	34,970	4,878	17,525	22,403
Australia	-	25	25	-	25	25
Belgium	-	1,065	1,065	-	-	-
Canada	-	-	-	1,437	12	1,449
China	-	1,173	1,173	-	-	-
Curaçao	-	350	350	-	-	-
Finland	3,006	-	3,006	-	-	-
Germany	1,581	4,836	6,417	1,079	991	2,070
Iceland	100	-	100	100	-	100
India	50	-	50	50	-	50
Ireland	1,056	-	1,056	-	-	-
Japan	-	691	691	-	1,259	1,259
Korea	-	2,949	2,949	-	2,101	2,101
Mongolia	-	-	-	-	546	546
Netherlands (the)	-	3,881	3,881	-	4,844	4,844
Norway	1,468	-	1,468	-	-	-
Qatar Development Bank	-	362	362	-	-	-

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

Funders	Jan - Dec 2022 (\$ '000)			Jan - Jun 2023 (\$ '000)		
	Window I	Window II	Total	Window I	Window II	Total
Sweden	2,914	720	3,634	-	582	582
Switzerland	2,058	2,129	4,187	2,212	1,650	3,863
United Kingdom of Great Britain and Northern Ireland	-	3,879	3,879	-	4,513	4,513
United States of America	-	679	679	-	1,001	1,001
International organizations including financial institutions, partnerships and funds, regional organisations, UN system and related	-	62,631	62,631	-	31,076	31,076
African Export Import Bank	-	260	260	-	305	305
Caribbean Development Bank	-	-	-	-	55	55
Enhanced Integrated Framework	-	468	468	-	194	194
European Free Trade Association	-	-	-	-	20	20
European Union	-	58,932	58,932	-	29,332	29,332
FAO	-	200	200	-	258	258
ILO	-	47	47	-	-	-
International Islamic Trade Finance Corporation	-	131	131	-	-	-
Islamic Centre for Development of Trade	-	200	200	-	150	150
MPTF	-	119	119	-	-	-
UNCDF	-	648	648	-	-	-
UNDP	-	774	774	-	213	213
UNIDO	-	537	537	-	468	468
UN-ESCWA	-	200	200	-	-	-
World Bank	-	115	115	-	81	81
Academia, training and research institutions, nonprofit organizations and businesses	-	1,603	1,603	-	991	991
Alibaba Group	-	90	90	-	-	-
Chocolats Halba/ Coop Genossenschaft	-	216	216	-	-	-
CrimsonLogic	-	65	65	-	-	-
Danish Refugee Council	-	497	497	-	-	-
Google	-	15	15	-	-	-
Mo Ibrahim Foundation	-	114	114	-	114	114
National Graduate Institute for Policy Studies (GRIPS)	-	75	75	-	77	77
SHI International France	-	20	20	-	-	-
Swisscontact	-	61	61	-	-	-
Unilever	-	50	50	-	-	-
UPS foundation	-	400	400	-	-	-
Visa	-	-	-	-	800	800
Business support organizations	-	258	258	-	124	124
Austrian Federal Economic Chamber	-	5	5	-	-	-
Chambre de commerce d'industrie d'agriculture et des métiers de Pointe-Noire	-	30	30	-	-	-
Chambre de commerce, d'industrie et des services de Genève	-	13	13	-	-	-
Croatian Chamber of Economy	-	2	2	-	-	-
Enterprise Greece	-	-	-	-	16	16
European Brands Association	-	4	4	-	-	-
Federation of U.A.E Chambers of Commerce and Industry	-	5	5	-	-	-
Fédération Européenne des Fabricants d'Aliments Composés (FEFAC)	-	5	5	-	27	27
Flanders Investment & Trade	-	28	28	-	-	-
Fundación Internacional y para Iberoamérica de Administración y Políticas Públicas	-	27	27	-	-	-
Global Coffee Platform	-	26	26	-	-	-
International Apparel Federation	-	8	8	-	-	-
International Textile Manufacturers Federation	-	13	13	-	-	-
New Zealand Trade and Enterprise	-	12	12	-	-	-
Soy Network Switzerland	-	8	8	-	-	-
Sustainable Agriculture Initiative (SAI Platform)	-	56	56	-	38	38
Switzerland Global Enterprise	-	6	6	-	33	33

Fundors	Jan - Dec 2022 (\$ '000)			Jan - Jun 2023 (\$ '000)		
	Window I	Window II	Total	Window I	Window II	Total
Uludag Exporters Association	-	-	-	-	10	10
Undercurrents News - Seafood business News	-	9	9	-	-	-
Revolving funds	-	181	181	-	27	27
Total XB funding received	12,233	87,411	99,643	4,878	49,742	54,621

Figure 1: Funder contributions to W1 and W2 of the ITC Trust Fund as of 30 Jun 2023



2. Delivery of technical assistance in Jan-Jun 2023

2.1 Budget overview

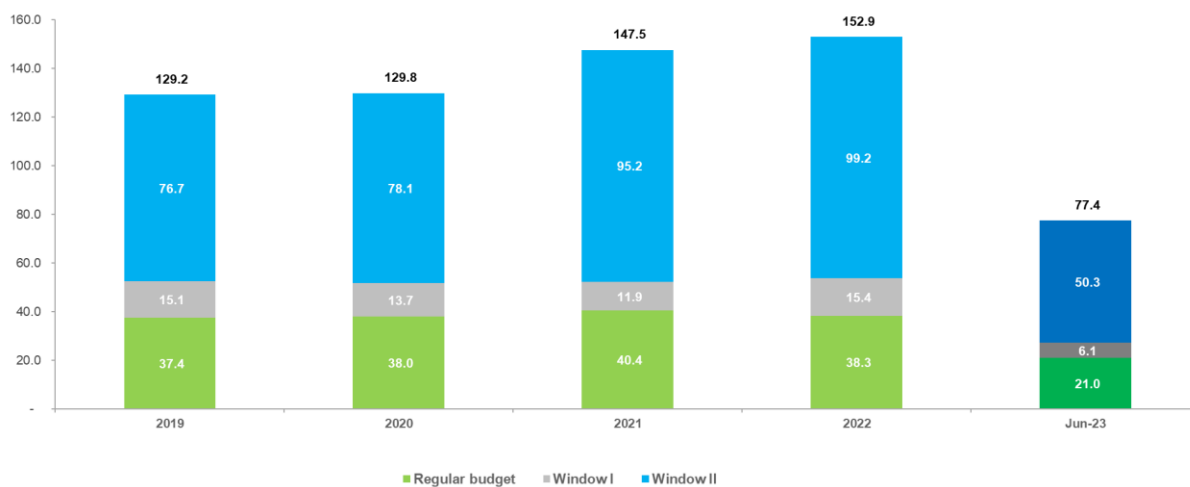
ITC's overall planned budget for 2023, as per ITC's Operational Plan 2023 (OP budget), amounts to \$146.1 million, with an RB of \$41.1 million. The planned 2023 gross XB budget, which includes PSC charges, is \$105 million.

At the end of June 2023, actual delivery of XB stood at 54% and RB delivery stood at 51% of the planned 2023 OP budget.

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

Budget	OP Budget	Delivery	% Spent
Extrabudgetary funds	105.0	56.4	54%
Regular Budget	41.1	21.0	51%
Total	146.1	77.4	53%

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



2.1.1 Regular budget

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

ITC has a unique budget and administrative structure endorsed by the United Nations General Assembly in resolution 59/276. As of 2020, the General Assembly approved, on a three-year trial basis, a change from a biennial to an annual budget for the United Nations. The trial period was lifted by resolution 77/267 when the General Assembly decided to continue with the annual programme budget for the United Nations. The WTO, however, has maintained its biennial budget cycle. Therefore, similar to the previous years, the budget proposal for 2023 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.

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

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

Item	2016-17	2018-2019	2020**	2021	2022	2023 H1
Appropriations for a biennium/ year*	73.6	75.1	38.0**	40.4	38.3	41.1
Delivery	74.6	73.8	38.0	40.4	38.3	21.0
% spent	101%	98%	100%	100%	100%	51%

*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 2023, \$ mln

Categories	Delivery	%
Staff and Other Personnel Costs	15.8	75%
Operating and Other Direct Costs	3.3	16%
Travel	0.7	3%
Equipment Vehicles and Furniture	0.5	2%
Contractual Services	0.4	2%
Grants Out	0.2	1%
Supplies, Commodities and Materials*	0.0	0%
Total	21.0	100%

*Supplies, Commodities and Materials expenditure amounts to \$37.4 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 2023, \$ mln

Categories	Spent	%
Staff Personnel	4.01	98%
Operating and Other Direct Costs	0.06	2%
Contract Service	0.01	0%
Total	4.09	100%

2.1.3. Extrabudgetary funds

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

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

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

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

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

recurring nature and generate financial income on a cost-recovery basis, e.g., for specific services (trainings, webinars).

The analyses presented in the following sections compare total Jan-Jun 2023 delivery, as well as W1 and W2 delivery with the budget allocations reflected in the ITC Operational Plan 2023. The planned OP 2023 XB budget was set at \$105 million. As of June 2023, the total XB delivery stood at \$56.4 million (54% of the plan). W1 delivery was \$6.1 million (51 % of the plan) and W2 delivery was \$50.4 million (54% of the plan).

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

Window	OP budget	Delivery	% spent
Window I	12.0	6.1	51%
Window II	93.0	50.3	54%
Total XB	105.0	56.4	54%

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

Categories	XB	%
Technical experts and other personnel	35.0	62%
Travel	6.7	12%
Transfers and Grants issued to Implementing Partners	5.7	10%
Operating and Other Direct Costs	5.4	10%
Contractual Services	2.3	4%
Equipment, Vehicles and Furniture	1.1	2%
Supplies, Commodities and Materials	0.1	0%
Total	56.4	100%

2.1.4. ITC cash position

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

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

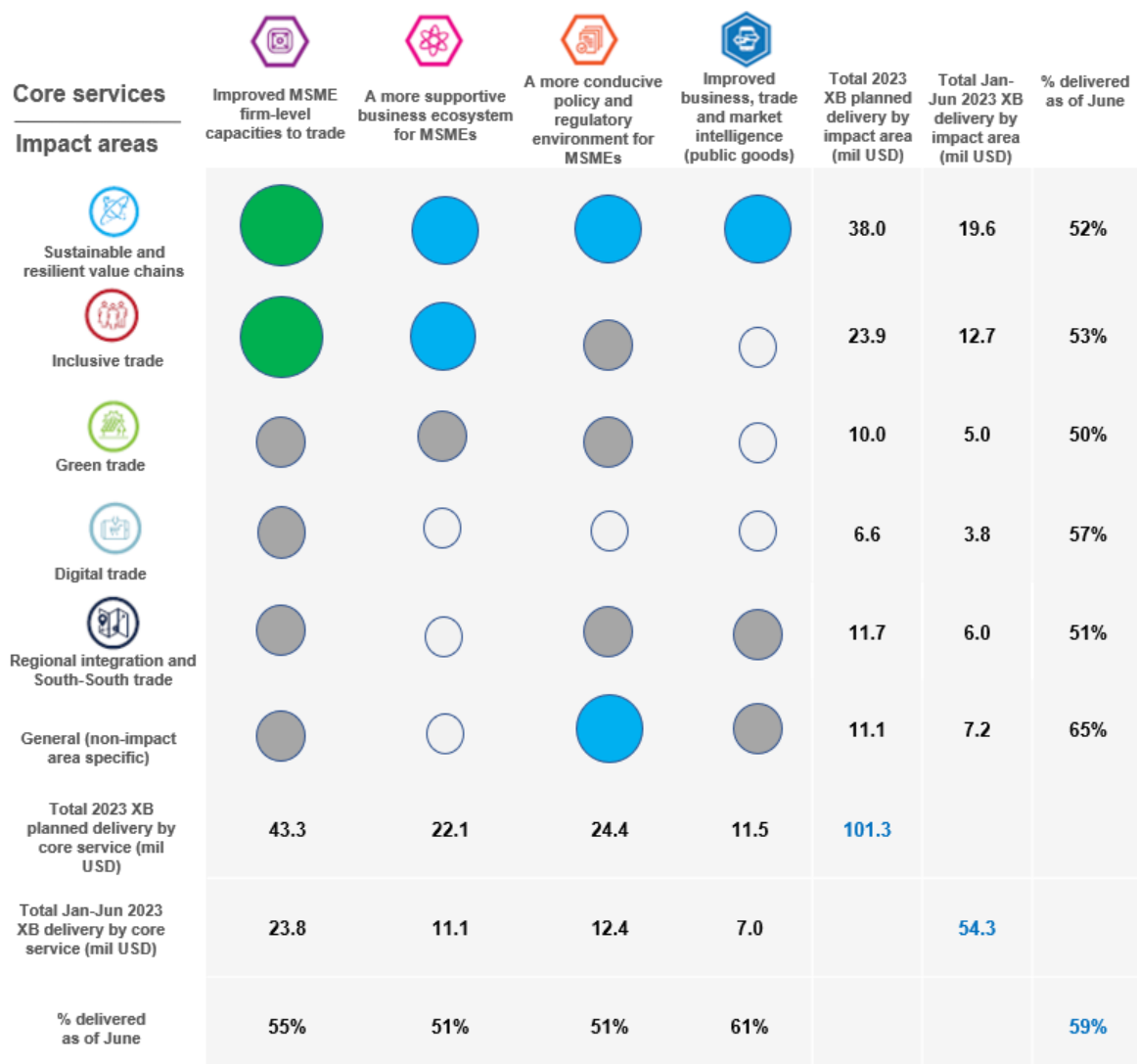
	W1	W2	Total XB
Balance as of 1 January 2023	11,084	70,450	81,534
Add: Contributions received	4,878	48,485	53,363
Funds from international organizations ⁽¹⁾	-	1,020	1,020
Contributions from services rendered ⁽²⁾	-	237	237
Sub-total Contributions ⁽³⁾	4,878	49,742	54,620
Less: Expenditures	5,401	46,528	51,930
Programme Support Costs	702	3,769	4,471
Sub-total Expenditure	6,104	50,297	56,401
Refund to donors	-	-	-
Balance available	9,858	69,895	79,753
Add: Operating reserves			13,463
Total available balance as of 30 Jun 2023			93,216

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

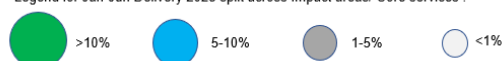
2.2 Extrabudgetary delivery by impact areas and core services

At the level of core services, XB delivery ranged from 51%-61% against the 2023 Operational Plan targets. At the level of impact areas XB delivery ranged from 50 %- 65 % against the 2023 Operational Plan targets.

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



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



Note: the figure above does not include the 'Corporate' projects that account for approximately 4% of the total 2023 XB planned delivery. These include efficiency and effectiveness initiatives, results-based management, visibility and partnerships, and some JPOs or fellowships. At the start of the year, they also include the allocation for the Business development funds (BDF). During the year, BDFs are then 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 2023 budget, by region.

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

Region	OP W1	Delivery W1	% W1*	OP W2	Delivery W2	% W2*	Total OP budget	Total Delivery	% Total*
Sub-Saharan Africa	1.1	0.6	53%	35.3	18.6	53%	36.4	19.1	53%
Asia-Pacific	0.3	0.1	27%	30.3	15.3	50%	30.5	15.3	50%
Middle East and North Africa	0.1	0.1	106%	12.8	6.6	52%	12.9	6.8	52%
Eastern Europe Central Asia**	0.0	0.0	1%	7.4	5.2	70%	7.4	5.2	70%
Latin America and the Caribbean	0.2	0.1	35%	4.1	1.9	48%	4.2	2.0	47%
Global	10.3	5.2	51%	3.2	2.8	86%	13.5	8.0	59%
Total	12.0	6.1	51%	93.0	50.3	54%	105.0	56.4	54%

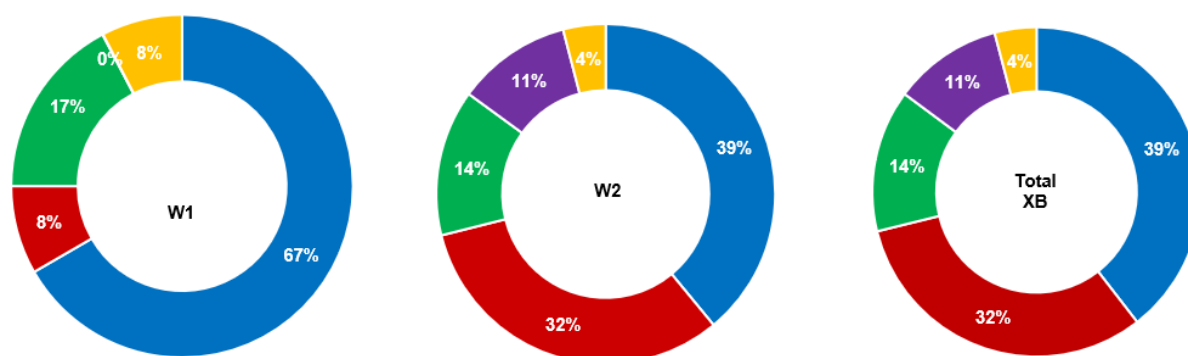
* The percentages of delivery are higher mainly due to new projects starting during the year or spending more during the first half of the year. The lower percentages are due to some projects in a start-up period or with lower spending during the first half of the year if specific activities cannot take place as planned. Also, for W1, the amounts are small so relatively minor changes look big in percentage terms.

**In Eastern Europe Central Asia, the W1 OP budget was \$47 thousands, and the delivery was \$396.

The ratio of global versus regional and country-specific XB Jan-Jun 2023 delivery was 14% to 86%. Sub-Saharan Africa accounted for 39% of region-specific delivery. In Africa, the largest projects are implemented in Guinea, South Sudan, Senegal, Ghana and Uganda. In Asia-Pacific, with a delivery share of 32%, large initiatives have taken place in Pakistan, Myanmar, the Philippines, Lao People's Democratic Republic and Malaysia.

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

Figure 4: XB, W1 and W2 region-specific delivery (excluding global projects), for Jan-Jun 2023



■ Sub-Saharan Africa ■ Asia-Pacific ■ Middle East and North Africa ■ Eastern Europe Central Asia ■ Latin America and the Caribbean

Delivery in ITC’s priority countries

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

(SVEs) and countries in armed conflict or at risk of lapsing into conflict ².

In Jan-Jun 2023, the actuals for LDCs, LLDCs, sub-Saharan Africa and priority countries groups are slightly below the target. This is due to lower delivery in countries such as Myanmar, Senegal, Uganda, Eswatini, Central African Republic and Nepal. Another reason is the delivery in countries such as Pakistan, in Baluchistan and Sindh districts, where ITC is implementing one of its largest projects [GRASP³](#). 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 87%.

With new projects starting during the year like [EU- EAC MARKUP Phase II](#), [Eswatini: Promoting growth through competitive alliances III](#), [Armenia: Building sustainable apparel and agribusiness value chains](#), [Uganda: Business acceleration for young entrepreneurs in the film sector 'Opportunities Are Here' \(OAH\)](#), etc. there is an increase in activity in LDCs, LLDCs, and sub-Saharan Africa.

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

Priority country group	Target	Actuals Jan-Jun
LDCs	≥40%	36%
LLDCs	≥30%	28%
SIDS	≥5%	8%
Countries in armed conflict or at risk of lapsing or relapsing into conflict*	≥50%	55%
Sub Saharan Africa	≥40%	39%
Priority countries	≥75%	74%

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

³ Pakistan ranked 161 out of 191 countries in the 2021/22 Human Development Index (HDI), lower than 16 LDCs.

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 has set targets in the form of 'key commitments', reflecting how the organization intends to meet its goals. In each associated annual [Operational Plan](#), these commitments are broken down into quantitative targets for the year, and into qualitative milestones.

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 2023 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 2023 and provide a snapshot on delivery.

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 monitors its contributions to all 17 goals and related targets. As Agenda 2030 notes, *"[the] 17 Sustainable Development Goals with 169 associated targets [...] are integrated and indivisible."*

Each ITC project identifies its linkages to specific SDG targets at the project impact level in the project logical frameworks. 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 2023 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-2023. Together with WTO and UNCTAD, ITC is the custodian agency for the indicators 10.a, 17.10, 17.11 and 17.12⁴.

⁴ 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 2023



Among the goals to which ITC contributes directly, Goal 10 (Reduce inequality within and among countries) is not included in the figures above. This is because ITC’s work as the custodian agency for indicator 10.a 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”). Here, the ITC projects link to the more direct SDG targets, rather than to the overall targets expressed under Goal 10.

The following SDG targets are most frequently linked to ITC projects’ objectives in ITC’s project portfolio in mid-2023:

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

Figure 6: ITC financial delivery distribution by SDG for Jan – Jun 2023, in percentages

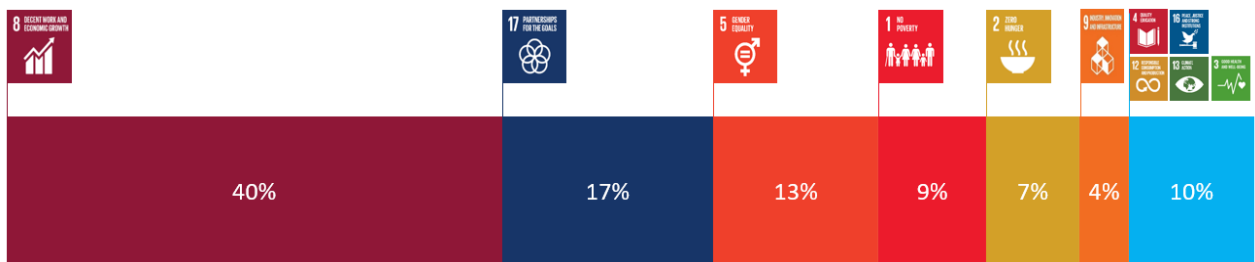


Figure 6 shows that over 70% of ITC's financial delivery contributed to goals 8,17 and 5. Goals 1,2 and 9 accumulated to 20 %. These results correspond with ITC's focus on building the competitiveness of MSMEs, with a strong focus on improving employment and income opportunities especially for women, 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 primarily 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 2023 output categories, targets and results is provided in Table 11 below, followed by the non-quantified deliverables.

Table 11: Corporate output indicators and progress for the period Jan – Jun 2023

OUTPUTS (Quantified Deliverables)	Corporate outputs and indicators	2023 Target	Jan-Jun 2023 results*	%*
A. Facilitation of intergovernmental process and expert bodies	Substantive servicing of meetings: ⁵			
	• Joint Advisory Group (annual, 6 hours)	2	0	0%
	• Consultative Committee of the ITC Trust Fund (Formal reporting meetings every six months, 2x3 hours)	2	1	50%
	• <i>Meetings of the Advisory Committee on Administrative and Budgetary Questions (ACABQ)</i>	1	1	100%
	• <i>Meetings of the Fifth Committee</i>	1	0	0%
	• <i>Meetings of the Committee for Programme and Coordination (CPC)</i>	1	1	100%
	• <i>Meetings of the WTO Committee on Budget, Finance and Administration (CBFA)</i>	1	0	0%
B. Generation and transfer of knowledge	Parliamentary documentation:			
	• Annual report on the activities of ITC and annexes	1	1	100%
	• Report of the Joint Advisory Group	1	0	0%
	• Reports to the Consultative Committee of the ITC Trust Fund	2	1	50%
	Publications produced or substantially updated:			
	• Flagship: SME Competitiveness Outlook	1	0	0%
	• Books on trade related subjects	4	1	25%
• 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	4	16%	
Number of trade-related technical assistance field projects*	135	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)	5,000	1,509	30%	

Source: ITC's New Project Portal and internal tools

*Some projects are grouped into programmes

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

OUTPUTS (Non-quantified deliverables)	2023 Description of Corporate outputs and indicators and targets	Comments
C. Substantive deliverables	Consultation, advice and advocacy: advice to policymakers, trade support institutions and enterprises to address the international competitiveness challenges for MSMEs in developing countries and countries with economies in transition, to facilitate public-private dialogue on improvements to the business environment and to ensure that trade supports inclusive and sustainable development; advisory services to disadvantaged groups among MSMEs, such as	

⁵ This indicator counts sessions of three hours as one meeting, as per UN planning requirements.

OUTPUTS (Non-quantified deliverables)	2023 Description of Corporate outputs and indicators and targets	Comments
	<p>women and youth-owned enterprises, on improving their productive capacity and market access; advisory and advocacy services for policymakers and business support institutions on how to consider the needs of MSMEs and disadvantaged groups and sustainability issues in their service offer; and advocacy that allows for the systematic inclusion such enterprises and disadvantaged groups as well as sustainability themes in policy and strategy processes.</p> <p>Databases and other substantive digital materials: databases and other online tools to make global trade more transparent and facilitate market access and business and policy decisions. Databases cover trade flows, tariffs and non-tariff measures, export potential, procurement opportunities, rules of origin, private standards and knowledge on sustainable trade and youth and women entrepreneurship. They include SheTrades.com with over 48,000 active women entrepreneurs, "SheTrades Outlook", the ITC "SME Trade Academy", The Ye! Community platform (with 40,000 young entrepreneurs), eComConnect database, ITC Benchmarking for Trade platform and a suite of trade intelligence tools (including Standards Map, Investment Map, Global Trade Helpdesk, Export Potential Map, Procurement Map, Trade Strategy Map, Sustainability Map, e-Ping) and Market Access Map).</p>	<p>Approximately 30 databases, websites and tools are substantially updated, maintained or produced.</p>
<p>D. Communication deliverables</p>	<p>Outreach programmes, special events and information materials: special events, including the World Export Development Forum, the online International Trade Forum magazine; MSMEs Day; newsletters on trade-related subjects for over 16,000 recipients; and information materials and outreach, including on export strategy, trade support networks and capacities, entrepreneurship, skills and export development opportunities, world trade trends, the multilateral trading system, regional integration, technical regulations and standards for export, sustainability, climate change and trade and the SDGs.</p> <p>Digital platforms and multimedia content: design, updating and maintenance of websites and social media accounts, including ITC's website; dedicated websites and active social media presence engaging sustainable micro-, small and medium-sized enterprises, women and youth entrepreneurs, and corporate social media accounts (LinkedIn, Facebook, Twitter).</p> <p>Library services: on-demand services for ITC clients related to trade information.</p>	<p>Special ITC events in 2023:</p> <p>World Export Development Forum took place in June 2023 in Mongolia.</p> <p>MSME Day events took place in June 2023.</p> <p>International Women's Day events took place in March 2023.</p> <p>SMECO 2023 flagship report on fragility will be launched in November in Baghdad, Iraq.</p> <p>Flagship magazine:</p> <p>Online issues of the Trade Forum magazine (e-pub):</p> <ul style="list-style-type: none"> • Making a business case for fragile communities - Issue 1/2023 • Transforming for the future - Issue 2/2023 • Shaping the just transition - Issue 3/2023

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.

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

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 2023, they have included: Canada, Germany, Iceland, India, Ireland, Norway, Sweden and Switzerland.



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

The ITC [SME Trade Academy](#) (SMETA) has developed and supported a catalog of over 200 courses available in a digital format, taught by recognized experts in a variety of subjects relevant to both trade support institutions and MSMEs.

Through SMETA, ITC aims to drive the digitalization by 2025 of group trainings conducted by ITC to enhance their quality; ensure the consistency of ITC's training offer; standardize certification; expand access; prolong their post-project value; enhance the quality and volume of data gathered; and provide real-time reporting of statistics. Digitalization works at two levels for ITC's group trainings: 1) at the training level, it involves using a range of digital technologies to improve the quality of the experience for participants, especially in face-to-face workshop settings, enable the scaling and increase the outreach of projects activities through the training of local trainers and promote longevity after the completion of a project with expertise built locally and 2) at the support level, the creation of online spaces for local partner institutions, trainers and participants which will enable the direct delivery of up-to-date resource materials, ancillary activities, and even rewards for high performance. Moreover, hosting training materials on ITC's centralized, online repository makes it possible to systematize, organize and manage these in such a way as to clarify the relationship between different training interventions, giving greater value to any certifications issued.

As a support service to all ITC sections conducting TRTA, SMETA provides its services across the organization, to implement learning technology solutions for W1 and W2 projects. "Digital Workshops" (IT-enhanced workshops delivered in-country) have been tested several times and were highly appreciated by partner BSOs. This new approach is now part of SME Trade Academy standard offer and enables significant project CO2 emissions reduction by lowering the number of experts' travels. SMETA is active in 15 ITC projects through the development of new training services (courses and platforms).

In ITC's [Standards Map](#), the world's largest database for sustainability standards, nine standards were updated and republished, and two additional standards related to the textile sector referenced (TÜV Rheinland Green Product Mark-Textiles, Cradle to Cradle Certified Product Standard, Version 4.0 (Silver Level)). Further updates are in the pipeline and discussions are ongoing with additional standards initiatives for the database, including in important sectors and topics such as carbon accounting or mining and minerals. The online database has been enhanced with a new management functionality improving the standards data updates. The Standards Map data entry tool upgrade process was initiated and first

consultations with sustainability experts held. Work on AI-powered query of standards documents was also initiated.



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

ITC organized internal "clinics" on the drafting of strategic plans of action and on measuring implementation of plans of action for strategy staff and consultants. Peer reviews were held for Viet Nam National Export Strategy (11 strategy documents), Pakistan (13 strategy documents), the Federated States of Micronesia, and Curaçao. Project concepts were developed for the United Arab Emirates (UAE), Trinidad & Tobago and Benin. Content for a new brochure on sector strategies is being developed and a database of strategy-makers is under development. A new platform and interface for the Strategy implementation Management Tool is being developed and should be launched in the second half of this year.

ITC facilitated the provision of advisory services on how the economic transformation of Sri Lanka could be supported through a medium and long-term strategy for Indo-Japanese Collaboration. Policy and private sector stakeholders from ASEAN have increased their knowledge on how trade and investment policy can support the transition to low-carbon trade in the region.

The Green Moonshot also engaged in strategic positioning and policymaking areas in relation to trade and environment, including through co-hosting a roundtable on deforestation-free value chains.



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

Within the Green Moonshot, ITC started consultations with the host organizations that have completed the first phase of the "Hubs approach" (Kenya, Ghana, Lao PDR, Viet Nam, Peru and Nepal) to discuss their experience in implementation and explore ways of scaling up, aiming to further develop the global network of hubs to create an initiative-based approach based on two principles: a) developing governance models and financial sustainability of the hubs, and b) building enabling environments together with ecosystem stakeholders (policy makers, BSOs, financiers, etc.). Within the Gender Moonshot, three new SheTrades Hubs were launched in [Mongolia](#), [Bangladesh](#) and [Mauritius](#). The Youth Moonshot leveraged its partnership with PwC, to formulate a roadmap for moonshot positioning of the sports as one of the priority sectors.



Improved MSME firm-level capacities to trade: *inclusive and digital trade*

ITC's Moonshot on Digital connectivity and trade (Switch ON) continued their support to MSMEs in online trade. Already in first half of the year, the beneficiaries of the FastTrackTech component of the Moonshot were able to generate over \$320 thousand in sales through business-to-business (B2B) meetings facilitated by the Moonshot. ITC has continued its outreach to the MSMEs in least developed and developing countries, through the [ecomConnect platform](#) and ecomConnect Hubs, while also leveraging its cooperation with private sector partners, such as eBay and Alibaba, including through a series of webinars for capacity building on topics such as the [Future of B2B E-commerce](#). The Gender Moonshot rolled out a comprehensive package of technical trainings and enhanced financial literacy of over 200 women entrepreneurs.

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 2023 Operational Plan, ITC highlighted milestones to achieving the key deliverables of the Strategic Plan. The table below outlines the status of these milestones as of 30 June 2023.




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 2023

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

	SME Diagnostic and benchmarking platform rolled-out.
	FastTrackTech 360Diagnostics platform for tech start up maturity assessments released.
	Quality for Trade platform enhanced including onboarding of new users.

Products and services in development or enhanced



	New approach for development of sustainable supply chains rolled out to build the technical skills of MSMEs to implement sustainable practices in inventory, production operations, warehousing, and transport.
	SME Trade Academy Course “FastTrackTech Going International Strategy Design” for tech startups launched and “Going International” Training of Trainers delivered.
	Five financing gateway platforms established in East Africa hosted by national institutions (Burundi, Kenya, Rwanda, Tanzania, Uganda) to provide transparency for MSMEs on available financial products.



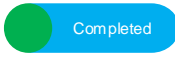


A more supportive business ecosystem for MSMEs

Milestone status, as of 30 June 2023

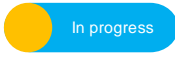

Advisory for business support organizations and networks

	Legal, monitoring and evaluation framework finalized for Economic Community of West African States (ECOWAS) regional business associations (RBAs): Federation of West African Chambers of Commerce and Industry (FEWACCI), Federation of Business Women and Entrepreneurs (FEBWE), Federation of West African Employers’ Association (FWAEA) and the ECOWAS Trade Promotion Organizations Network. The legal work done involved updating and upgrading the Governance frameworks of the different organizations by reviewing and improving their legal instruments (constitutions, articles of association).
	BSO benchmarking platform used for project implementation in four TRTA projects (for Pakistan, Viet Nam, Uganda, Kenya, South Africa, Senegal, Iraq, Jordan, Lebanon)

Assistance for BSOs to expand their services for MSMEs

 Completed	Artisanal Empowerment Hub in Central Asia established. The Ready4Trade project established and launched NOVICA Artisan Empowerment Hub in Tashkent, Uzbekistan, which will cover the entire Central Asia region. The new Artisan Empowerment Hub will open up online sales for Central Asian artisans to reach a global audience. The Hub was officially launched on 18 May 2023, on the margins of the Business Session of the EU-Central Asia Economic Forum in Almaty, Kazakhstan.
 In progress	ITC approach to develop and strengthen services delivery hubs (e.g., SheTrades, Green2Compete) further developed and harmonized.
 In progress	Strengthened, more visible and better-connected existing ITC hubs.

Mobilization of partners to strengthen business support ecosystems



 In progress	African Academy for fashion designed in collaboration with market partners. The African Academy for fashion seeks to create an educational facility that develops human capital for the fashion sector.
 In progress	AfCFTA regional BSO ecosystem mapped and support activities are ongoing.



A more conducive policy and regulatory environment for MSMEs

Milestone status, as of 30 June 2023


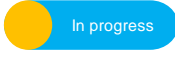
Advocacy for new or improved trade and investment-related strategies, rules and regulations


 In progress	Trade and investment strategies validated and adopted in four countries (Viet Nam, Iraq, South Sudan and Pakistan), and quality regulations improved in five countries.
 In progress	Submission of recommendations for simplification of trade procedures in Kazakhstan, Kyrgyzstan, Tajikistan, Uzbekistan and Turkmenistan.

Polymaker, stakeholder capacity building and policy/regulatory infrastructure development

 In progress	Two countries (the Comoros and Sri Lanka) assisted in operationalizing the established public-private dialogue platforms and strengthening investment facilitation framework.
 In progress	Capacity building on trade policy formulation and implementation implemented for stakeholders in Pakistan, Malaysia, Nepal, Thailand and Liberia.
 Completed	Trade facilitation modules and a virtual learning space rolled out for stakeholders in Eastern Europe-Central Asia.
 In progress	15 conformity assessment bodies in Burundi, the Comoros, Iraq, the Lao People's Democratic Republic, Malaysia, Myanmar, the Philippines, Thailand, Uzbekistan and South Sudan, assisted in expansion of their testing, inspection, metrology, certification or accreditation services.
 Not started	The second edition of the Trade Strategy Forum, celebrating the 20th year of the function, held with participation from countries currently or recently engaged in trade strategy design and implementation.

Support to multilateral processes

 In progress	Three countries (Iraq, Uzbekistan and Turkmenistan) supported in WTO Accession process.
 In progress	Developing countries supported in the WTO Investment facilitation for development negotiations, including on implementing the Investment Facilitation for Development (IFD) agreement.

 In progress	12 countries assisted in integration of regional trade and investment commitments into their domestic regulatory framework (CEFTA party countries, Lao PDR, Malaysia, Myanmar, the Philippines and Thailand).
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Improved business, trade and market intelligence

Milestone status, as of 30 June 2023

Expanding trade and market intelligence, including new data sources

 In progress	Customized versions of market analysis tools developed in 3 additional countries or regions, directly integrating and /or adapting the tools to partner websites.
 In progress	2023 flagship SME Competitiveness Outlook launched, focusing on small businesses in fragile contexts, conflict and post-conflict areas and two additional country competitiveness reports.
 In progress	SME Competitiveness Atlas launched for interactive data exploration on firm competitiveness.
 In progress	Competitiveness and Regional Value Chain modules on the West Africa Competitiveness Observatory platform launched to empower policymakers and MSMEs with tools that gather global, regional, and national data on competitiveness outcomes and performance, and value chain opportunities, respectively.
 In progress	Import taxes made available through Market Access Map.
 In progress	New product-market technical requirements mapped on the Quality for Trade Platform.
 In progress	Global Trade Helpdesk updated with expanded digital trade and regulatory information.

Piloting new approaches




 Completed	Digital workshops, a new approach that designs workshop activities according to instructional design principles and applies digital technologies to improve training quality, launched by the SME Trade Academy.
 In progress	An enhanced version of Trady, a machine learning chatbot for solutions to trade problems made available to a network of trade strategy practitioners.




Sustainable and resilient value chains




Milestone status, as of 30 June 2023

Strengthening methodologies for value chain development and resilience



 In progress	Innovative solutions for climate change resilience of rural SMEs and populations in agricultural value chains developed and piloted in three countries.
 In progress	Finance for Action (i.e., agricultural value chain finance) methodology consolidated and rolled out to include climate adaptation and mitigation strategies for select value chains in 2 ACP countries.
 Completed	Gender toolkit rolled out for agricultural value chains rolled out in Pakistan, Côte d'Ivoire, Liberia, and Sierra Leone.

Capacity building for MSMEs in sectoral value chains

 In progress	100 MSMEs sensitised/trained/coached in the implementation of sustainability standards, including ISO 14001, Rainforest, Organic standards in Burundi, Malaysia, the Philippines and Thailand.
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 In progress	Comprehensive programme rolled out under the GRASP project for rural MSME capacity building in the areas of strategy, marketing, operations and financial management in Pakistan's Balochistan and Sindh provinces.
 In progress	Managerial and operational diagnostics conducted for IT and agribusiness MSMEs in the MENA region.
 In progress	Efficacy of auditing procedures in the textile & garment value chains improved, through the Social and Labor Convergence Program (SLCP) gateway benefiting 8,000 factory units in over 50 countries across Asia, Africa and Latin America.

Mobilization of market partners



 In progress	EFI-ESG Due Diligence tool rolled out in the EU fashion industry and a working group on circularity created with 10 international brands and with their associations.
 In progress	Value addition and circular economy for agribusinesses supported in strategic sectors through 2 new and innovative business partnerships.





Inclusive trade: women, youth and vulnerable groups

Milestone status, as of 30 June 2023


SheTrades Initiative

 Cancelled	The Care-SheTrades Impact Fund launched and resourced to improve access to finance for women-led businesses at the growth stage. ⁶
 In progress	14 SheTrades Hubs strengthened and co-delivering targeted interventions for women in trade. 3 new hubs launched (in line with wider ITC approach on hubs and in-country presence).

Youth and Trade Initiative

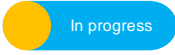

 In progress	Two youth-focused technical methodologies consolidated: on access to finance and on entrepreneurship and coaching services.
 In progress	Existing YE! Community and chapters strengthened and enabled to roll out one additional service at country-level such as entrepreneurship modules, support to better address access to finance needs of young entrepreneurs (in line with wider ITC approach on hubs and in-country presence).

Ethical Fashion Initiative (EFI)

 In progress	Business model consolidated, connecting all existing EFI production centres managed by social enterprises to a central hub in Kenya: 6 production poles connected for a supply chain that spans across Eastern, Western and Southern Africa.
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⁶ With a proven track record of supporting SME development, women's entrepreneurship, and climate change, ITC's role in the CARE-SheTrades Impact Fund (CSIF) was to leverage its portfolio of projects to identify a pipeline of potential companies in the target countries, provide capacity building, and ensure engagement with local business support organizations - all subject to funding. ITC was also invited to support fundraising activities for the first loss tranche of the fund. After interactions with key donor countries and expressed commitment of funds from one of them, the CSIF was not able to secure an investment vehicle or Development Financial institution on time for the disbursement of donor funds. In response to this, ITC made a strategic decision to intensify activities under SheTrades Invest. This involved automating the matchmaking process between women seeking finance and capital providers, streamlining the identification of suitable financial partners. Additionally, ITC took proactive steps to organize more in-country boot camps, providing targeted training and support to women entrepreneurs to enhance their financial literacy and business capabilities. Simultaneously, direct collaboration with financial regulators was established to implement policy changes aimed at bridging the gender financial gap. As part of these efforts, ITC initiated the launch of national catalogues, providing women entrepreneurs with access to gender-lens financiers and essential knowledge resources. These catalogues act as a valuable repository of information, connecting female business owners with financial institutions and investors that prioritize gender equality in their investment decisions.

Refugees/Returnees Empowerment through Markets Initiative (REMI)



 In progress	Services offering (methodologies and toolkits) developed, strengthened and piloted for two client groups, i.e., returning migrants and IDPs.
 In progress	Support to refugees, returnees and IDPs consolidated in one programme country (Kenya) and started in three new countries (Rwanda, Ukraine, Pakistan).





Green trade

Milestone status, as of 30 June 2023

New or enhanced tools, services and methodologies for green growth

 In progress	The Environmental Assessment tool supporting MSMEs in the apparel sector launched.
 In progress	Climate Competitiveness Guide for Business Support Organizations on climate-related risks and opportunities in the agrifood sector and accompanying training course launched.

Support ecosystem for green growth

 In progress	Green to Compete Hubs strengthened, by bringing the BSOs involved together to foster long-term and on-going learning and good practice sharing.
 Cancelled	Expanded Green to Compete Hubs to 1 new country (Malaysia). ⁷

Mobilization of partners for green and sustainable growth of MSMEs

 In progress	Support to up to 6 developing countries started, in assessing the role that trade can play in helping them meeting climate mitigation and adaptation objectives.
 Cancelled	Forest and Climate Leadership Partnership joined to bring MSMEs' perspective into the solution package for climate crisis. ⁸
 In progress	New version of Climate Smart Network released (beta version launched at COP27), which connects climate smart MSMEs to international buyers, and scaled with three new partners.

⁷ The establishment of a GreentoCompete Hub in Malaysia was discussed under the framework of W2-funded project Arise Plus Malaysia. However, MATRADE informed ITC that they decided not to pursue the establishment of the Hub at present the following reasons: a) short timeframe of the project implementation (until December 2023), b) potential conflict with a new ESG initiative recently established by the Malaysia Ministry of International Trade and Industry (MITI), c) misalignment of expectations and resources from both sides. Following this decision, ITC decided to implement a stand-alone coaching programme for Malaysian SMEs on Voluntary Sustainability Standards (VSS) and Resource Efficiency Circular Production (RCEP).

⁸ Activity to join Forest and Climate Leadership Partnership to bring MSME's perspective in the solution package for climate crises has been cancelled and replaced by prioritized activities of the policy/knowledge components of the Green Moonshot, such as convening multi-stakeholder roundtables or producing publications on key trade-related climate measures.



E-commerce

Milestone status, as of 30 June 2023

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

In progress	Digital literacy capacity building and coaching on using digital marketplaces conducted for MSMEs in Eastern Europe – Central Asia.
In progress	First wave of MSME support rolled out in two ecomConnect Hubs in Nicaragua and Tunisia, namely supporting a first cohort of MSMEs through a full programme of online and offline events.
In progress	Three new digital platforms (ecomConnect Market, ecomConnect learning hub, ebay discoveries) launched to promote marketplace listings, goods and offer learning on ecommerce.

Support to BSOs and policymakers in relation to digitalization

In progress	Two e-commerce strategies (Uzbekistan and Tajikistan) launched.
In progress	Two countries (Malaysia and the Philippines) supported to strengthen their digital regulatory framework
In progress	Iraq's telecom services enhanced through regulatory assessment to ensure alignment with WTO requirements.



Regional integration and South-South trade and investment

Milestone status, as of 30 June 2023

Boosting regional trade

Completed	Mapping and recommendations for regional BSOs and networks delivered to AfCFTA Secretariat.
In progress	Continued support to the AfCFTA implementation through the enhancement of the African Trade Observatory with new data for five countries, new modules, indicators and a Swahili version.
In progress	Support the regional integration agenda and maintain active relations with countries /regional economic communities (RECs) in sub-Saharan Africa to increase ITC's visibility and possibilities for new funding.

Advancing South-South trade and investment

In progress	Economic operators in South and East Mediterranean countries supported to identify regional trade opportunities through the use of Euromed Trade Helpdesk and its related market intelligence.
In progress	Investment networking sessions organized with West African Investment Promotion Agencies (IPAs) to seize opportunities in the mango, cassava, ICT and textile sectors.

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).

By mid-year, the following action points aiming to effectively respond to country needs are in progress:

- A new draft of the Country Engagement Strategy was presented to the senior management in May 2023. Consultations are ongoing with different sections across the organization including through Management Action Group (MAG), with an updated version to be presented to the senior management for validation and operationalization. It is expected to be finalized by year-end.
- With regard to reporting through UN Country Teams, communication is underway with relevant Country Managers to participate in the reporting exercise in the ‘early adopter’ countries.
- ITC actively engaged in the LDC5 conference in Doha in March to ensure LDCs' needs vis-à-vis international trade are well represented. To this end, ITC on the occasion of LDC5:
 - Launched the [ITC LDC Strategy](#).
 - Launched the [LDC Trade Tracker](#).
 - Launched a new report, titled [Improving trade for food security in LDCs in times of crises](#), in partnership with OHRLLS.
 - Organized 5 side events with partners including LDCs:
 1. “Fostering youth economic inclusiveness and entrepreneurial skills- It Takes an Eco-system – organised by ITC and the Ministry of Sports and Youth of Qatar.
 2. “Empowering Start-ups in African LDCs” – Organised by the Government of Niger, organised by ITC and UNIDO.
 3. “How to leverage E-commerce to support the economic ambitions of LDCs” – organised by ITC and UNCTAD.
 4. “Financing Solutions for the New 10-Year LDC Programme” – organised by ITC and the Government of Tanzania.
 5. “Youth enabling digital development in LDCs” – organised by ITC, ITU and UNCDF.
 - Signed a letter of intent for a partnership with [PricewaterhouseCoopers \(PWC\)](#), to collaborate on development of the sports sector, including through advocacy for decent employment for young people and women; technical cooperation project proposals and exploration of opportunities in areas of common interest, such as migration and gender.
 - PWC contributed in-kind to ITC’s Youth Moonshot, by creating a roadmap to position ITC into sport as an economic sector. This roadmap served to integrate sports in the “Youth moonshot” as a priority sector.

Moving forward, ITC is getting prepared to contribute to the LLDC3 conference in Kigali, Rwanda in 2024.

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 continued active engagement in and contribution to the revamped UN Resident Coordinator system, and signed three UN Sustainable Development Coordination Frameworks (UNSDCFs) in Central African Republic, Ghana and South Sudan.
- In 2023, ITC and UNCTAD have continued their partnership to implement Trade Facilitation Portals (TFP), consistent with Article 1.2 of the WTO Trade Facilitation Agreement (TFA). Using UNCTAD’s technology, ITC has launched the [Info Trade Central Asia Gateway \(Central Asia Gateway\)](#) in May 2023 at the 2nd EU-Central Asia Economic Forum. The Central Asia Gateway provides direct access to step-by-step guides on licenses, pre-clearance permits and clearance formalities for most traded goods within, to and from Central Asia.

- At the World Summit on the Information Society (WSIS) 2023 ITC and UNCTAD organized a joint session on “Enabling Women in eBusiness”.
- ITC briefed the latest cohort of advocates within the eTrade for Women initiative on the experience of ITC in training on ecommerce and related areas under SheTrades. Also collaborated on the design of a coaching experience linking an “eTrade for Women” advocate with selected high potential women entrepreneurs.
- ITC is working with other UN agencies like the with the United Nations World Food Programme (WFP) in improving the competitiveness MSMEs in Iraq, or the Food and Agriculture Organization (FAO) on empowering women through the AfCFTA.
- ITC has continued to support three countries (Iraq, Turkmenistan and Uzbekistan) in their accession to the WTO. During the reporting period ITC also initiated development of a new project to support Timor-Leste to accede to the WTO. The support will be initiated from the second half of 2023.
- ITC has been collaborating with the WTO in the area of trade facilitation, in particular through the WTO Trade Facilitation Agreement Facility (TFAF) in partnership with Annex D+ organizations.
- In Turkmenistan, ITC launched a new [Trade Facilitation Portal](#) that will reduce the time and costs for trade across borders.
- ITC contributed to WTO’s work on increasing transparency in sanitary and phytosanitary (SPS) and technical barriers to trade (TBT) legislation through the joint [ePing](#) initiative, set up jointly by the WTO, ITC and the UN Department of Economic and Social Affairs (UN DESA) to facilitate easy access to product requirements in international markets. ITC supports the promotion of the platform and, in 2023, helped with the development and launch of the Portuguese version of the tool.
- At the Astana International Forum 2023 ITC and WTO co-organized a session titled ‘[From e-commerce to paperless borders: how digitalization is revolutionizing trade](#)’.
- ITC works closely with the WTO on its a dedicated project on [investment facilitation for development](#) to provide capacity building for developing countries to engage constructively in the WTO negotiation on investment facilitation.
 - In May 2023, ITC organized a [workshop](#) at the WTO on how to conduct needs assessments in Investment Facilitation for Development (IFD) negotiations.
 - In June 2023, took place the [7th capacity building workshop/webinar](#) on facilitating sustainable FDI flows to developing countries through the WTO Facilitation for Development Agreement
 - In 2023, ITC continues to work with WTO to conduct pilot assessments, bringing the ground-level experiences of investment promotion agencies, investors, and investment service providers to the attention of negotiators and by promoting public discussions of these issues.
- ITC works with WTO’s MSMEs group on supporting the MSME outcomes in the G20 Trade and Investment Working Group.
- Under the **framework of the International Gender Champions Trade Impact Group**, ITC, WTO and UNCTAD have continued to cooperate and produced a new work plan 2022-2023 focusing on private sector engagement. ITC coordinated two seminars focused on private sector partnerships through supplier diversity initiatives and sustainability standards.
- ITC and UNCTAD have also continued their long-standing collaboration on non-tariff measures (NTM) information.
- ITC collaborated with UNCTAD, WTO and UN-DESA on the elaboration of an impact study of [LDC graduation on the textiles and clothing sector](#) in the 5 Asian LDCs of Bangladesh, Cambodia, Lao People’s Democratic Republic, Myanmar, Nepal.
- ITC continues to collaborate with UNCTAD and WTO on a joint Initiative on cotton by-product development for African LDCs. Additional analysis on cotton-by-products in Malawi and Togo was undertaken by UNCTAD in collaboration with ITC and the WTO. Joint fundraising efforts continue to implement the programme in 10 LDCs in Africa.

4.3 Partnering for purpose

Forming partnerships with non-traditional funders continues to be a priority for ITC in 2023, as it is one of the pillars of the Resource Mobilization Strategy 2022-2025. During the annual Resource Mobilization Steering Committee (RMSC) meeting in April 2023, ITC assigned internal focal points to several new

partners to increase accountability. The committee also discussed ways to prioritize new partners and strengthen partnerships with existing ones.

ITC also launched its Partnerships Dashboard that consolidates partnership information in one location. It equally promotes a culture of knowledge sharing among staff and transparency on partnerships.

In the first half of 2023, ITC established various partnerships with non-traditional funders across key impact areas. Highlights include digital entrepreneurship opportunities for refugees in Kenya and Pakistan facilitated through a partnership with Visa Foundation, a partnership formed with the European Bank for Reconstruction and Development (EBRD) to empower women entrepreneurs and facilitate market connections, particularly in Mongolia, and partnering with Price Waterhouse Coopers (PwC) France on leveraging sports as a means for job creation for youth and women in developing countries by supporting the sport ecosystem and increasing the competitiveness of MSMEs involved in sports sub-sectors.

4.4 Leading the global conversation

During Jan-Jun 2023, we continued to advance ITC's leadership on MSMEs and trade through communications, high-impact events and outreach. After several years of COVID-19-related cancellations and postponements, some major events were finally staged in the first half of 2023. ITC announced the return of its flagship event, the World Export Development Forum, with a launch event in Geneva in February. ITC had a strong presence at the 5th United Nations Conference on the least developed countries in March, to highlight the role of trade and small businesses as drivers of growth in LDCs. Also in March, at the 67th session of the Commission on the Status of Women in New York, ITC focused on empowering women-led businesses in the digital age. In May, ITC was an important partner for the European Union hosts in the delivery of the EU-Central Asia Business Forum in Almaty. In early June, ITC co-hosted timely discussions in Brussels around deforestation-free global value chains. At the World Chambers Congress in Geneva in the same month, ITC's contributions included a presentation of the next generation of tools and programmes for chambers, SMEs and entrepreneurs.

The 20th edition of ITC's flagship event World Export Development Forum ('Diversifying with Green Trade') was hosted by the Government of Mongolia in Ulaanbaatar. Programme highlights with development impact included:

- The first private sector consultations for the upcoming United Nations Conference on Landlocked Developing Countries, scheduled for June 2024 in Kigali.
- Business-to-Business meetings in three sectors: ICT services, natural fibres and leather.
- Thought leadership on diversification, youth entrepreneurship, green trade, digital transformation, access to finance.
- Kick-off workshop for a National Export Strategy for Mongolia.
- Launch of the SheTrades Hub Mongolia, the 14th hub in a global network in support of women entrepreneurs.

During the WEDF, ITC achieved 200 media pick-ups in 18 countries, with a mix of broadcast, online and wire coverage, with top-tier coverage in media outlets in the United States, India, Mongolia and the United Kingdom, including CNBC Asia, BBC World, Bloomberg TV Mongolia, New Delhi TV, Trade Finance Global, the World Economic Forum and a wide range of Mongolian news outlets.

The ITC website audience has continued growing (+11.5% compared to previous 6 months). Users engage more, returning to the website and exploring more pages.

Also, a draft social media policy was presented to the Management Action Group (MAG) and is currently being discussed with each Division.

5. Organizational effectiveness and efficiency

5.1 Gender equality, diversity and inclusion within ITC

In support of ITC's strategic efforts towards gender equality, diversity, and inclusion (GDI), the Gender and Diversity Unit's (GU) mid-year 2023 deliverables include:

- Enhancing capacity building through creating an inclusive language communication guide for ITC users. The GU also offered bystander behavior training to reinforce our commitment to zero tolerance for discrimination and provided gender induction sessions to welcome and support newcomers to ITC.
- Fortifying employee engagement in GDI by implementing tailored performance management goals in the 2023-2024 performance cycle. We also revamped our employee exit questionnaire to gather valuable insights into both our strengths and areas for improvement at ITC.
- Improving diversity efforts by strengthening our existing Diversity and Inclusion (D&I) focal point group, which focuses on Racial and Geographic, LGBTQI+, and Disability inclusion by adding new focal point roles and creating an Ally action group. These additions increase support for D&I awareness events like Black History Awareness Month and Mental Health/Well-being Day.

5.2 Environmental sustainability of ITC operations

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

- Procurement tools/processes: instruction given to Procurement Services team to use global UN available established contract as often as possible.
- Participation in UNEP's Greening the Blue initiative: ITC is following UNEP methodology to determine ITC carbon footprint and identified areas to reduce building energy consumption.
- Carbon neutrality: the Certificates for Emissions Reduction were purchased to offset the 2022 2,188 ton equivalent Co2 ITC Carbon Footprint.
- ITC building renovation: the pre-project feasibility has been completed and the next step is to carry out negotiations with relevant Swiss authorities.
- The Environmental Management System: after internal consultations, ITC has decided to deprioritize the implementation of Environmental Management System due to lack of resources.

5.3 Corporate Scorecard Tier 3: Efficiency and effectiveness KPIs

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

Table 12: Efficiency and effectiveness KPIs and progress in Jan-Jun 2023

Tier 3: Efficiency and effectiveness		2023 OP Targets	Jan-Jun 2023 Actuals
General management			
Oversight and compliance	Unqualified financial statements	Target: achieved	achieved
	Percentage of open audit recommendations closed by the Board of Auditors	47%	53%
Carbon footprint	Achieve a climate-neutral ITC	Target: achieved	achieved
Operational management	Advanced travel arrangements (21-day rule) compliance rate, in %	100%	66.3%
Results-based management and risk management			
Client satisfaction	Percentage of clients that rate ITC services positively	≥ 85%	End-year monitoring
Focus on priority countries	Percentage of country-specific XB delivery dedicated to LDCs, LLDCs, SIDS, sub-Saharan Africa, SVEs, and conflict-affected countries	≥ 75%	74%
Gender mainstreaming	Percentage of UN-SWAP 2.0 indicators met or exceeded	94%	End-year monitoring
Risk management	ITC annual report on risk management completed	1	End-year monitoring

Tier 3: Efficiency and effectiveness		2023 OP Targets	Jan-Jun 2023 Actuals
Transparency	% of XB delivery published to IATI for TRTA projects	90%	93%
Human resources management			
Staff engagement	Average overall rating provided in the annual staff satisfaction survey (out of 5)	≥ 3.3	End-year monitoring
Diversity	Percentage of women in professional and senior level positions	50%	49%
Talent management	More than 50% of the staff members to use a minimum of 5 days per year for professional development	75%	56%
	Average time to recruit fixed-term staff (in days)	90	82
	Average vacancy rate as percentage of all posts	8%	10%
Resource mobilization			
Fundraising	XB funds secured for the following year and beyond	\$205 million	\$171 million*
	Total value of projects under development and in discussion with funders (at year-end, for next year and beyond, L2, L3)	\$150 million	End-year monitoring
Communications			
Outreach	Growth in ITC audience through social media followership (% and # of followers)	10% (315,370 followers)	10% (314,147 followers)
	# of ITC's corporate website visitors**	1,172,000	370,621**
	# of ITC's corporate website sessions**	1,620,000	578,578**
	# of registered accounts to ITC Market Analysis Tools	1,430,000	1,370,000
Partnerships			
	Number of signed United Nations Sustainable Development Cooperation Frameworks (UNSDCFs) (cumulative)	42	42

Source: ITC sections – KPI owners.

*Agreements expected to be signed during the second half of the year will increase the value of the KPI at year end

**The 2023 OP Target figures are overestimated as the calculation was based on the 2022 figures when the website traffic was still inflated by the automatic website robots. We now have more real users visiting better constructed and easier-to-navigate web pages and spending more time engaging with the website. There was a significant reduction of website pages for better user experience (approx. 30,000 before vs. 5,000 pages now) A website session is a group of actions performed by the same user on our website within a timeframe (i.e., multiple page views, subscribing to events, downloading documents and other interactions).

5.4 Building organizational strengths

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

ITC's value proposition is about trust, expertise, connectedness and agility.

Trust

We generate trust as a neutral and inclusive organization.

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

- In the project design phase, ITC's Project Design Taskforce increased its focus on the inception phase, developing a specific checklist to document the objectives and deliverables of the inception phase, the theory of change, data collection for benchmarking purposes, monitoring and governance plans.
- PDTF also increased its focus on projects' mainstreaming considerations, (gender, youth, green, social responsibility) ensuring that mainstreaming focal points are consulted and provide inputs.
- In the area of RBM, the new management dashboard in beta version was shared in April and it is being tested by middle and senior management. An upgraded version of the [Open Data website](#) was finalized and launched in June. The new Project Management Guidelines are being updated and expected to be finalized by year-end. An internal results dashboard, sourcing data from ITC's new reporting templates for outcomes, was published and is under testing.
- In the risk management area, ITC's Enterprise Risk Management Framework and Policy was reviewed within the ITC Moving Forward Initiative and is now aligned with best practices of the UN system, as per the JIU recommendations. Continuous development and improvement of the framework was assessed through a series of CEB benchmarks.
- A review of risk practices in ITC's projects and a proposal for redesign of risk tools are ongoing by year-end.

Expertise

We create knowledge and skills to empower stakeholders.

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

- On talent management, final preparations for the full implementation of the INSPIRA learning module in ITC are ongoing.
- In the innovation area, the Agile Incubator programme was implemented in the first half of the year. Its main goal was to support ITC staff in piloting new products or processes improvements that enhance project delivery for beneficiaries. Three ideas were chosen - Jokkalante Market Platform, Coffee Sustainability Map and Trade Map Data Optimization - guided by the lean-startup approach to develop solutions responding to project needs. Two rounds of innovation-related trainings (nine in total) were designed and delivered to ITC personnel with the L&D Hub. The Innovation Lab supported the Startups for Sustainable Development programme and at the same time, the programme has contributed to the Ecopreneur Awards as a partner.
- Within the Data management initiative, the Single-Sign-On integration with ITC platforms is ongoing, in line with each platform's requirements. ITC's own mobile application "ITC Surveys - Collector to go" has been launched and enables data collection without internet connection, facilitating ITC's work in remote areas. ITC's first policy for the management of client data was published in June 2023. The second version of ITC's Events application was released, with simplified event creation, management and reporting.

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.

Connectedness

We facilitate dialogue and support between and among clients and partners.

ITC held a series of events and maintained its presence in Geneva, New York and programming countries, remaining connected with the wider UN family and increasing outreach towards its beneficiaries. Some highlights are given below:

- In February, FAO and ITC held a policy Dialogue 'Gender Dimensions of Sanitary & Phytosanitary Measures & Technical Barriers to Trade in the Agri-Food Sector.
- In March, ITC participated at Fifth United Nations Conference on the Least Developed Countries (LDC5), through a series of sessions, for example, on youth entrepreneurship, digital technology and inclusiveness and unlocking financing for MSMEs.
- In May, ITC launched its 4th edition of the Coffee Guide for the first time in Amharic, in Addis Abeba, Ethiopia.
- In June, ICC, ITC, WIPO and WTO hosted a side event within the 13th World Chambers Congress in Geneva, presenting a set of digital tools that help BSOs to assess their performance in offering support to MSMEs, diagnose IP needs of entrepreneurs, and access digital tools for small businesses to identify and compare business opportunities in trade. World Resources Institute, ITC and other institutional partners organized the Roundtable on Deforestation-Free Global Value Chains, hosted in Brussels.
- ITC, ICC and WTO MSME Group have launched the 2023 Small Business Champions competition – with an aim to support smallholder farmers and rural MSMEs to participate in international trade.

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.

Agility

We customize and innovate to make sure clients receive the right solutions.

- To streamline its processes, ITC's management held a retreat which was followed by a structured discussion around priority areas for improvement of efficiency and effectiveness. It was followed by a launch of six working groups from all divisions, that will develop stand-alone plans to tackle operational efficiencies, within the 26-point plan of ITC Moving Forward.
- ITC has continued to apply best practices in the post-COVID-19 period, and maintains its hybrid delivery model of a combined remote and in-country delivery, in particular with countries that have ongoing travel restrictions. The SME Trade Academy is developing the online training tools to support their combination with quality controlled local face-to-face delivery mechanisms and training monitoring tools.
- To empower employees to delegate decisions with accountability for outcomes, and also to reconcile different reporting requirements, ITC started a corporate-level revision of several core processes, including operating procedures and approvals in planning and reporting, in line with the BOA recommendations.

ITC Moving Forward Action Plan

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

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

By 30 June 2023, all six action points on prohibited conduct were on track to meet their respective milestones. Several action items, including the establishment of the ITC Ombudsperson, the completion of the internal campaign on grievance channels and the review of ITC policies on prohibited conduct / accountability, were completed by June 2023. Other action points, such as the external investigation (conducted) by OIOS and the formulation of recommendations by working groups on zero tolerance, were still in progress.

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

For each of the 20 action points, working groups with representatives from across ITC were established. The groups started their work with different timelines, ranging from July – November 2023. A comprehensive update on the status of the ITC Moving Forward action points will be provided at end-year.

5.5 Independent evaluation: supporting learning and accountability

Evaluations provide 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 2023, the IEU worked on the following evaluations:

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

Evaluation of the ITC Work on Agricultural Value Chains: Projects to support agricultural value chains make up a large part of ITC’s activities and are very diverse in approach, scope and focus. The evaluation encompasses all projects providing support to agricultural value chains for the entire period of the last Strategic Plan 2018-2021. The evaluation aims at providing a comprehensive overview of the ITC portfolio in agricultural value chains, including the different work approaches being used and at determining the relevance, quality and effectiveness of ITC’s interventions in this area. The final report is expected to be completed in Q4 2023.

Final Evaluation of the UK Trade Partnership Programme: The UK Trade Partnerships (UKTP) programme is a UK-Government funded four-year programme that delivers technical assistance and capacity building in 24 countries across Africa, the Caribbean, and the Pacific (ACP), which are signatories of the Economic Partnership Agreements (EPAs) with the UK. The evaluation aims at taking stock of the UKTP programme approach, implementation models and results achieved to provide accountability information and relative learning on the contribution of projects to achieving the programme objectives and on the added value of ITC’s intervention. The final report is expected to be completed in Q4 2023.

Midterm Evaluation of the Netherlands Trust Fund Phase V (NTF V): This four-year programme (July 2021–June 2025) is funded by the Netherlands and implemented by ITC in cooperation with the Dutch Centre for the Promotion of Imports from developing countries (CBI). NTF V aims to generate long-term socio-economic impact and support MSMEs in digital technologies and agribusiness sectors in Ethiopia, Ghana, and Senegal, and a multi-country project in Benin, Côte d'Ivoire, Mali, and Uganda. The evaluation aims to assess performance against intended outcomes, determine project contributions to the programme theory of change, and identify achievements as set out in the results chain. The final report is expected to be completed in Q1 2024.

Linking Ukrainian SMEs in the Fruits and Vegetables Sector to Global and Domestic Markets and Value Chains – PHASE II midterm evaluation: This three-year project (April 2021-March 2024) is funded by the Swedish Embassy in Ukraine. The project aims to maximize the impact of Phase I results and expand geographical coverage to include additional sub-sectors. It aims to assist MSMEs in the fruit and vegetable (F&V) sector in producing goods according to market requirements, linking pilot MSMEs to target markets, and improving BSOs’ capacity to provide quality services. The midterm evaluation will focus on accountability and learning elements, aiming to align future joint projects with Sweden’s reform cooperation strategy. It will assess project repositioning, adaptability, and sustainability in the current context of war. The final report is expected to be completed in Q1 2024.

Final evaluation of the project Systematic Mechanism for Safer Trade (SYMST): This EU-funded 58-month project (December 2018-October 2023), aims to support Viet Nam and Lao PDR in pesticide use and control of the fruit and vegetables sector and other plant and plant products supply chains, such as rice in Lao PDR. The project builds on the work of the EU, Codex Alimentarius, the FAO, and other partners on Maximum Residue Levels. The project aims to improve food safety through better governance and strengthen regulatory frameworks for plant health and pesticide control. The evaluation was recently launched, and it aims to assess the project's success and identify strengths and weaknesses, providing an independent assessment of its performance and identifying lessons learned for future interventions.

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 was presented at the Joint Advisory Group (JAG) meeting on 20 July 2023.

Beyond these evaluations and reviews, the evaluation unit has 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).

5.6 Resource Mobilization

ITC held its Resource Mobilization Steering Committee (RMSC) meeting in April 2023. The meeting served as a platform to bring together internal funder focal points and ITC's management to take stock of progress against ITC's Resource Mobilization Strategy (RMS). In preparation for the meeting, ITC published a detailed internal Performance Report for 2022, which analyzed ITC's resource mobilization performance across key parameters including mobilization of additional extrabudgetary funding, funding predictability, funding flexibility, and diversification of funding.

ITC has made progress across all three pillars of its RMS: deepening relationships with traditional funders, diversifying its funding base, and strengthening in-country resource mobilization.

- Regarding traditional funders, ITC has continued to actively promote its relationships with key traditional Development Assistance Committee (DAC) funders, as evidenced by several new agreements signed between January and June 2023 with the European Union, the United Kingdom of Great Britain and Northern Ireland, Germany, United States of America, Korea and Japan.
- ITC has continued to diversify its funding base with new agreements, financing contributions, and operationalizing several partnerships with private sector organizations, NGOs and other multilateral institutions. Examples include Visa Foundation, Visa, PricewaterhouseCoopers (PwC), Schneider Electric, Innovative Biotech, Enterprise Greece, Symbiotics Investments, Syngenta Crop Protection, Swisscontact, Alibaba, Fairtrade, Mo Ibrahim Foundation, National Graduate Institute for Policy Studies (GRIPS), and the World Food Programme (WFP).

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 2023 expenditures below \$5k and no OP budget are not listed. The projects highlighted in green were not included in the initial Operational plan 2023.

Country / Region	LDC	Priority Country	Project Title	Sustainable and resilient value chains	Inclusive trade (women, youth, other vulnerable groups)	Green trade	Digital trade	Regional integration and South-South trade	General (non-impact area specific)	Corporate	Funders	OP Budget 2023 (\$'000)	Delivery Jan-Jun 2023 (\$'000)	% Delivered	
Afghanistan	■	■	Afghanistan: Advancing trade (Phase II) (B946)	■	■	■	■				European Commission, Directorate-General International Partnerships	279	14	5%	
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■			United Nations Conference on Trade and Development	4	4	91%
			OIC: Trade and market intelligence for ICDT (C175)						■			Islamic Centre for Development of Trade	7	4	60%
Albania			CEFTA - Support to regional integration (B973)					■			Deutsche Gesellschaft für Internationale Zusammenarbeit	67	14	21%	
			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	7	4	60%	
			Trade promotion East: Balkan States and Central Asia (C178)	■	■	■	■					State Secretariat for Economic Affairs of Switzerland	116	87	75%
Algeria			Algeria: Strengthening the Competitiveness of the Agri-food and Beverage sector (C259)	■	■						International Islamic Trade Finance Corporation	186	3	2%	
			Algeria: Strengthening the competitiveness of the Information and Digital Technology (IDT) sector (C258)	■	■		■					International Islamic Trade Finance Corporation	186	13	7%
			Euromed: Providing trade and market intelligence for better informed decisions (TIFM 2) (A340)						■			European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	112	56	50%
			Post Covid-19 economic recovery in the South Mediterranean Region: Strengthening SMEs' capacity to lead the twin transitions to a green and digital economy (C187)		■	■	■	■	■			Business Development Fund - ITC	2	2	91%
Angola	■	■	AfCFTA Export Training Programme for African SMEs (B972)					■		African Export-Import Bank	11	6	56%		
Antigua and Barbuda		■	Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)	■	■	■		■		European Commission, Directorate-General International Partnerships	140	78	56%		

Country / Region	LDC	Priority Country	Project Title	Sustainable and resilient value chains	Inclusive trade (women, youth, other vulnerable groups)	Green trade	Digital trade	Regional integration and South-South trade	General (non-impact area specific)	Corporate	Funders	OP Budget 2023 (\$'000)	Delivery Jan-Jun 2023 (\$'000)	% Delivered
			CARIFORUM: UK Trade Partnerships Programme (B900)	■	■	■	■				Foreign, Commonwealth and Development Office of the UK	2	7	317%
			Trade Intelligence: UK Trade Partnerships Programme (B906)						■		Foreign, Commonwealth and Development Office of the UK	0	0	22%
Argentina			SheTrades Latin America: Supporting women businesses' transition towards the post COVID digital age (B999)		■		■				ITF Window 1	12	7	58%
Armenia		■	Armenia, Georgia, Moldova, Ukraine: Improving international competitiveness of SMEs and linking them with global value chains (C211)	■		■	■				Business Development Fund - ITC	9	0	1%
			Trade and market intelligence for the Eastern Partnership Countries (B802)					■			European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	97	74	76%
Azerbaijan		■	OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	7	4	60%
			Trade and market intelligence for the Eastern Partnership Countries (B802)					■			European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	97	74	76%
Bahamas		■	Non-ODA: UK Trade Partnerships Programme (C166)	■							Foreign, Commonwealth and Development Office of the UK	-	-	
			Trade Intelligence: UK Trade Partnerships Programme (B906)						■		Foreign, Commonwealth and Development Office of the UK	0	0	22%
Bangladesh	■	■	OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	7	4	60%
			SheTrades Commonwealth + (C185)		■	■	■				Foreign, Commonwealth and Development Office of the UK	27	80	291%
Barbados		■	Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)	■	■	■	■				European Commission, Directorate-General International Partnerships	140	78	56%
			Non-ODA: UK Trade Partnerships Programme (C166)	■							Foreign, Commonwealth and Development Office of the UK	-	-	
			Trade Intelligence: UK Trade Partnerships Programme (B906)						■		Foreign, Commonwealth and Development Office of the UK	0	0	22%
Belarus			Trade and market intelligence for the Eastern Partnership Countries (B802)					■			European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	97	74	76%
Belize		■	Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)	■	■	■	■				European Commission, Directorate-General International Partnerships	140	78	56%
			Trade Intelligence: UK Trade Partnerships Programme (B906)						■		Foreign, Commonwealth and Development Office of the UK	0	0	22%
Benin	■	■	ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion and alliances (B807)	■	■	■		■			European Commission, Directorate-General International Partnerships	327	176	54%
											ITF Window 1	2	-	0%

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			Benin, Côte d'Ivoire, Mali and Uganda: Building Resilient Trade Competitiveness by Fast Tracking the Digital Technology Sector (NTF V) (C154)		■	■	■	■			Ministry of Foreign Affairs of the Netherlands	95	66	69%
			Bénin: Stratégie Nationale d'Exportation - Élaboration et gestion mise en oeuvre (C096)	■	■	■					Enhanced Integrated Framework	152	146	96%
			Burkina Faso et Bénin: Création d'activités génératrices de revenu alternatives pour les communautés vivant autour du complexe w-arly-penjari (C108)	■	■	■					European Commission, Directorate-General International Partnerships	442	300	68%
			ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	201	56	28%
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■			United Nations Conference on Trade and Development	4	4	91%
			NTF V Programme Coordination (C094)						■		Ministry of Foreign Affairs of the Netherlands	19	7	37%
			OIC: Trade and market intelligence for ICDDT (C175)					■			Islamic Centre for Development of Trade	7	4	60%
			SheTrades: Empowering Women in the AfCFTA (Phase II) (C101)		■			■			Deutsche Gesellschaft für Internationale Zusammenarbeit	4	12	281%
Bhutan	■	■	Bhutan: Implementing support for Brand Bhutan among MSMEs (C226)	■			■				Enhanced Integrated Framework	193	201	104%
Bosnia and Herzegovina		■	CEFTA - Support to regional integration (B973)					■			Deutsche Gesellschaft für Internationale Zusammenarbeit	67	14	21%
Botswana		■	South-South Trade and Investment (C106)				■	■	■		ITF Window 1	4	-	0%
Brunei Darussalam			ASEAN: Sustainable Trade, Economic Connectivity and Resilient Value Chains (C277)	■		■	■	■			Business Development Fund - ITC	10	3	31%
			OIC: Trade and market intelligence for ICDDT (C175)					■			Islamic Centre for Development of Trade	7	4	60%
			ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion and alliances (B807)	■	■	■		■			European Commission, Directorate-General International Partnerships	327	176	54%
											ITF Window 1	2	-	0%
Burkina Faso	■	■	AfCFTA Export Training Programme for African SMEs (B972)					■			African Export-Import Bank	11	6	56%
			Burkina Faso et Bénin: Création d'activités génératrices de revenu alternatives pour les communautés vivant autour du complexe w-arly-penjari (C108)	■	■	■					European Commission, Directorate-General International Partnerships	442	300	68%
			ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	201	56	28%

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			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	4	4	91%	
			Inclusive Trade: Ethical Fashion Initiative (C267)	■	■	■					ITF Window 1	50	17	34%	
			OIC: Trade and market intelligence for ICDDT (C175)					■			Islamic Centre for Development of Trade	7	4	60%	
Burundi	■	■	Burundi: Market Access Upgrade Programme - MARKUP (B718)	■				■			European Commission, Directorate-General International Partnerships	799	589	74%	
			EU- EAC MARKUP Phase II (C189)	■		■		■				Business Development Fund - ITC	3	6	181%
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■			United Nations Conference on Trade and Development	4	4	91%
Cabo Verde		■	ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■			■		European Commission, Directorate-General International Partnerships	201	56	28%		
Cambodia	■	■	ASEAN: Sustainable Trade, Economic Connectivity and Resilient Value Chains (C277)	■		■	■	■			Business Development Fund - ITC	10	3	31%	
			Programme Management: UK Trade Partnerships Programme (B908)	■								Foreign, Commonwealth and Development Office of the UK	5	20	395%
			Trade Centre of Expertise: UK Trade Partnerships Programme (C293)	■	■	■	■					Foreign, Commonwealth and Development Office of the UK	-	7	
Cameroon	■	■	ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion and alliances (B807)	■	■	■		■			European Commission, Directorate-General International Partnerships	327	176	54%	
											ITF Window 1	2	-	0%	
			Cameroon: UK Trade Partnerships Programme (B899)	■	■	■						Foreign, Commonwealth and Development Office of the UK	11	1	9%
			OIC: Trade and market intelligence for ICDDT (C175)						■			Islamic Centre for Development of Trade	7	4	60%
			Programme Management: UK Trade Partnerships Programme (B908)	■								Foreign, Commonwealth and Development Office of the UK	5	20	395%
			Trade Intelligence: UK Trade Partnerships Programme (B906)						■		Foreign, Commonwealth and Development Office of the UK	1	0	22%	
Central African Republic	■	■	République Centrafricaine: Programme d'appui à la promotion de l'entreprenariat en milieu urbain et rural (PAPEUR) (B867)	■	■					European Commission, Directorate-General International Partnerships	2,301	720	31%		
Chad	■	■	OIC: Trade and market intelligence for ICDDT (C175)					■		Islamic Centre for Development of Trade	7	4	60%		
Chile			SheTrades Latin America: Supporting women businesses' transition towards the post COVID digital age (B999)		■		■				ITF Window 1	12	7	58%	

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China			Partnership for enhancing export capacity of Africa to China (PEECAC) (C040)	■	■			■			Department of Commerce of Hunan Province China	42	19	46%		
Colombia		■	SheTrades Latin America: Supporting women businesses' transition towards the post COVID digital age (B999)		■		■				ITF Window 1	12	7	58%		
Comoros	■	■	Comoros: Improving public-private dialogue and quality management systems to benefit from Economic Partnership Agreement with the EU (B963)						■		European Commission, Directorate-General International Partnerships	465	391	84%		
			Comoros: UK Trade Partnerships Programme (B901)	■								Foreign, Commonwealth and Development Office of the UK	15	-	0%	
			OIC: Trade and market intelligence for ICDT (C175)						■			Islamic Centre for Development of Trade	7	4	60%	
			Programme Management: UK Trade Partnerships Programme (B908)	■									Foreign, Commonwealth and Development Office of the UK	5	20	395%
			Trade Intelligence: UK Trade Partnerships Programme (B906)							■			Foreign, Commonwealth and Development Office of the UK	0	0	22%
Costa Rica			SheTrades Latin America: Supporting women businesses' transition towards the post COVID digital age (B999)		■		■				ITF Window 1	13	8	58%		
Côte d'Ivoire	■		AfCFTA Export Training Programme for African SMEs (B972)					■			African Export-Import Bank	11	6	56%		
			Africa Fashion and Textile Network (Africa FAN) (C208)	■	■	■	■					Deutsche Gesellschaft für Internationale Zusammenarbeit	58	62	108%	
			Alliance for Product Quality in Africa (B928)	■	■								Deutsche Gesellschaft für Internationale Zusammenarbeit	43	10	23%
			Benin, Côte d'Ivoire, Mali and Uganda: Building Resilient Trade Competitiveness by Fast Tracking the Digital Technology Sector (NTF V) (C154)		■	■	■	■					Ministry of Foreign Affairs of the Netherlands	95	66	69%
			Côte D'Ivoire: UK Trade Partnerships Programme (B902)	■	■								Foreign, Commonwealth and Development Office of the UK	13	2	12%
			Culture project: Identity Building and Sharing Business Initiative (B542)	■	■								European Commission, Directorate-General International Partnerships	67	52	77%
			ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■					■			European Commission, Directorate-General International Partnerships	201	56	28%
			NTF V Programme Coordination (C094)							■			Ministry of Foreign Affairs of the Netherlands	19	7	37%
			OIC: Trade and market intelligence for ICDT (C175)							■			Islamic Centre for Development of Trade	7	4	60%
			Programme Management: UK Trade Partnerships Programme (B908)	■									Foreign, Commonwealth and Development Office of the UK	5	20	395%
			SheTrades West Africa (B610)	■	■						Korea International Cooperation Agency	170	122	72%		

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			Trade Intelligence: UK Trade Partnerships Programme (B906)						■		Foreign, Commonwealth and Development Office of the UK	0	0	22%	
Cuba		■	Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	33	30	91%	
Curaçao		■	Curaçao: National Export Strategy and Implementation Management (B896)	■	■	■	■				Ministry of Economic Development of Curaçao	183	166	91%	
Democratic Republic of the Congo (the)	■	■	ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion and alliances (B807)	■	■	■		■			European Commission, Directorate-General International Partnerships	327	176	54%	
			AfCFTA Export Training Programme for African SMEs (B972)						■			ITF Window 1	2	-	0%
			African Export-Import Bank	11	6	56%									
Dominica	■	■	COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)		■			■			Common Market for Eastern and Southern Africa	64	31	49%	
			Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)	■	■	■		■			European Commission, Directorate-General International Partnerships	140	78	56%	
			CARIFORUM: UK Trade Partnerships Programme (B900)	■	■	■	■				Foreign, Commonwealth and Development Office of the UK	2	7	317%	
			Trade Intelligence: UK Trade Partnerships Programme (B906)						■		Foreign, Commonwealth and Development Office of the UK	0	0	22%	
Dominican Republic	■	■	ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion and alliances (B807)	■	■	■		■			European Commission, Directorate-General International Partnerships	327	176	54%	
			ITF Window 1	2	-	0%									
			Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)	■	■	■		■			European Commission, Directorate-General International Partnerships	157	87	56%	
			CARIFORUM: UK Trade Partnerships Programme (B900)	■	■	■	■				Foreign, Commonwealth and Development Office of the UK	2	7	317%	
			Trade Intelligence: UK Trade Partnerships Programme (B906)						■		Foreign, Commonwealth and Development Office of the UK	0	0	22%	
Ecuador		■	Ecuador: Promoting new non-traditional exports (NEXT Ecuador) (B452)	■	■			■		European Commission, Directorate-General International Partnerships	831	321	39%		
Egypt			AfCFTA Export Training Programme for African SMEs (B972)					■			African Export-Import Bank	11	6	56%	
			Egypt: Improving the international competitiveness of the textile and clothing sector (GTEX/MENATEX) (B673)	■	■		■	■			State Secretariat for Economic Affairs of Switzerland	284	197	70%	
										Swedish International Development Cooperation Agency	25	72	288%		

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			Euromed: Providing trade and market intelligence for better informed decisions (TIFM 2) (A340)					■			European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	112	56	50%
			Global: Networking and knowledge management for the textile and clothing sector (GTEX) (B451)	■		■		■			State Secretariat for Economic Affairs of Switzerland	66	45	68%
			MENATEX Regional: Regional component of the Textiles and Clothing Programme for the MENA region (B696)	■				■			Swedish International Development Cooperation Agency	46	17	37%
			Post Covid-19 economic recovery in the South Mediterranean Region: Strengthening SMEs' capacity to lead the twin transitions to a green and digital economy (C187)		■	■	■	■			Business Development Fund - ITC	3	2	91%
El Salvador		■	El Salvador: Export promotion and diversification (C157)	■	■	■	■				Business Development Fund - ITC	38	2	6%
			SheTrades Latin America: Supporting women businesses' transition towards the post COVID digital age (B999)		■		■				ITF Window 1	12	7	58%
Eritrea	■	■	South-South Trade and Investment (C106)				■	■	■		ITF Window 1	4	-	0%
Eswatini		■	Eswatini: Promoting growth through competitive alliances I (B978)	■					■		European Commission, Directorate-General International Partnerships	1,066	355	33%
			Eswatini: Promoting growth through competitive alliances II (B992)	■							European Commission, Directorate-General International Partnerships	1,760	387	22%
			Africa Fashion and Textile Network (Africa FAN) (C208)	■	■	■	■				Deutsche Gesellschaft für Internationale Zusammenarbeit	17	18	108%
			Alliance for Product Quality in Africa (B928)	■	■						Deutsche Gesellschaft für Internationale Zusammenarbeit	43	10	23%
			COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)		■			■			Common Market for Eastern and Southern Africa	64	31	49%
Ethiopia	■	■	Ethiopia: Building Alliances for Action in Coffee from seed to cup (NTF V) (C148)	■							Ministry of Foreign Affairs of the Netherlands	744	452	61%
			Ethiopia: Building Resilient Trade Competitiveness by Fast Tracking the Digital Technology Sector (NTF V) (C149)		■	■	■	■			Ministry of Foreign Affairs of the Netherlands	422	174	41%
			NTF V Programme Coordination (C094)						■		Ministry of Foreign Affairs of the Netherlands	100	37	37%
			Partnership for enhancing export capacity of Africa to China (PEECAC) (C040)	■	■			■			Department of Commerce of Hunan Province China	39	18	46%
			Programme Management: UK Trade Partnerships Programme (B908)	■							Foreign, Commonwealth and Development Office of the UK	5	20	395%
			South-South Trade and Investment (C106)				■	■	■		ITF Window 1	4	-	0%

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			Trade Centre of Expertise: UK Trade Partnerships Programme (C293)	■	■	■	■				Foreign, Commonwealth and Development Office of the UK	-	7		
Fiji	■		Fiji: UK Trade Partnership Programme (B905)	■	■						Foreign, Commonwealth and Development Office of the UK	27	5	20%	
			Pacific: UK Trade Partnerships Programme (C292)	■	■	■						Foreign, Commonwealth and Development Office of the UK	-	32	
			Programme Management: UK Trade Partnerships Programme (B908)	■								Foreign, Commonwealth and Development Office of the UK	5	20	395%
			Trade Intelligence: UK Trade Partnerships Programme (B906)						■			Foreign, Commonwealth and Development Office of the UK	0	0	22%
Gabon	■		OIC: Trade and market intelligence for ICDT (C175)					■		Islamic Centre for Development of Trade	7	4	60%		
Georgia			Armenia, Georgia, Moldova, Ukraine: Improving international competitiveness of SMEs and linking them with global value chains (C211)	■		■	■				Business Development Fund - ITC	9	0	1%	
			Trade and market intelligence for the Eastern Partnership Countries (B802)						■			European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	97	74	76%
Ghana	■		ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion and alliances (B807)	■	■	■		■			European Commission, Directorate-General International Partnerships	327	176	54%	
											ITF Window 1	2	-	0%	
				AfCFTA Export Training Programme for African SMEs (B972)						■		African Export-Import Bank	11	6	56%
				Africa Fashion and Textile Network (Africa FAN) (C208)	■	■	■	■				Deutsche Gesellschaft für Internationale Zusammenarbeit	58	62	108%
				Alliance for Product Quality in Africa (B928)	■	■						Deutsche Gesellschaft für Internationale Zusammenarbeit	43	10	23%
				ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■				■		European Commission, Directorate-General International Partnerships	201	56	28%
				Ghana: Building Alliances for Action in Cocoa from bean to bar (NTF V) (C150)	■							Ministry of Foreign Affairs of the Netherlands	651	504	77%
				Ghana: Building Resilient Trade Competitiveness by Fast Tracking the Digital Technology Sector (NTF V) (C151)	■	■	■	■				Ministry of Foreign Affairs of the Netherlands	406	198	49%
				Ghana: Developing cocoa and associated crops through the Sankofa Project empowered by Alliances for Action (B766)	■	■	■					HALBA - Division of Coop Genossenschaft	128	15	11%
				Ghana: UK Trade Partnerships Programme (B903)	■	■						Foreign, Commonwealth and Development Office of the UK	8	(19)	-242%
		NTF V Programme Coordination (C094)							■	Ministry of Foreign Affairs of the Netherlands	86	31	37%		
		Programme Management: UK Trade Partnerships Programme (B908)	■							Foreign, Commonwealth and Development Office of the UK	5	20	395%		

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			SheTrades Commonwealth + (C185)		■	■	■				Foreign, Commonwealth and Development Office of the UK	27	80	291%		
			SheTrades: Empowering women and boosting livelihoods through agricultural trade: Leveraging the AfCFTA (C100)		■			■			Food and Agriculture Organization of the United Nations	67	20	31%		
			South-South Trade and Investment (C106)				■	■	■		ITF Window 1	4	-	0%		
			Trade Intelligence: UK Trade Partnerships Programme (B906)						■		Foreign, Commonwealth and Development Office of the UK	0	0	22%		
			Trade Training Hub (TTH) (B736)		■	■			■		ITF Window 1	13	8	63%		
Grenada	■		Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)	■	■	■		■			European Commission, Directorate-General International Partnerships	140	78	56%		
			CARIFORUM: UK Trade Partnerships Programme (B900)	■	■	■	■				Foreign, Commonwealth and Development Office of the UK	2	7	317%		
			Grenada and Saint Lucia: Logistics chain study (C270)							■		Caribbean Development Bank	51	47	91%	
			Trade Intelligence: UK Trade Partnerships Programme (B906)							■		Foreign, Commonwealth and Development Office of the UK	0	0	22%	
Guatemala	■		Guatemala: Strengthening the business skills and employability of informal entrepreneurs at the Ciudad Pedro de Alvarado Border (B615)		■		■				United States Agency for International Development	273	(87)	-32%		
			SheTrades Latin America: Supporting women businesses' transition towards the post COVID digital age (B999)		■		■					ITF Window 1	12	7	58%	
Guinea	■	■	ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	201	56	28%		
			Guinea: Improving sustainable livelihoods for border communities (C035)	■	■			■				MPTF - Start-up Fund for Safe, Orderly and Regular Migration	74	114	154%	
			Guinea: Relance de la filière ananas (REFILA) (B803)	■	■			■				United Nations Industrial Development Organization	93	93	100%	
			Guinée: Programme d'appui à l'integration socio-economique des jeunes (INTEGRA) (B463)	■	■		■					European Commission, Directorate-General International Partnerships	1,733	1,325	76%	
			OIC: Trade and market intelligence for ICDT (C175)							■			Islamic Centre for Development of Trade	7	4	60%
			SheTrades West Africa (B610)	■	■								Korea International Cooperation Agency	170	122	72%
Guinea-Bissau	■	■	ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	201	56	28%		
			OIC: Trade and market intelligence for ICDT (C175)						■			Islamic Centre for Development of Trade	7	4	60%	

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Guyana	■		Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)	■	■	■		■			European Commission, Directorate-General International Partnerships	157	87	56%	
			OIC: Trade and market intelligence for ICDT (C175)						■			Islamic Centre for Development of Trade	7	4	60%
			Trade Intelligence: UK Trade Partnerships Programme (B906)							■		Foreign, Commonwealth and Development Office of the UK	0	0	22%
Honduras	■		El Amatillo-Honduras: Creating Resilience and Employment for Communities in Remote Environments (CRECER) (C074)		■						United States Agency for International Development	160	2	1%	
			SheTrades Latin America: Supporting women businesses' transition towards the post COVID digital age (B999)		■		■					ITF Window 1	12	7	58%
India			South-South Trade and Investment (C106)				■	■	■		ITF Window 1	4	-	0%	
Indonesia			ASEAN: Sustainable Trade, Economic Connectivity and Resilient Value Chains (C277)	■		■	■	■			Business Development Fund - ITC	10	3	31%	
			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	7	4	60%	
			SheTrades and Unilever (C198)	■	■					■	■	Unilever	46	-	0%
			SheTrades Commonwealth + (C185)		■	■	■					Foreign, Commonwealth and Development Office of the UK	27	80	291%
Iran (Islamic Republic of)			Culture project: Identity Building and Sharing Business Initiative (B542)	■	■						European Commission, Directorate-General International Partnerships	59	45	77%	
			Iran: Trade-Related Technical Assistance (B782)	■	■	■	■					European Commission, Directorate-General International Partnerships	280	237	84%
			OIC: Trade and market intelligence for ICDT (C175)					■				Islamic Centre for Development of Trade	7	4	60%
Iraq	■		Iraq: Housing & complementary job creation (C254)	■	■	■					Business Development Fund - ITC	91	125	138%	
			Iraq: Strengthening the Agriculture and Agri-Food Value Chain and Improving Trade Policy (SAAVI) (B960)	■	■	■				■		European Commission, Directorate-General International Partnerships	7,178	3,790	53%
			SheTrades: Accelerator Programme for women entrepreneurs in the Apparel, Accessories and Home Décor sector (C052)		■							Deutsche Gesellschaft für Internationale Zusammenarbeit	175	73	42%
Jamaica	■		ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion and alliances (B807)	■	■	■		■			European Commission, Directorate-General International Partnerships	327	176	54%	
											ITF Window 1	2	-	0%	
			Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)	■	■	■		■				European Commission, Directorate-General International Partnerships	174	97	56%

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			CARIFORUM: UK Trade Partnerships Programme (B900)	■	■	■	■				Foreign, Commonwealth and Development Office of the UK	2	7	317%
			Programme Management: UK Trade Partnerships Programme (B908)	■							Foreign, Commonwealth and Development Office of the UK	5	20	395%
			Trade Intelligence: UK Trade Partnerships Programme (B906)							■	Foreign, Commonwealth and Development Office of the UK	0	0	22%
			Euromed: Providing trade and market intelligence for better informed decisions (TIFM 2) (A340)					■			European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	112	56	50%
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	4	4	91%
			Jordan: Improving the international competitiveness of the textile and clothing sector (MENATEX) (B811)	■	■	■					Swedish International Development Cooperation Agency	459	443	96%
Jordan		■	Jordan: Trade for Employment Project: "Improving Business Environment for SMEs Through Trade Facilitation" (B639)	■	■	■				■	Deutsche Gesellschaft für Internationale Zusammenarbeit	650	62	9%
			MENATEX Regional: Regional component of the Textiles and Clothing Programme for the MENA region (B696)	■				■			Swedish International Development Cooperation Agency	46	17	37%
			Post Covid-19 economic recovery in the South Mediterranean Region: Strengthening SMEs' capacity to lead the twin transitions to a green and digital economy (C187)		■	■	■	■			Business Development Fund - ITC	2	2	91%
			SheTrades: Accelerator Programme for women entrepreneurs in the Apparel, Accessories and Home Décor sector (C052)		■						Deutsche Gesellschaft für Internationale Zusammenarbeit	140	59	42%
			Central Asia: Ready4Trade (R4TCA) (B723)				■		■		European Commission, Directorate-General International Partnerships	679	429	63%
Kazakhstan		■	Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	4	4	91%
			OIC: Trade and market intelligence for ICDDT (C175)					■			Islamic Centre for Development of Trade	7	4	60%
			ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion and alliances (B807)	■	■	■		■			European Commission, Directorate-General International Partnerships	327	176	54%
Kenya		■	AfCFTA Export Training Programme for African SMEs (B972)					■			ITF Window 1	2	-	0%
			COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)		■			■			Common Market for Eastern and Southern Africa	73	36	49%

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			Culture project: Identity Building and Sharing Business Initiative (B542)	■	■						European Commission, Directorate-General International Partnerships	59	45	77%
			EU- EAC MARKUP Phase II (C189)	■		■		■			Business Development Fund - ITC	3	6	181%
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	4	4	91%
			Inclusive Trade: Ethical Fashion Initiative (C267)	■	■	■					ITF Window 1	200	68	34%
			Kenya and Pakistan: Creating digital entrepreneurship opportunities for refugees (REMI) (C212)		■						Visa Foundation	-	9	
			Kenya: Building Inclusive markets, skills and business development capacity of refugees and host communities for sustainable socio-economic integration (C085)	■	■	■					Business Development Fund - ITC	30	-	0%
			Partnership for enhancing export capacity of Africa to China (PEECAC) (C040)	■	■			■			Department of Commerce of Hunan Province China	39	18	46%
			Refugee Employment and Skills Initiative: Building Solutions for Somali Refugees in a Fragile Protracted Displacement Scenario (RESI Dadaab II) (B864)		■						Danish Refugee Council – Kenya	316	92	29%
											Norwegian Refugee Council	-	0	
			SheTrades Commonwealth + (C185)		■	■	■				Foreign, Commonwealth and Development Office of the UK	37	106	291%
			SheTrades: Accelerator Programme for women entrepreneurs in the Apparel, Accessories and Home Décor sector (C052)		■						Deutsche Gesellschaft für Internationale Zusammenarbeit	140	59	42%
			South-South Trade and Investment (C106)				■	■	■		ITF Window 1	4	-	0%
			Trade Training Hub (TTH) (B736)		■	■			■		ITF Window 1	13	8	63%
Kiribati	■	■	Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	4	4	91%
			Central Asia: Ready4Trade (R4TCA) (B723)				■		■		European Commission, Directorate-General International Partnerships	679	429	63%
Kyrgyzstan		■	Central Asia: Strengthening market analysis in using the Central Asia Trade Intelligence Portal (C235)						■		United Nations Development Programme - Istanbul Regional Hub	65	53	82%
			Central Asia: UK Trade Partnerships Programme (C272)	■							Foreign, Commonwealth and Development Office of the UK	-	34	
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	4	4	91%

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			Global: Networking and knowledge management for the textile and clothing sector (GTEX) (B451)	■		■		■			State Secretariat for Economic Affairs of Switzerland	66	45	68%
			Kyrgyzstan: Improving the international competitiveness of the textile and clothing sector (GTEX) (B676)	■	■						State Secretariat for Economic Affairs of Switzerland	419	299	71%
			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	7	4	60%
			ASEAN: Sustainable Trade, Economic Connectivity and Resilient Value Chains (C277)	■		■	■	■			Business Development Fund - ITC	10	3	31%
Lao People's Democratic Republic	■	■	Lao PDR: ASEAN Regional Integration Support (Laos-ARISE Plus) (B505)	■				■			European Commission, Directorate-General International Partnerships	1,209	655	54%
			Programme Management: UK Trade Partnerships Programme (B908)	■							Foreign, Commonwealth and Development Office of the UK	5	20	395%
			Systematic Mechanism for Safer Trade (SYMST) (B695)	■							European Commission, Directorate-General International Partnerships	346	213	62%
			Trade Centre of Expertise: UK Trade Partnerships Programme (C293)	■	■	■	■				Foreign, Commonwealth and Development Office of the UK	-	7	
			Conducive policy and regulatory environment: Trade negotiations and policy reform (C128)	■	■	■	■	■	■		ITF Window 1	26	6	25%
Lebanon		■	Euromed: Providing trade and market intelligence for better informed decisions (TIFM 2) (A340)					■			European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	112	56	50%
			Post Covid-19 economic recovery in the South Mediterranean Region: Strengthening SMEs' capacity to lead the twin transitions to a green and digital economy (C187)		■	■	■	■			Business Development Fund - ITC	2	2	91%
			SheTrades: Accelerator Programme for women entrepreneurs in the Apparel, Accessories and Home Décor sector (C052)		■						Deutsche Gesellschaft für Internationale Zusammenarbeit	140	59	42%
Lesotho	■	■	Lesotho: Promoting International Market Linked Cottage Industries (C209)		■	■					Business Development Fund - ITC	35	11	30%
			South-South Trade and Investment (C106)				■	■	■		ITF Window 1	4	-	0%
			ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion and alliances (B807)	■	■	■		■			European Commission, Directorate-General International Partnerships	327	176	54%
											ITF Window 1	2	-	0%
Liberia	■	■	Conducive policy and regulatory environment: Trade negotiations and policy reform (C128)	■	■	■	■	■	■		ITF Window 1	26	6	25%
			ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	201	56	28%

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			SheTrades West Africa (B610)	■	■						Korea International Cooperation Agency	170	122	72%
			SheTrades: Empowering Women in the AfCFTA (Phase II) (C101)		■			■			Deutsche Gesellschaft für Internationale Zusammenarbeit	4	12	281%
Libya		■	Post Covid-19 economic recovery in the South Mediterranean Region: Strengthening SMEs' capacity to lead the twin transitions to a green and digital economy (C187)		■	■	■	■			Business Development Fund - ITC	2	2	91%
			Madagascar: UK Trade Partnerships Programme (B904)	■	■		■	■			Foreign, Commonwealth and Development Office of the UK	36	147	412%
Madagascar	■	■	Partnership for enhancing export capacity of Africa to China (PEECAC) (C040)	■	■			■			Department of Commerce of Hunan Province China	39	18	46%
			Programme Management: UK Trade Partnerships Programme (B908)	■							Foreign, Commonwealth and Development Office of the UK	5	20	395%
			Trade Intelligence: UK Trade Partnerships Programme (B906)						■		Foreign, Commonwealth and Development Office of the UK	0	0	22%
			AfCFTA Export Training Programme for African SMEs (B972)					■			African Export-Import Bank	29	17	56%
			COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)		■			■			Common Market for Eastern and Southern Africa	64	31	49%
Malawi	■	■	SheTrades: Empowering women and boosting livelihoods through agricultural trade: Leveraging the AfCFTA (C100)		■			■			Food and Agriculture Organization of the United Nations	67	20	31%
			SheTrades: Empowering Women in the AfCFTA (Phase II) (C101)		■			■			Deutsche Gesellschaft für Internationale Zusammenarbeit	4	12	281%
			South-South Trade and Investment (C106)				■	■	■		ITF Window 1	4	-	0%
			ASEAN: Sustainable Trade, Economic Connectivity and Resilient Value Chains (C277)	■		■	■	■			Business Development Fund - ITC	10	3	31%
Malaysia			Malaysia: Trade-Related Assistance (Arise + Malaysia) (B872)	■		■	■		■		European Commission, Directorate-General International Partnerships	1,687	854	51%
			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	7	4	60%
Maldives		■	OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	7	4	60%
			Benin, Côte d'Ivoire, Mali and Uganda: Building Resilient Trade Competitiveness by Fast Tracking the Digital Technology Sector (NTF V) (C154)		■	■	■	■			Ministry of Foreign Affairs of the Netherlands	95	66	69%
Mali	■	■	Culture project: Identity Building and Sharing Business Initiative (B542)	■	■						European Commission, Directorate-General International Partnerships	59	45	77%
			ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	201	56	28%

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			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	4	4	91%
			NTF V Programme Coordination (C094)						■		Ministry of Foreign Affairs of the Netherlands	19	7	37%
			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	7	4	60%
Mauritania	■	■	ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	335	93	28%
			Partnership for enhancing export capacity of Africa to China (PEECAC) (C040)	■	■			■			Department of Commerce of Hunan Province China	39	18	46%
Mauritius		■	Programme Management: UK Trade Partnerships Programme (B908)	■							Foreign, Commonwealth and Development Office of the UK	5	20	395%
			SheTrades Mauritius (C236)		■						Foreign, Commonwealth and Development Office of the UK	229	229	100%
			Trade Intelligence: UK Trade Partnerships Programme (B906)						■		Foreign, Commonwealth and Development Office of the UK	0	0	22%
Micronesia (Federated States of)		■	Micronesia: Coconut Export Strategy (C058)	■	■						Federated States of Micronesia Petroleum Corporation	66	71	107%
Mongolia		■	Mongolia: National Export Strategy (C281)	■	■	■					Ministry of Food, Agriculture, and Light Industry of Mongolia	-	222	
Montenegro			CEFTA - Support to regional integration (B973)					■			Deutsche Gesellschaft für Internationale Zusammenarbeit	67	14	21%
			AfCFTA Export Training Programme for African SMEs (B972)					■			African Export-Import Bank	11	6	56%
			Africa Fashion and Textile Network (Africa FAN) (C208)	■	■	■	■				Deutsche Gesellschaft für Internationale Zusammenarbeit	17	18	108%
			Euromed: Providing trade and market intelligence for better informed decisions (TIFM 2) (A340)					■			European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	112	56	50%
			Global: Networking and knowledge management for the textile and clothing sector (GTEX) (B451)	■		■		■			State Secretariat for Economic Affairs of Switzerland	66	45	68%
Morocco			MENATEX Regional: Regional component of the Textiles and Clothing Programme for the MENA region (B696)	■				■			Swedish International Development Cooperation Agency	46	17	37%
			Morocco: Improving the international competitiveness of the textile and clothing sector (GTEX/MENATEX) (B674)	■		■					State Secretariat for Economic Affairs of Switzerland	33	32	96%
			Morocco: Improving the international competitiveness of the textile and clothing sector (GTEX/MENATEX) (B674)	■		■					Swedish International Development Cooperation Agency	451	150	33%
			Post Covid-19 economic recovery in the South Mediterranean Region: Strengthening SMEs'		■	■	■	■			Business Development Fund - ITC	2	2	91%

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			capacity to lead the twin transitions to a green and digital economy (C187)											
Mozambique	■	■	OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	7	4	60%
			Partnership for enhancing export capacity of Africa to China (PEECAC) (C040)	■	■			■			Department of Commerce of Hunan Province China	39	18	46%
			South-South Trade and Investment (C106)				■	■	■		ITF Window 1	4	-	0%
Myanmar	■	■	ASEAN: Sustainable Trade, Economic Connectivity and Resilient Value Chains (C277)	■		■	■	■			Business Development Fund - ITC	10	3	31%
			Myanmar: Trade-Related Technical Assistance (ARISE+ Myanmar) (B567)	■	■			■			European Commission, Directorate-General International Partnerships	3,978	1,505	38%
			Myanmar: Upgrading horticulture supply and sustainable tourism to develop business linkages (B566)	■	■						State Secretariat for Economic Affairs of Switzerland	129	130	101%
			NTF V Programme Coordination (C094)						■		Ministry of Foreign Affairs of the Netherlands	26	10	37%
Namibia		■	South-South Trade and Investment (C106)				■	■	■	ITF Window 1	4	-	0%	
Nauru		■	Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■	United Nations Conference on Trade and Development	4	4	91%	
Nepal	■	■	Nepal Trade-Related Assistance (B731)	■							European Commission, Directorate-General International Partnerships	2,084	596	29%
			Trade Centre of Expertise: UK Trade Partnerships Programme (C293)	■	■	■	■				Foreign, Commonwealth and Development Office of the UK	-	3	
Niger	■	■	ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	201	56	28%
			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	7	4	60%
			SheTrades: Empowering Women in the AfCFTA (Phase II) (C101)		■			■			Deutsche Gesellschaft für Internationale Zusammenarbeit	4	12	281%
			AfCFTA Export Training Programme for African SMEs (B972)						■			African Export-Import Bank	11	6
Nigeria	■	■	ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	201	56	28%
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	4	4	91%
			Nigeria: Vaccine Investments and Trade Ecosystems in Africa (VITEA) (C107)	■				■			Ministry of Foreign Affairs of Japan	359	188	52%
			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	7	4	60%

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			SheTrades Commonwealth + (C185)		■	■	■				Foreign, Commonwealth and Development Office of the UK	27	80	291%
			SheTrades: Empowering women and boosting livelihoods through agricultural trade: Leveraging the AfCFTA (C100)		■			■			Food and Agriculture Organization of the United Nations	67	20	31%
			SheTrades: Empowering Women in the AfCFTA (Phase II) (C101)		■			■			Deutsche Gesellschaft für Internationale Zusammenarbeit	5	14	281%
			South-South Trade and Investment (C106)				■	■	■		ITF Window 1	4	-	0%
			Trade Centre of Expertise: UK Trade Partnerships Programme (C293)	■	■	■	■				Foreign, Commonwealth and Development Office of the UK	-	7	
			Trade Training Hub (TTH) (B736)		■	■			■		ITF Window 1	13	8	63%
North Macedonia		■	CEFTA - Support to regional integration (B973)					■			Deutsche Gesellschaft für Internationale Zusammenarbeit	67	14	21%
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	4	4	91%
			Kenya and Pakistan: Creating digital entrepreneurship opportunities for refugees (REMI) (C212)		■						Visa Foundation	-	9	
			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	7	4	60%
Pakistan			Pakistan: Growth for rural advancement and sustainable progress (GRASP) (B466)	■	■	■	■				European Commission, Directorate-General International Partnerships	14,440	6,184	43%
											ITF Window 1	88	0	0%
			Pakistan: Revenue Mobilisation for Investment and Trade (ReMIT) (B938)		■				■		Foreign, Commonwealth and Development Office of the UK	139	142	102%
			Programme Management: UK Trade Partnerships Programme (B908)	■							Foreign, Commonwealth and Development Office of the UK	10	39	395%
			Trade Centre of Expertise: UK Trade Partnerships Programme (C293)	■	■	■	■				Foreign, Commonwealth and Development Office of the UK	-	10	
Panama		■	SheTrades Latin America: Supporting women businesses' transition towards the post COVID digital age (B999)		■		■				ITF Window 1	12	7	58%
			ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion and alliances (B807)	■	■	■		■			European Commission, Directorate-General International Partnerships	327	176	54%
											ITF Window 1	2	-	0%
Papua New Guinea		■	Pacific: UK Trade Partnerships Programme (C292)	■	■	■					Foreign, Commonwealth and Development Office of the UK	-	32	
			PNG: UK Trade Partnerships Programme (B967)	■		■					Foreign, Commonwealth and Development Office of the UK	22	(10)	-43%
			Programme Management: UK Trade Partnerships Programme (B908)	■							Foreign, Commonwealth and Development Office of the UK	5	20	395%

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			Trade Intelligence: UK Trade Partnerships Programme (B906)						■		Foreign, Commonwealth and Development Office of the UK	0	0	22%
Philippines			ASEAN: Sustainable Trade, Economic Connectivity and Resilient Value Chains (C277)	■		■	■	■			Business Development Fund - ITC	10	3	31%
			Philippines: Trade-Related Assistance (Arise + Philippines) (C007)		■			■	■		European Commission, Directorate-General International Partnerships	1,500	1,292	86%
			SheTrades Commonwealth + (C185)		■	■	■				Foreign, Commonwealth and Development Office of the UK	27	80	291%
Qatar			Qatar: Export Acceleration Pilot Programme to improve SME competitiveness and market access (Qatar EAP) (B996)	■							Qatar Development Bank	3	(8)	-259%
			Qatar: Export Acceleration Programme II (C158)	■							Qatar Development Bank	133	128	97%
Republic of Moldova (the)			Armenia, Georgia, Moldova, Ukraine: Improving international competitiveness of SMEs and linking them with global value chains (C211)	■		■	■				Business Development Fund - ITC	9	0	1%
		■	CEFTA - Support to regional integration (B973)					■			Deutsche Gesellschaft für Internationale Zusammenarbeit	67	14	21%
			Trade and market intelligence for the Eastern Partnership Countries (B802)					■			European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	121	92	76%
Rwanda			AfCFTA Export Training Programme for African SMEs (B972)					■			African Export-Import Bank	11	6	56%
			Alliance for Product Quality in Africa (B928)	■	■						Deutsche Gesellschaft für Internationale Zusammenarbeit	43	10	23%
			EU- EAC MARKUP Phase II (C189)	■		■		■			Business Development Fund - ITC	3	6	181%
		■	Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	4	4	91%
			Partnership for enhancing export capacity of Africa to China (PEECAC) (C040)	■	■			■			Department of Commerce of Hunan Province China	39	18	46%
			Rwanda: Value Added Initiative to Boost Employment for Refugees (REMI) (C225)		■						Business Development Fund - ITC	-	15	
			SheTrades: Empowering Women in the AfCFTA (Phase II) (C101)		■			■			Deutsche Gesellschaft für Internationale Zusammenarbeit	4	12	281%
			South-South Trade and Investment (C106)				■	■	■		ITF Window 1	4	-	0%
Saint Kitts and Nevis			Trade Training Hub (TTH) (B736)		■	■			■		ITF Window 1	18	11	63%
		■	Non-ODA: UK Trade Partnerships Programme (C166)	■							Foreign, Commonwealth and Development Office of the UK	-	-	
			Trade Intelligence: UK Trade Partnerships Programme (B906)						■		Foreign, Commonwealth and Development Office of the UK	0	0	22%

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Saint Lucia	■		Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)	■	■	■		■			European Commission, Directorate-General International Partnerships	140	78	56%		
			CARIFORUM: UK Trade Partnerships Programme (B900)	■	■	■	■					Foreign, Commonwealth and Development Office of the UK	2	7	317%	
			Grenada and Saint Lucia: Logistics chain study (C270)								■		Caribbean Development Bank	51	47	91%
			St. Lucia: Strengthening the institutional infrastructure for export promotion (A332)	■	■		■	■	■				Export Saint Lucia	-	6	
			Trade Intelligence: UK Trade Partnerships Programme (B906)								■		Foreign, Commonwealth and Development Office of the UK	0	0	22%
Saint Vincent and the Grenadines	■		Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)	■	■	■		■			European Commission, Directorate-General International Partnerships	140	78	56%		
			CARIFORUM: UK Trade Partnerships Programme (B900)	■	■	■	■					Foreign, Commonwealth and Development Office of the UK	3	9	317%	
			Trade Intelligence: UK Trade Partnerships Programme (B906)								■		Foreign, Commonwealth and Development Office of the UK	0	0	22%
Samoa	■		Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	4	4	91%		
			Pacific: UK Trade Partnerships Programme (C292)	■	■	■						Foreign, Commonwealth and Development Office of the UK	-	32		
Senegal	■	■	Africa Fashion and Textile Network (Africa FAN) (C208)	■	■	■	■				Deutsche Gesellschaft für Internationale Zusammenarbeit	17	18	108%		
			ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■			■				European Commission, Directorate-General International Partnerships	201	56	28%	
			NTF V Programme Coordination (C094)								■		Ministry of Foreign Affairs of the Netherlands	86	31	37%
			OIC: Trade and market intelligence for ICDT (C175)							■			Islamic Centre for Development of Trade	7	4	60%
			Programme Management: UK Trade Partnerships Programme (B908)	■									Foreign, Commonwealth and Development Office of the UK	5	20	395%
			Senegal: Alliances for Value Addition in Cashew Nut (NTF V) (C152)	■									Ministry of Foreign Affairs of the Netherlands	465	211	45%
			Senegal: Building Resilient Trade Competitiveness by Fast Tracking the Digital Technology Sector (NTF V) (C153)				■	■	■	■			Ministry of Foreign Affairs of the Netherlands	372	220	59%
			Sénégal: Programme d'appui à la Compétitivité de l'Afrique de l'Ouest (PACAO) (B461)	■	■				■	■			European Commission, Directorate-General International Partnerships	2,789	723	26%
SheTrades: Accelerator Programme for women entrepreneurs in the Apparel, Accessories and Home Décor sector (C052)				■						Deutsche Gesellschaft für Internationale Zusammenarbeit	140	59	42%			

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			SheTrades: Empowering women and boosting livelihoods through agricultural trade: Leveraging the AfCFTA (C100)		■			■			Food and Agriculture Organization of the United Nations	67	20	31%
			Trade Centre of Expertise: UK Trade Partnerships Programme (C293)	■	■	■	■				Foreign, Commonwealth and Development Office of the UK	-	3	
Serbia			CEFTA - Support to regional integration (B973)					■			Deutsche Gesellschaft für Internationale Zusammenarbeit	84	17	21%
			Trade promotion East: Balkan States and Central Asia (C178)	■	■	■	■				State Secretariat for Economic Affairs of Switzerland	116	87	75%
Seychelles		■	Non-ODA: UK Trade Partnerships Programme (C166)	■							Foreign, Commonwealth and Development Office of the UK	270	294	109%
			Trade Intelligence: UK Trade Partnerships Programme (B906)						■		Foreign, Commonwealth and Development Office of the UK	0	0	22%
			ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	201	56	28%
Sierra Leone	■	■	OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	7	4	60%
			SheTrades West Africa (B610)	■	■						Korea International Cooperation Agency	170	122	72%
			Sierra Leone: Empowering youth through digital technologies (C214)		■		■				Business Development Fund - ITC	28	11	40%
			Sierra Leone: West Africa Competitiveness Programme (B457)	■	■			■			United Nations Industrial Development Organization	465	188	40%
Singapore		■	ASEAN: Sustainable Trade, Economic Connectivity and Resilient Value Chains (C277)	■		■	■	■			Business Development Fund - ITC	10	3	31%
Solomon Islands	■	■	Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	4	4	91%
			Pacific: UK Trade Partnerships Programme (C292)	■	■	■					Foreign, Commonwealth and Development Office of the UK	-	32	
			Programme Management: UK Trade Partnerships Programme (B908)	■							Foreign, Commonwealth and Development Office of the UK	5	20	395%
South Africa		■	AfCFTA Export Training Programme for African SMEs (B972)					■			African Export-Import Bank	11	6	56%
			SheTrades: Accelerator Programme for women entrepreneurs in the Apparel, Accessories and Home Décor sector (C052)		■						Deutsche Gesellschaft für Internationale Zusammenarbeit	140	59	42%
			EU- EAC MARKUP Phase II (C189)	■		■		■			Business Development Fund - ITC	3	6	181%
South Sudan	■	■	South Sudan: Jobs Creation and Trade Development (B910)	■	■						European Commission, Directorate-General International Partnerships	1,673	1,421	85%
			South Sudan: National Export and Investment Strategy (AfCFTA) (C029)	■				■			African Export-Import Bank	20	(0)	-1%

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			South-South Trade and Investment (C106)				■	■	■		ITF Window 1	16	-	0%	
			Conducive policy and regulatory environment: Trade negotiations and policy reform (C128)	■	■	■	■	■	■		ITF Window 1	17	4	25%	
Sri Lanka	■		Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	4	4	91%	
			Programme Management: UK Trade Partnerships Programme (B908)	■								Foreign, Commonwealth and Development Office of the UK	5	20	395%
			Sri Lanka: Trade Facilitation for SMEs (B986)	■	■	■	■			■		Deutsche Gesellschaft für Internationale Zusammenarbeit	294	204	69%
			Trade Centre of Expertise: UK Trade Partnerships Programme (C293)	■	■	■	■					Foreign, Commonwealth and Development Office of the UK	-	7	
			Euromed: Providing trade and market intelligence for better informed decisions (TIFM 2) (A340)							■			European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	112	56
State of Palestine		■	State of Palestine: Create Self-Employment Opportunities for Vulnerable and Marginalized groups in Gaza through Digital Channels (Go Digital) (C269)	■	■		■				Ministry of Foreign Affairs of Japan	418	220	53%	
Sudan	■	■	Sudan: WTO Accession and Private Sector (C177)					■	■		Permanent Mission of Japan to the United Nations	-	17		
			Sudan: WTO Accession and Public Sector (C291)						■	■		Japan International Cooperation Agency	-	9	
Suriname	■		Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)	■	■	■		■			European Commission, Directorate-General International Partnerships	140	78	56%	
			OIC: Trade and market intelligence for ICDDT (C175)						■			Islamic Centre for Development of Trade	7	4	60%
			Trade Intelligence: UK Trade Partnerships Programme (B906)								■	Foreign, Commonwealth and Development Office of the UK	0	0	22%
Tajikistan	■		Central Asia: Ready4Trade (R4TCA) (B723)				■		■		European Commission, Directorate-General International Partnerships	679	429	63%	
			Central Asia: Strengthening market analysis in using the Central Asia Trade Intelligence Portal (C235)							■		United Nations Development Programme - Istanbul Regional Hub	65	53	82%
			Central Asia: UK Trade Partnerships Programme (C272)	■								Foreign, Commonwealth and Development Office of the UK	-	34	
			Culture project: Identity Building and Sharing Business Initiative (B542)	■	■							European Commission, Directorate-General International Partnerships	59	45	77%
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)				■		■	■	■		United Nations Conference on Trade and Development	4	4

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			Global: Networking and knowledge management for the textile and clothing sector (GTEX) (B451)	■		■		■			State Secretariat for Economic Affairs of Switzerland	66	45	68%
			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	7	4	60%
			Tajikistan: Improving the international competitiveness of the textile and clothing sector (GTEX) (B675)	■	■						State Secretariat for Economic Affairs of Switzerland	325	281	86%
			Trade promotion East: Balkan States and Central Asia (C178)	■	■	■	■				State Secretariat for Economic Affairs of Switzerland	116	87	75%
Thailand			ASEAN: Sustainable Trade, Economic Connectivity and Resilient Value Chains (C277)	■		■	■	■			Business Development Fund - ITC	10	3	31%
			Thailand: Trade-Related Assistance (Arise + Thailand) (B873)	■		■		■	■		European Commission, Directorate-General International Partnerships	1,390	701	50%
			ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	201	56	28%
			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	7	4	60%
			The Gambia: Addressing the drivers and causes of vulnerability in migration among border communities along the Trans-Gambia transport corridor (C071)		■			■			MPTF - Start-up Fund for Safe, Orderly and Regular Migration	372	299	80%
			The Gambia: COVID-19 recovery through digitalisation and market access for women horticulture producers (C022)	■	■		■				Enhanced Integrated Framework	19	48	253%
											ITF Window 1	-	0	
The Gambia	■	■	The Gambia: Improving skills and employment opportunities for youth and women (C086)		■						Deutsche Gesellschaft für Internationale Zusammenarbeit	93	220	237%
			The Gambia: Jobs, Skills and Finance (JSF) for Women and Youth (B664)	■	■	■					European Commission, Directorate-General International Partnerships	186	64	34%
			The Gambia: Localizing SDGs - Improving the livelihoods of vulnerable women and youth around the Senegambia Bridge (C036)		■						MPTF - United Nations Trust Fund for Human Security	112	69	62%
			The Gambia: Strengthening the National Infrastructure for Peace to Promote Social Cohesion (C206)		■						MPTF - Peacebuilding Fund	186	122	65%
			The Gambia: Youth Empowerment Project (YEP) Tourism (C204)	■	■	■					Business Development Fund - ITC	-	21	
Timor-Leste	■	■	Timor-Leste: Support to Regional Integration and Trade (C249)		■			■	■		Business Development Fund - ITC	38	38	100%
Togo	■	■	ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	201	56	28%

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			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	7	4	60%
			SheTrades: Empowering Women in the AfCFTA (Phase II) (C101)		■			■			Deutsche Gesellschaft für Internationale Zusammenarbeit	4	12	281%
Tonga		■	Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	4	4	91%
Trinidad and Tobago		■	Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)	■	■	■		■			European Commission, Directorate-General International Partnerships	140	78	56%
			Non-ODA: UK Trade Partnerships Programme (C166)	■							Foreign, Commonwealth and Development Office of the UK	-	-	
			Trade Intelligence: UK Trade Partnerships Programme (B906)						■		Foreign, Commonwealth and Development Office of the UK	0	0	22%
			AfCFTA Export Training Programme for African SMEs (B972)					■			African Export-Import Bank	11	6	56%
			Alliance for Product Quality in Africa (B928)	■	■						Deutsche Gesellschaft für Internationale Zusammenarbeit	43	10	23%
			Euromed: Providing trade and market intelligence for better informed decisions (TIFM 2) (A340)					■			European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	112	56	50%
			Global: Networking and knowledge management for the textile and clothing sector (GTEX) (B451)	■		■		■			State Secretariat for Economic Affairs of Switzerland	66	45	68%
			MENATEX Regional: Regional component of the Textiles and Clothing Programme for the MENA region (B696)	■				■			Swedish International Development Cooperation Agency	46	17	37%
Tunisia			Post Covid-19 economic recovery in the South Mediterranean Region: Strengthening SMEs' capacity to lead the twin transitions to a green and digital economy (C187)		■	■	■	■			Business Development Fund - ITC	2	2	91%
			Tunisia: Improving the international competitiveness of the textile and clothing sector (GTEX/MENATEX) (B672)	■	■						State Secretariat for Economic Affairs of Switzerland	350	291	83%
			Tunisia: Improving the international competitiveness of the textile and clothing sector (GTEX/MENATEX) (B672)	■	■						Swedish International Development Cooperation Agency	14	(15)	-112%
			Tunisia: Increasing knowledge of economic operators on AfCFTA opportunities (C147)					■			Deutsche Gesellschaft für Internationale Zusammenarbeit	-	20	
			Tunisia: Market Intelligence within CEPEX (C160)						■		Deutsche Gesellschaft für Internationale Zusammenarbeit	150	170	113%
Türkiye			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	7	4	60%
Turkmenistan		■	Central Asia: Ready4Trade (R4TCA) (B723)				■		■		European Commission, Directorate-General International Partnerships	679	429	63%

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Tuvalu	■ ■	■ ■	Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	4	4	91%		
			OIC: Trade and market intelligence for ICDT (C175)						■			Islamic Centre for Development of Trade	7	4	60%	
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■			United Nations Conference on Trade and Development	4	4	91%	
			AfCFTA Export Training Programme for African SMEs (B972)							■			African Export-Import Bank	11	6	56%
			Benin, Côte d'Ivoire, Mali and Uganda: Building Resilient Trade Competitiveness by Fast Tracking the Digital Technology Sector (NTF V) (C154)			■	■	■	■				Ministry of Foreign Affairs of the Netherlands	95	66	69%
			Culture project: Identity Building and Sharing Business Initiative (B542)	■	■								European Commission, Directorate-General International Partnerships	59	45	77%
Uganda	■ ■	■ ■	EU- EAC MARKUP Phase II (C189)	■		■		■			Business Development Fund - ITC	3	6	181%		
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■			United Nations Conference on Trade and Development	4	4	91%	
			NTF V Programme Coordination (C094)							■		Ministry of Foreign Affairs of the Netherlands	19	7	37%	
			OIC: Trade and market intelligence for ICDT (C175)							■		Islamic Centre for Development of Trade	7	4	60%	
			Partnership for enhancing export capacity of Africa to China (PEECAC) (C040)	■	■				■			Department of Commerce of Hunan Province China	39	18	46%	
			Programme Management: UK Trade Partnerships Programme (B908)	■								Foreign, Commonwealth and Development Office of the UK	5	20	395%	
			South-South Trade and Investment (C106)					■	■	■		ITF Window 1	4	-	0%	
			Trade Centre of Expertise: UK Trade Partnerships Programme (C293)	■	■	■	■					Foreign, Commonwealth and Development Office of the UK	-	7		
			Trade Training Hub (TTH) (B736)		■	■				■		ITF Window 1	13	8	63%	
			Uganda: Business acceleration for young entrepreneurs in the film sector 'Opportunities Are Here' (OAH) (C227)			■							Business Development Fund - ITC	-	15	
										European Commission, Directorate-General International Partnerships	-	50				
Uganda: Strengthening Agribusiness Resilience and Competitiveness (STAR) (C017)	■	■	■							Korea International Cooperation Agency	1,236	189	15%			
Uganda: Trade and Investment Development Project (C283)	■	■		■						Business Development Fund - ITC	-	23				
Uganda: Youth Startup Academy in Africa (C026)	■	■								ITF Window 1	14	-	0%			

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				■	■						Ministry of SMEs and Startups of the Republic of Korea	1,527	606	40%
Ukraine	■	■	Armenia, Georgia, Moldova, Ukraine: Improving international competitiveness of SMEs and linking them with global value chains (C211)	■		■	■				Business Development Fund - ITC	9	0	1%
			Trade and market intelligence for the Eastern Partnership Countries (B802)					■			European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	97	74	76%
			Ukraine: Building Economic Resilience of Displacement Affected Communities (C284)	■	■	■	■				Ministry of Foreign Affairs of Japan	-	118	
			Ukraine: Linking SMEs in the fruits and vegetable sector to global and domestic markets and value chains (Phase II) (C044)	■							Embassy of Sweden to Ukraine	465	467	100%
United Republic of Tanzania (the)	■	■	COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)		■			■			Common Market for Eastern and Southern Africa	64	31	49%
			EU- EAC MARKUP Phase II (C189)	■		■		■			Business Development Fund - ITC	4	8	181%
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	4	4	91%
			Programme Management: UK Trade Partnerships Programme (B908)	■							Foreign, Commonwealth and Development Office of the UK	5	20	395%
			SheTrades: Empowering women and boosting livelihoods through agricultural trade: Leveraging the AfCFTA (C100)		■				■		Food and Agriculture Organization of the United Nations	67	20	31%
			South-South Trade and Investment (C106)				■	■	■		ITF Window 1	4	-	0%
			Tanzania: Developing the Beekeeping Value Chain (B924)	■	■						Enabel – Agence Belge de développement	928	561	60%
			Tanzania: Kigoma Joint Programme under UNDP II (B727)		■		■				MPTF - MDG Achievement Fund	-	107	
			Trade Centre of Expertise: UK Trade Partnerships Programme (C293)	■	■	■	■				Foreign, Commonwealth and Development Office of the UK	-	3	
			Trade Training Hub (TTH) (B736)		■	■				■	ITF Window 1	13	8	63%
Uruguay			SheTrades Latin America: Supporting women businesses' transition towards the post COVID digital age (B999)		■		■			ITF Window 1	12	7	58%	
Uzbekistan	■		Central Asia: Ready4Trade (R4TCA) (B723)				■		■	European Commission, Directorate-General International Partnerships	679	429	63%	
			Central Asia: Strengthening market analysis in using the Central Asia Trade Intelligence Portal (C235)							■	United Nations Development Programme - Istanbul Regional Hub	67	55	82%

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			Culture project: Identity Building and Sharing Business Initiative (B542)	■	■						European Commission, Directorate-General International Partnerships	59	45	77%	
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	4	4	91%	
			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	7	4	60%	
			Trade promotion East: Balkan States and Central Asia (C178)	■	■	■	■				State Secretariat for Economic Affairs of Switzerland	116	87	75%	
			Uzbekistan: Facilitating the Process of Accession to the WTO (B915)	■	■				■		European Commission, Directorate-General International Partnerships	744	519	70%	
Vanuatu	■		ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion and alliances (B807)	■	■	■		■			European Commission, Directorate-General International Partnerships	491	264	54%	
											ITF Window 1	3	-	0%	
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	4	4	91%	
Viet Nam			ASEAN: Sustainable Trade, Economic Connectivity and Resilient Value Chains (C277)	■		■	■	■			Business Development Fund - ITC	10	3	31%	
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■			United Nations Conference on Trade and Development	4	4	91%
			SheTrades Commonwealth + (C185)		■	■	■					Foreign, Commonwealth and Development Office of the UK	27	80	291%
			Systematic Mechanism for Safer Trade (SYMST) (B695)	■								European Commission, Directorate-General International Partnerships	346	213	62%
			Vietnam: Trade Policy and Promotion Project (B888)	■							State Secretariat for Economic Affairs of Switzerland	511	308	60%	
Zambia	■	■	ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion and alliances (B807)	■	■	■		■			European Commission, Directorate-General International Partnerships	327	176	54%	
											ITF Window 1	2	-	0%	
			COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)		■			■				Common Market for Eastern and Southern Africa	64	31	49%
			Partnership for enhancing export capacity of Africa to China (PEECAC) (C040)	■	■			■				Department of Commerce of Hunan Province China	39	18	46%
			SheTrades Zambia: Increasing the participation of women in trade (C081)		■		■					Enhanced Integrated Framework	-	110	
										ITF Window 1	71	19	27%		

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			South-South Trade and Investment (C106)				■	■	■		ITF Window 1	4	-	0%
			Trade Training Hub (TTH) (B736)		■	■			■		ITF Window 1	13	8	63%
			AfCFTA Export Training Programme for African SMEs (B972)					■			African Export-Import Bank	11	6	56%
			COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)		■			■			Common Market for Eastern and Southern Africa	64	31	49%
			Programme Management: UK Trade Partnerships Programme (B908)	■							Foreign, Commonwealth and Development Office of the UK	5	20	395%
Zimbabwe		■	South-South Trade and Investment (C106)				■	■	■		ITF Window 1	4	-	0%
			Trade Centre of Expertise: UK Trade Partnerships Programme (C293)	■	■	■	■				Foreign, Commonwealth and Development Office of the UK	-	7	
			Trade Intelligence: UK Trade Partnerships Programme (B906)						■		Foreign, Commonwealth and Development Office of the UK	0	0	22%
			Trade Training Hub (TTH) (B736)		■	■			■		ITF Window 1	13	8	63%
			Zimbabwe: UK Trade Partnerships Programme (B907)	■	■	■					Foreign, Commonwealth and Development Office of the UK	6	3	48%
			Business Development Fund (BDF 2023) (C261)							■	Business Development Fund - ITC	21	-	0%
			Implementation of the African Trade Observatory within the AUC (B353)					■			European Commission, Directorate-General International Partnerships	1,859	1,031	55%
			ONE TRADE AFRICA: Connecting the African business community with the AfCFTA (C088)	■	■		■	■			ITF Window 1	365	300	82%
											United Nations Development Programme - Regional Service Center for Africa	-	(1)	
											Deutsche Gesellschaft für Internationale Zusammenarbeit	10	4	36%
Africa											Fédération Européenne des Fabricants d'Aliments Composés	-	1	
											Global Coffee Platform	3	2	82%
			T4SD: Advisory Services (C110)	■		■					International Apparel Federation	2	2	104%
											International Textile Manufacturers Federation	-	(0)	
											Revolving Fund MAR	-	0	
											Soy Network Switzerland	1	1	67%
											Sustainable Agriculture Initiative	9	-	0%

Country / Region	LDC	Priority Country	Project Title	Sustainable and resilient value chains	Inclusive trade (women, youth, other vulnerable groups)	Green trade	Digital trade	Regional integration and South-South trade	General (non-impact area specific)	Corporate	Funders	OP Budget 2023 (\$'000)	Delivery Jan-Jun 2023 (\$'000)	% Delivered
			Trade Promotion between China and other Developing Countries along the Belt and Road Initiative (B568)					■			Ministry of Commerce of China	186	75	40%
			Business Development Fund (BDF 2023) (C261)							■	Business Development Fund - ITC	10	-	0%
Asia and the Pacific		T4SD: Advisory Services (C110)		■		■					Deutsche Gesellschaft für Internationale Zusammenarbeit	10	4	36%
											Fédération Européenne des Fabricants d'Aliments Composés	-	1	
											Global Coffee Platform	3	2	82%
											International Apparel Federation	2	2	104%
											International Textile Manufacturers Federation	-	(0)	
											Revolving Fund MAR	-	0	
											Soy Network Switzerland	1	1	67%
											Sustainable Agriculture Initiative	9	-	0%
											Trade Promotion between China and other Developing Countries along the Belt and Road Initiative (B568)			
			Business Development Fund (BDF 2023) (C261)							■	Business Development Fund - ITC	10	-	0%
Eastern Europe and Central Asia		T4SD: Advisory Services (C110)		■		■					Deutsche Gesellschaft für Internationale Zusammenarbeit	10	4	36%
											Fédération Européenne des Fabricants d'Aliments Composés	-	1	
											Global Coffee Platform	3	2	82%
											International Apparel Federation	2	2	104%
											International Textile Manufacturers Federation	-	(0)	
											Revolving Fund MAR	-	0	
											Soy Network Switzerland	1	1	67%
											Sustainable Agriculture Initiative	9	-	0%
														Business Development Fund (BDF 2023) (C261)
Latin America and the Caribbean			T4SD: Advisory Services (C110)	■		■					Deutsche Gesellschaft für Internationale Zusammenarbeit	10	4	36%

Country / Region	LDC	Priority Country	Project Title	Sustainable and resilient value chains	Inclusive trade (women, youth, other vulnerable groups)	Green trade	Digital trade	Regional integration and South-South trade	General (non-impact area specific)	Corporate	Funders	OP Budget 2023 (\$'000)	Delivery Jan-Jun 2023 (\$'000)	% Delivered
											Fédération Européenne des Fabricants d'Aliments Composés	-	1	
											Global Coffee Platform	3	2	82%
											International Apparel Federation	2	2	104%
											International Textile Manufacturers Federation	-	(0)	
											Revolving Fund MAR	-	0	
											Soy Network Switzerland	1	1	67%
											Sustainable Agriculture Initiative	9	-	0%
			Business Development Fund (BDF 2023) (C261)							■	Business Development Fund - ITC	21	-	0%
			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	99	60	60%
											Deutsche Gesellschaft für Internationale Zusammenarbeit	13	5	36%
Middle East and North Africa			T4SD: Advisory Services (C110)	■		■					Fédération Européenne des Fabricants d'Aliments Composés	-	1	
											Global Coffee Platform	3	3	82%
											International Apparel Federation	3	3	104%
											International Textile Manufacturers Federation	-	(0)	
											Revolving Fund MAR	-	0	
											Soy Network Switzerland	1	1	67%
											Sustainable Agriculture Initiative	11	-	0%
			Alliances for Action: Coffee Network (C093)	■		■	■				ITF Window 1	120	86	71%
			Business Development Fund (BDF 2023) (C261)							■	Business Development Fund - ITC	10	-	0%
			Business, trade and market intelligence: Artificial Intelligence (C121)							■	ITF Window 1	100	96	96%
			Business, trade and market intelligence: Global Trade Helpdesk (C183)				■			■	ITF Window 1	280	129	46%
Global			Business, trade and market intelligence: SME Competitiveness Survey and Outlook (C120)	■	■	■	■			■	ITF Window 1	980	394	40%
			Business, trade and market intelligence: Trade analysis (C124)							■	ITF Window 1	150	63	42%
			Business, trade and market intelligence: Trade for Sustainable Development (T4SD) database (C122)	■		■					ITF Window 1	770	629	82%

Country / Region	LDC	Priority Country	Project Title	Sustainable and resilient value chains	Inclusive trade (women, youth, other vulnerable groups)	Green trade	Digital trade	Regional integration and South-South trade	General (non-impact area specific)	Corporate	Funders	OP Budget 2023 (\$'000)	Delivery Jan-Jun 2023 (\$'000)	% Delivered
			Conducive policy and regulatory environment: Quality (C126)	■		■		■			ITF Window 1	385	64	17%
			Conducive policy and regulatory environment: Strategy (C129)	■	■	■	■				ITF Window 1	300	156	52%
			Conducive policy and regulatory environment: Trade facilitation (C127)	■	■	■				■	ITF Window 1	170	42	24%
			Conducive policy and regulatory environment: Trade negotiations and policy reform (C128)	■	■	■	■	■	■		ITF Window 1	102	26	25%
			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)	■							European Commission, Directorate-General International Partnerships	353	366	104%
			Euromed: Providing trade and market intelligence for better informed decisions (TIFM 2) (A340)					■			European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	149	74	50%
			Export Potential Map (A341)	■	■			■	■		Enterprise Greece Invest & Trade	12	22	177%
		Switzerland Global Enterprise									2	3	139%	
		Wirtschaftskammer Oesterreich									5	3	59%	
			Fellowship: Mo Ibrahim Foundation (B203)							■	Mo Ibrahim Foundation	114	113	99%
			Global Public Goods: Providing trade and market intelligence for informed trade decisions (C203)							■	ITF Window 1	400	-	0%
			Global Trade Helpdesk (B572)							■	Google - Ireland	-	15	
			Global: Climate competitiveness: Building opportunities in the green economy for emerging and developing countries (C190)			■					European Commission, Directorate-General for Trade	-	136	
			Global: Development of innovative e-commerce support (C075)				■				United States Agency for International Development	138	198	144%
			Global: Digital connectivity and trade (Switch ON) (C136)				■				ITF Window 1	495	167	34%
			Global: E-learning webinar Agrifood Export Promotion (C265)							■	Food and Agriculture Organization of the United Nations	47	24	52%
			Global: Improving readiness to comply with trade regulations - a self-assessment tool (C078)							■	United States Agency for International Development	-	110	
			Global: Market intelligence services to strengthen transparency in trade and understanding of international trade issues (C168)							■	Australian Trade and Investment Commission	17	19	112%
		Innovation, Science and Economic Development Canada									11	-	0%	
		ITF Window 2									21	20	96%	
		National Graduate Institute for Policy Studies									26	25	93%	
		New Zealand Trade and Enterprise									11	10	86%	

Country / Region	LDC	Priority Country	Project Title	Sustainable and resilient value chains	Inclusive trade (women, youth, other vulnerable groups)	Green trade	Digital trade	Regional integration and South-South trade	General (non-impact area specific)	Corporate	Funders	OP Budget 2023 (\$'000)	Delivery Jan-Jun 2023 (\$'000)	% Delivered
			Global: Sustainable E-commerce Development for MSMEs (C188)				■				Alibaba Group	53	54	101%
			Green Trade (C135)			■					ITF Window 1	925	352	38%
			GreenToCompete: Innovative solutions for environmental sustainability of SMEs (C079)			■					United States Agency for International Development	130	133	102%
			Improving transparency in trade through embedded market analysis tools (B352)						■		Chambre de commerce, d'industrie, d'agriculture et des métiers - Pointe-Noire	6	28	493%
											CrimsonLogic - Panama	24	-	0%
											Federation of U.A.E Chambers of Commerce and Industry	9	0	0%
											Fundación Intemacional y para Iberoamérica de Administración y Políticas Públicas	14	15	110%
			Improving transparency in trade through market analysis tools as a global public good (B336)						■		European Commission, Directorate-General International Partnerships	-	118	
											ITF Window 1	150	315	210%
											Revolving Fund MAR	-	57	
			Inclusive trade: SheTrades initiative (C131)		■						ITF Window 1	633	391	62%
			Inclusive trade: Youth and Trade initiative (C132)		■						ITF Window 1	330	117	36%
			ITC Digitalization of Group Trainings (C250)							■	ITF Window 1	318	202	64%
			Managing for impact and results: Data Management initiative (C143)							■	ITF Window 1	921	456	50%
			Managing for impact and results: DCP/OD Partnership, coordination and business development (C140)							■	ITF Window 1	250	217	87%
			Managing for impact and results: DECI/OD Partnership and Coordination (C141)							■	ITF Window 1	25	39	156%
			Managing for impact and results: DMD/OD Partnership, coordination and business development (C163)							■	ITF Window 1	25	16	64%
			Managing for impact and results: DSIT/OD Partnership, coordination and business development (C280)	■	■	■					ITF Window 1	25	0	2%
			Managing for impact and results: Inclusiveness - UN-SWAP (C146)							■	ITF Window 1	192	79	41%
			Managing for impact and results: Information Technology (C138)							■	ITF Window 1	727	294	40%
			Managing for impact and results: Innovation Lab (C144)							■	ITF Window 1	110	76	69%

Country / Region	LDC	Priority Country	Project Title	Sustainable and resilient value chains	Inclusive trade (women, youth, other vulnerable groups)	Green trade	Digital trade	Regional integration and South-South trade	General (non-impact area specific)	Corporate	Funders	OP Budget 2023 (\$'000)	Delivery Jan-Jun 2023 (\$'000)	% Delivered
			Managing for impact and results: ITC Website (C200)							■	ITF Window 1	110	103	94%
			Managing for impact and results: OED Partnership and Coordination (C139)							■	ITF Window 1	150	118	79%
			Managing for impact and results: OED/NY Partnership and Coordination (C142)							■	ITF Window 1	180	107	59%
			Managing for impact and results: Results Based Management (RBM) (C145)							■	ITF Window 1	80	28	35%
			MLS-SCM Revolving Fund (B189)	■	■					■	Revolving Fund MLS-SCM	93	45	48%
			Refugees Empowerment through Markets Initiative (REM) (C202)		■						ITF Window 1	200	64	32%
			SheTrades and UPS (B956)		■		■			■	UPS Foundation	-	153	
			SheTrades Commonwealth + (C185)		■	■	■				Foreign, Commonwealth and Development Office of the UK	27	80	291%
			SheTrades: Promoting Gender-Responsive Public Procurement for Agricultural Products (C251)		■						Deutsche Gesellschaft für Internationale Zusammenarbeit	983	143	15%
			Supportive business ecosystem: Institutions and Ecosystems for Business Support (C130)	■	■	■	■			■	ITF Window 1	400	218	54%
			Sustainable and resilient value chains (C133)	■							ITF Window 1	275	141	51%
			T4SD: Advisory Services (C110)	■							Deutsche Gesellschaft für Internationale Zusammenarbeit	10	4	36%
		Fédération Européenne des Fabricants d'Aliments Composés									-	1		
		Global Coffee Platform									3	2	82%	
		International Apparel Federation									2	2	104%	
		International Textile Manufacturers Federation									-	(0)		
		Revolving Fund MAR									-	0		
		Soy Network Switzerland									1	1	67%	
			Sustainable Agriculture Initiative	9	-	0%								
			Trade in services (B026)	■			■	■			Ministry of Commerce of China	186	156	84%
			TS Revolving Fund (B205)	■	■	■	■		■		Revolving Fund TS	23	2	11%
			World Export Development Forum (WEDF) 2023 (C305)							■	ITF Window 1	-	56	
			Associate Expert -Sector and Enterprise Competitiveness (C273)		■	■	■				Ministry of Foreign Affairs of the Netherlands	170	79	47%
			Associate expert -Trade Facilitation and Policy for Business (C109)		■	■	■	■	■		Swedish International Development Cooperation Agency	160	42	27%

Country / Region	LDC	Priority Country	Project Title	Sustainable and resilient value chains	Inclusive trade (women, youth, other vulnerable groups)	Green trade	Digital trade	Regional integration and South-South trade	General (non-impact area specific)	Corporate	Funders	OP Budget 2023 (\$'000)	Delivery Jan-Jun 2023 (\$'000)	% Delivered
			Associate Expert - Office for Latin America and the Caribbean (C053)	■	■		■				Ministry of Foreign Affairs of Japan	-	19	
			Associate Expert - Women, Youth and Vulnerable Communities (B825)		■						Federal Ministry for Economic Cooperation and Development of Germany - Berlin	-	17	
			Associate expert - Strategic Planning, Performance & Governance (C006)							■	Federal Ministry for Economic Cooperation and Development of Germany - Berlin	87	82	94%
			Associate expert - Sector and Enterprise Competitiveness (C030)	■			■				Ministry of Foreign Affairs and International Cooperation of Italy	76	12	16%
			Associate Expert - Green and Inclusive Value Chains (C186)							■	Federal Ministry for Economic Cooperation and Development of Germany - Berlin	163	82	50%
			Associate Expert - Office for Asia and the Pacific (C201)							■	Ministry of Commerce of China	159	76	48%
			Secondee from Republic of Korea (C051)							■	Public Procurement Service of the Republic of Korea	112	138	123%
			Secondee from Republic of Korea (C295)		■					■	Public Procurement Service of the Republic of Korea	-	142	
			Secondee from Republic of Korea (B985)		■					■	Ministry of SMEs and Startups of the Republic of Korea	-	71	

ITC is grateful for contributions to the ITC Trust Fund Window 1 (ITF Window 1) from:

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

Annex II: ITC's direct contribution to SDG monitoring

10 REDUCED INEQUALITIES



Goal 10: Reduce inequality within and among countries

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

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

17 PARTNERSHIPS FOR THE GOALS



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

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

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

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

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

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

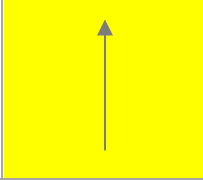
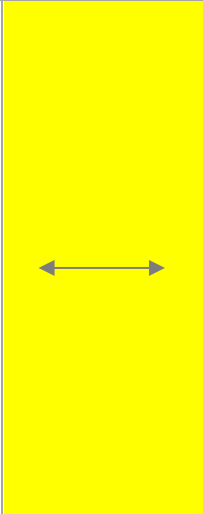
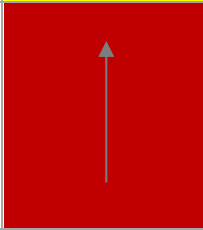
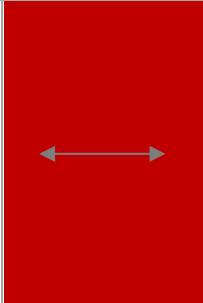

- [Indicator 17.12.1: Average tariffs faced by developing countries, least developed countries and small island developing States](#)

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

ITC reviewed the risk rating and trend for risks in its risk register and reflected on new risks. The table below shows the 2023 risk register, with update on risk mitigation measures that were implemented in the first half of the year. *Audit recommendations implementation points (BOA, OIOS) as planned mitigation actions are given in italics.*

Table 6 ITC's Risk Register 2023, status at mid-year

Risk ID	Risk statement	Risk responses and mitigation actions planned in 2023	Mitigation actions implemented (Jan-June 2023)	Risk rating and 2023 trend
R1	Delayed upgrading of project operations and internal processes that are needed to support to the timely delivery of the larger project portfolio	<p>Control:</p> <ul style="list-style-type: none"> Availability of Video-tutorials on internal processes that allow self-determined training schedules. <i>ITC Moving Forward action plan</i> includes review of process bottlenecks that complicate/delay project delivery, in a manner that remains consistent with UN rules and regulations. 	<ul style="list-style-type: none"> Video-tutorials on several internal processes are available on ITC's internal website. In a process review meeting of ITC's Management Action Group (mid- and senior level managers) the top-priority processes were identified. Six working groups to develop specific recommendations for the priority processes will be established in Q3. 	↔
R2	Inability of ITC to fully deliver on (contractual) commitments in unstable project countries	<p>Control:</p> <ul style="list-style-type: none"> Creation of an institutionalized system – strengthening SME Trade Academy (SME TA), with tools upgrading – Virtual Workshops, to optimize delivery and scale training participation. Local personnel and focused relationship and capacity building activities with local partners to deliver face-to-face services and facilitate on-line interactions. A contingency reserve in project budgets ensured, to deal with increased security cost and new activities when operating in fragile contexts. Climate Competitiveness Assessment methodology used at the design phase of new projects, to factor in an increasing source of instability, e.g., extreme weather events. The ITC Crisis Management Committee remains in place for discussions and recommendations to SMC concerning ITC crises responses. Corporate approach for fragile settings to be developed – both regarding strategy and operations, with checklists, SOPs, trainings and experience sharing. <p>Avoid/Terminate:</p> <ul style="list-style-type: none"> In case of extreme instability, ITC may temporarily stop activities, and re-discuss project plans with stakeholders 	<ul style="list-style-type: none"> For SME Trade Academy, a new strategy is in development that addresses the way the SME TA is funded; an advisory group in place for mainstreaming SME TA / awareness raising for projects on its role; Local partner institutions continue to be empowered through the “Hubs” approach. Climate Competitiveness Assessment Methodology — the tool has been improved/tested/discussed in the context of the CCA approach (not yet rolled out) WhatsApp groups established for quick notifications and decision-making by Senior Management and Crisis Committee members, which enabled adequate responses. Corporate approach for fragile settings – work is ongoing; research done through the 2023 SME Competitiveness Outlook. Led by the REMI initiative, an overarching framework is piloted in Kenya, South Sudan and Rwanda. Capacity building / creating clusters of expertise is ongoing. 	↓
R3	Implementing Partner(s) commit fraud or engage in corruption	<p>Control:</p> <ul style="list-style-type: none"> Update of ITC's Due Diligence Policy. Implementation of online partner assessment form. Payment schedules to implementing partners aligned to IP risk and evidence of delivery. 	<ul style="list-style-type: none"> Update of ITC's Due Diligence policy is ongoing Implementation of online partner assessment form is underway. 	

Risk ID	Risk statement	Risk responses and mitigation actions planned in 2023	Mitigation actions implemented (Jan-June 2023)	Risk rating and 2023 trend
		<ul style="list-style-type: none"> Proactive identification of partners through due diligence Inclusion of safeguarding elements in MoUs and assessments, in particular with BSOs engaging with women, youth and other vulnerable groups. Improvement of IP evaluations and related info-sharing; 2023 OIOS audit of IP to inform decisions. 	<ul style="list-style-type: none"> Findings of OIOS audit of Implementing partners to be available in second half of 2023. 	
R4	Inability to substantiate and/or aggregate ITC development results	<p>Control:</p> <ul style="list-style-type: none"> Project design quality control and increased emphasis on project inception phases. Developing monitoring guidelines & applying improved reporting templates for ITC projects. Next phase of Data management project to scale up ITC Surveys and launch version II of Event management tool. More capacity building for monitoring and evaluation of results, including for substantiation of Value for Money achieved. 	<ul style="list-style-type: none"> Checklists for the project inception phase are done and will be integrated in the project development process. Improved reporting templates in use in Q2 2023 reporting; work is ongoing to enable a higher uptake. ITC Surveys scaled up and Event management tool upgraded. Integrating lessons learned on necessary capacity building for projects in establishing systematic project monitoring approaches (based on the Independent Evaluation recommendations following the review of monitoring systems in large ITC's projects) is ongoing. Value for Money review, manual and recommendations are drafted and internal presentation planned for Q4 2023. 	
R5	Compromised cyber security / data breaches and/or disruptions to the functioning of IT systems.	<p>Control:</p> <ul style="list-style-type: none"> Increased use of security tools and protocols to shield ITC's assets from cyber-attacks in alignment with the UN Secretariat information security protocols. 	<ul style="list-style-type: none"> ITC is part of UN Security Working Group – keeping abreast of their recommendations and following Microsoft and other vendors' risk reports. Work on Server protection is continuously ongoing; Raising awareness on data loss risks, with technology and product owners (GPGs) is ongoing – on new tools to steal data without knowledge of ITC GPG teams and IT teams (e.g. Data Scrapping). 	
R6	ITC Staff become exposed to deliberate harm (e.g., terrorism, armed conflict, crime and civil unrest, kidnapping...)	<p>Control:</p> <ul style="list-style-type: none"> Focus on adequate risk assessment and security when undertaking projects in new countries. Maintenance of controls in full alignment with the UN Security System. <i>Operationalizing the guidelines for opening project offices in the field (OIOS, BOA Q1 2023).</i> Address the need for more safety/security training (advanced), such as SSAFE – to strengthen staff capacity to respond in crisis situations. 	<ul style="list-style-type: none"> Guidelines on opening project offices in partner countries have been drafted. Select ITC personnel have taken Advanced Safety training – SSAFE provided by UNDSS (held in Europe and in-country for which it is required). 	
R7	Insufficient/inadequate in-house knowledge and skills-sets for future client needs	<p>Control:</p>	<ul style="list-style-type: none"> Mapping of an “employee journey” – is done, pending delivery of the strategic workforce plan. 	

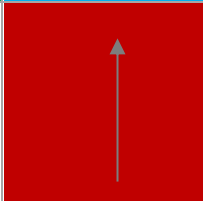
Risk ID	Risk statement	Risk responses and mitigation actions planned in 2023	Mitigation actions implemented (Jan-June 2023)	Risk rating and 2023 trend
		<ul style="list-style-type: none"> Development of a strategic workforce plan covering all types of employees with a function of identifying talents and skills required for ITC. (BOA, Q1 2023). 	<ul style="list-style-type: none"> Working Group under the Moving Forward Action Plan formed and operating. 	
R8	Delayed identification of internal fraud or significant / systemic non-compliance with rules and procedures	<p>Control:</p> <ul style="list-style-type: none"> Enforcement of existing rules and regulations, with zero tolerance and action taken on any presumptive fraud case. Management leadership dialogues for sensitisation of staff to zero tolerance topics, familiarisation with processes and encouragement to speak up. Mandatory fraud prevention training for all staff, consultants/contractors is monitored. Awareness-raising campaign on reporting of prohibited conduct within the ITC Moving Forward action plan. 	<ul style="list-style-type: none"> Management dashboard on compliance on all mandatory trainings is available to all Chiefs and Senior Management. Awareness raising campaign – was completed within Moving Forward plan. Resources for dealing with grievances are available on a dedicated intranet site with access/contact information for external channels. 	↔
R9	Sharp decline in W2 funding	<p>Control:</p> <p>Proactive funder management and implementation of ITC's Resource Mobilization Strategy, including:</p> <ul style="list-style-type: none"> Regular interaction with W2 funders to capture early signals about changes in development cooperation priorities. Identification of new potential funders for ITC, across all funder categories (OECD DAC, emerging funders, programming countries, private sector). Local offices play active role in resource mobilization. 	<ul style="list-style-type: none"> Further funder diversification ongoing – (e.g. Visa/Mastercard, Visa Foundation, with new projects, in the area of inclusiveness; Korea is funding an increasing portfolio). Local offices in Central Asia particularly successful in resource mobilization, for a new project in Turkmenistan (all the offices in the region played a critical role, building on the existing Ready for Trade project). 	↓
R10	ITC's business model is not flexible enough to adapt well to the processes of the repositioned UN development system	<p>Control:</p> <ul style="list-style-type: none"> Proactive engagement with the new UNDS structures and processes (DCO, UNSDG, working groups, country and regional teams). ITC Country Engagement Strategy. 	<ul style="list-style-type: none"> ED co-leadership of the UNDSG One Common Agenda ASG working group. ITC draft country engagement strategy was discussed with various stakeholder groups within ITC (including MAG). Better visibility of ITC in the UN Info database – focus is on sharing ITC results with the RCOs in an efficient manner with standardized indicators : a working instruction on UN INFO reporting is under development, as a complement to the Country Engagement Strategy. 	↔
R11	ITC personnel committing, being exposed to or wrongly accused of discrimination, abuse of authority, harassment, including sexual	<p>Control:</p> <ul style="list-style-type: none"> Developing new and updating HCAs (Host Country Agreements) in countries where ITC personnel operate Zero tolerance policy: controls and systems exist across the UN system to ensure due diligence in cases of allegations against discrimination, abuse of authority and harassment. Access to all existing all UN and ITC systems around prohibited conduct, including fraud, SEA. 	<ul style="list-style-type: none"> ITC is covered in any country where it operates, either through UNDP's HCA (as a temporary arrangement/framework), or own ITC Host-Country Agreements. Access to UN and ITC systems is improved/with more visibility on grievance channels (covered under R9). OIOS investigations are ongoing. 	↔

Risk ID	Risk statement	Risk responses and mitigation actions planned in 2023	Mitigation actions implemented (Jan-June 2023)	Risk rating and 2023 trend
		<ul style="list-style-type: none"> Investigations on wrongdoings are handled externally by OIOS to ensure impartiality. 6-point zero tolerance action plan. 	<ul style="list-style-type: none"> All six points of the zero-tolerance action plan are addressed. 	
R12	Disparate ITC identities and messaging	Control: <ul style="list-style-type: none"> Task teams cutting across ITC core services areas to work on ITC 'moonshots' in line with the ITC Strategic Plan 2022-25 impact areas. Implementation of staff onboarding and training. 	<ul style="list-style-type: none"> Moonshots awareness training workshops for all ITC personnel were successfully conducted in Q2. Slide decks for ITC presentations, customizable to various audiences are under development, with trainings on ITC presentations planned for Q4. 	↔
R13	Significant reduction or volatility in W1 funding	Control: Proactive funder management and implementation of the RM Strategy: <ul style="list-style-type: none"> Bilateral annual institutional dialogues with W1 funders to consult on all relevant issues to delivery and funding and explore options for enhanced engagement. Focus on development results, offering value for money and earning trust. Identification and engagement with potential new W1 funders. 	<ul style="list-style-type: none"> The usual engagement with W1 funders, including through meetings at various levels, has been maintained. ITC keeps proactive dialogues with prospective W1 funders. Continuous ITC efforts to provide transparency, accountability, and to achieve sustainable and transformative development results in an efficient manner. 	↔
R14	ITC personnel/travellers suffer accidents; infections and assaults⁹	Control: <ul style="list-style-type: none"> Maintaining all internal controls, rules and regulations related to safety and security, as these controls are in place and functioning. For travel, a general insurance coverage to cover meeting participants. Consultants/Contractors are part of Annex D. Full-fledge insurance to cover non-staff personnel. Ensuring contracts are valid during travel. Increased use of remote delivery lowers the risk. Medical clearance for travel ensures COVID-19-vaccine requirements set by the UNS. 	<ul style="list-style-type: none"> Special emergency medical insurance is in place, that covers medical repatriation (travel insurance for meeting participants). Work in progress on the insurance coverage, where ITC will study feasibility to extend the insurance to all ITC travellers. Existing controls - BSAFE training for all staff, and special security training for staff working in high-risk countries, are maintained. 	↓
R15	Inability to achieve the same level of results, based on the same level of inputs, in an environment that is very challenging for ITC's beneficiaries ¹⁰	Control: <ul style="list-style-type: none"> Improved beneficiary selection; use of hybrid delivery modalities. Customization of existing products (e.g., GPGs, trainings, to enable economies of scale / country customization). Application of lessons learned from COVID-19, including: <ul style="list-style-type: none"> Market Systems Development approach. 	<ul style="list-style-type: none"> For institutions, ITC's CUBED approach served as an assessment for projects to see with which institutions to work -digital benchmarking platform used to select BSOs; new diagnostic tool for MSMEs integrated. Market Systems Development (MSD) approach is in early stages of implementation; internal capacity building is ongoing. 	↔

⁹ Risk has been reformulated to encompass all ITC personnel / travellers regardless of the point where the incident or accident may take place.

¹⁰ Risk has been reformulated to encompass all ITC beneficiaries (expanded from previously quoted "MSMEs")

Risk ID	Risk statement	Risk responses and mitigation actions planned in 2023	Mitigation actions implemented (Jan-June 2023)	Risk rating and 2023 trend
		<ul style="list-style-type: none"> - Partnerships for Purpose approach, e.g., “satellite approach” with the hubs to achieve efficiencies. - Influence MSME resilience, through market diversification approaches adapted to specific groups; research, data and engagement – mitigating risks for MSMEs through increased transparency and technology transfer. 	<ul style="list-style-type: none"> • Through REMI and SheTrades Hubs, ITC took a systems change approach and increasingly designs new projects for ecosystem building. • In the area of GPGs – investment in AI is ongoing, aimed at substantive leveraging of the tools. 	
R16	Insufficient consideration of, inclusiveness, environmental and social sustainability aspects in W2 projects that focus on export increases.	<p>Control:</p> <ul style="list-style-type: none"> • Further emphasis on <i>improving</i>/implementing the ITC mainstreaming guidelines and the internal toolkit and advisory services. • Mainstream and strengthen guidance through Moonshots and new toolkits applied across project portfolio. • Building capacity of employees through internal workshops. 	<ul style="list-style-type: none"> • In Trade/Market intelligence, data / studies contain social/environmental (emissions) indicators; for value chain work – identification of sectors based on environmental and social impact is an increasingly important requirement. • All-ITC presentation of moonshots for capacity building. • A strategic (corporate) review is ongoing for environmental mainstreaming markers. 	↓
R17	Economic factors that may affect the cost of operations, such as: cost of living, inflation, increased cost related to enhanced parental leave policy and other OPEX	<p>Control: Financial buffer and access to corporate funding:</p> <ul style="list-style-type: none"> • GTA funds are accessed in cases of staff cost increases (parental leave, salaries, etc.). • UN Treasury functions to equalize currency/exchange-related risks. 	<ul style="list-style-type: none"> • GTA funds are actively used, the drivers being increased number of pregnancy/parental leaves; extended sick leaves. • UN practices hedging, so currency fluctuations are mitigated. 	↓
R18	Energy-related risks include high energy prices, as well as break in delivery of energy from source	<p>Control: Membership in national emergency plans, <i>Business continuity plans</i> and encapsulation of energy prices (<i>Business continuity plan update needed also as per BOA Q1, 2022</i>):</p> <ul style="list-style-type: none"> • ITC subscription to national energy crisis management plan. • Business continuity plan of ITC provides alternatives to continue operations. • Fixation of energy costs for 2023-2025 with service provider along with other UN organizations in Geneva. 	<ul style="list-style-type: none"> • Business Continuity Plan is completed and aligned with Swiss regulations. • Energy stoppage is mitigated (a generator also in place as a backup). • Fixing of energy costs is done. 	↓
R19	Public perception and reputational Risk	<p>Control: UN and ITC rules and regulations, and established procedures</p> <ul style="list-style-type: none"> • Compliance with established rules and regulations. • Early detection systems such as access to Ethics Office. • Due diligence in quality of implementing partners. • Enforcement of controls from corporate review bodies. 	<p>The Moving Forward action plan ensured transparency on progress in implementation of recommended measures, e.g.:</p> <ul style="list-style-type: none"> • Access to Ethics office is enhanced. • Complaints channel segregated from DPS (now directly with OED). • UN / UNDP Ethics office provided recommendations on controls, which were implemented. 	↓

Risk ID	Risk statement	Risk responses and mitigation actions planned in 2023	Mitigation actions implemented (Jan-June 2023)	Risk rating and 2023 trend
R20 (new risk) ¹¹	Inadequate and/or delayed use of Artificial Intelligence applications in ITC's processes in work with ITC's beneficiaries and increased Cybersecurity threats through AI.	[Artificial Intelligence as a risk/threat was first assessed in mid-year corporate risk assessment sessions]	<ul style="list-style-type: none"> • An AI working group organized at the corporate level • Awareness raising (workshops, information sharing) ongoing on the AI-specific risks and opportunities. • Current skill gap on AI it is being addressed through internal WGs and UN Working group on AI. • A resource person is designated to produce an all-ITC AI-specific strategy (planned for end 2023). 	

¹¹ Risks are numbered in a descending order, New risks from the Operational plan 2023 were assigned numbers in this report.

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

ITC reports

Report recipients	Type	Link	Description of the content
All funders, member states, general public (Public information available online to all)	Strategic Plan (every 4 years)	https://intracen.org/about-us/governance/corporate-documents/strategic-plan-2022-2025	ITC’s Strategic Plan sets out our understanding of the drivers that will shape the future of trade and international business, identifies the approach we will take within the strategic context, and highlights our priorities in providing integrated solutions for our clients in the mid-term.
	Operational Plan (annual)	https://intracen.org/about-us/governance/corporate-documents/itc-operational-plan	The ITC Operational Plan establishes annual performance targets and specifies the resources needed to achieve results on an annual basis. As the name suggests, it operationalizes the ITC Strategic Plan by specifying concrete actions and milestones to meet the organization’s commitments to clients, partners, governments and funders.
	CCITF reports (bi-annual – they speak directly to the Operational Plan)	Consultative committee on ITC Trust fund (intracen.org)	The CCITF reports (bi-annual) present ITC’s financial and development results performance for the half and full year, comparing them with the targets that were set in the Operational Plan.
	Bi-annual or annual proposed programme plan and programme performance report, proposed programme budget and performance against the previous budget.	Proposed programme budget for 2023 A 77 6(Sect.13) E.pdf (intracen.org)	Proposed programme plan, budget and performance against the previous plan, budget submitted to the UN/WTO. In the Annex it contains a summary of follow-up action taken to implement relevant recommendations of the oversight bodies This plan and report are submitted to the UN and WTO budget submission. It is mandatory and has a template defined by ITC’s parent bodies.
	Annual financial report	Financial reports (intracen.org)	ITC’s financial statements. This report called in full “Financial report and audited financial statements” also includes the Report of the Board of Auditors – see below. It is a UN-mandatory report with a defined template.
	ITC contribution to the Chief Executives Board (CEB) report: “Budgetary and financial situation of the organizations of the United Nations system”	https://unsceb.org/A-75-373	Report of the United Nations System Chief Executives Board for Coordination on the budgetary and financial situation of the organizations of the United Nations system, to which ITC contributes with its own organisational data as required.
	ITC Annual Report	Annual report (intracen.org)	The Annual Report offers a comprehensive review of the organization’s activities and detailed information on the results and effectiveness of our work during the year. It is submitted to the JAG, and also distributed to a wider public.
	JAG report	The Joint Advisory Group (JAG) (intracen.org)	A written report on the JAG meeting, reviewing statements and points raised or commented on by the JAG members, as well as contributions pledged. It is prepared in six languages. The Report of the JAG is submitted to the governing bodies of WTO and UNCTAD by the Chairperson of the JAG; i.e., to the UNCTAD Trade and Development Board and to the WTO Committee on Trade and Development.

Report recipients	Type	Link	Description of the content
	Bi-annual reports to IATI	https://d-portal.org/ctrack.html?reporting_ref=XM-DAC-45001#view=main https://open.intracen.org/	ITC publishes the IATI data for all TRTA projects with budgets/delivery above \$500,000, which together represent approximately 90% of its extrabudgetary planned delivery. The data can be accessed through IATI's d-portal. ITC publishes the ITC data also on its 'Open Data' portal.
	Annual reporting to the OECD Development Assistance Committee (DAC) to contribute to the DAC ODA statistical database	https://stats.oecd.org/Ind ex.aspx?DataSetCode=c rs1 https://tossd.online/	ITC reports the commitments and disbursements data on Aid for Trade flows to the OECD-DAC Creditor Reporting System (CRS) and the Total Official Support for Sustainable Development (TOSSD). TOSSD is a new international standard for measuring the full array of resources in support of the 2030 Agenda.
	Contributions to a range of UN-system wide reports of the Secretary General,		Regular contributions to the reports, e.g., on LDCs, Financing for Development, QCPR, Funding Compact etc.
	Information on ITC's website, Twitter, Facebook, Instagram etc.		Wide range of information. Many links have been provided in the text of this 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)	2022 - Financial report and audited financial statements.pdf (intracen.org)	Financial statements and the auditor's report (usually published in July of the following year)
All funders, member states, general public (Information available online for all)	OIOS audit reports	https://oios.un.org/audit-reports (please enter 'ITC' as the entity)	OIOS is the internal oversight body of the UN Secretariat, operationally independent under the authority of the Secretary General. It is mandated to perform internal audits, evaluations, inspections and investigations, and can initiate, carry out work and report on any topics that it considers falling within its purview.
	OIOS evaluation reports	https://oios.un.org/inspection-evaluation-reports (please enter 'ITC' as the entity)	
	JIU reports (UN-system wide external reports. Topical information on ITC, among other agencies)	https://www.unjiu.org/content/reports	ITC is a participating entity of the Joint Inspection Unit (JIU), an external oversight body that answers to the UN General Assembly. The JIU is mandated to perform inspections and evaluations and is charged with helping to improve management and coordination of those UN organizations that have accepted its purview. It conducts system-wide reviews on specific management and governance topics.

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

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Printed by ITC Reprographic Service on FSC paper, which is environmentally-friendly paper (without chlorine) using vegetable-based inks. The printed matter is recyclable.

