![International Trade Centre logo]

Operational Plan 2023

OPERATIONAL PLAN 2023

Contents

ACRONYMS

ACP	African, Caribbean and Pacific Group of States	PEECAC	Partnership for enhancing export capacity of Africa to China (ITC project)
A4A	Alliances for Action (ITC initiative)		
AfCFTA	African Continental Free Trade Area	PSC	Programme support costs
ATO	African Trade Observatory	RB	Regular budget from the UN and WTO
	AUC African Union Commission	RBM	Results-based management
BSO	Business Support Organisation	RCO	Resident Coordinator's Office (UN)
CCA	Common Country Analysis	REC	Regional Economic Community
CCITF	ITC Consultative Committee of ITC's Trust Fund	RESI	Refugee Employment and Skills Initiative (ITC project)
CEFTA	Central European Free Trade Agreement		
COMESA	Common Market for Eastern and Southern Africa	RMSC	Resource Mobilization Steering Committee
COP 28	UN Climate Change Conference 2023	SAAVI	Strengthening the agriculture and agri-food value chain and improving trade policy (ITC project in Iraq)
EAC	East African Community		
ECOWAS	Economic Community of West African States		
ECOSOC	Economic and Social Council	SDG	Sustainable Development Goal
EECA	Emerging Europe and Central Asia	SIDS	Small island developing states
DCO	Development Coordination Office	SLCP	Social and Labor Convergence Program Gateway (product under T4SD)
GDI	Gender equality, diversity and inclusion		
GRASP	Growth for rural advancement and sustainable progress (ITC project in Pakistan)	SPS	Sanitary and Phytosanitary measures
		STAR	Uganda: Strengthening Agribusiness Resilience and Competitiveness (ITC project in Uganda)
IATI	International Aid Transparency Initiative		
IEP	International Executive Programme on Sustainable Sourcing and Trade (a T4SD programme)	SVEs	Small and vulnerable economies
		TBT	Technical barriers to trade
IFD	Investment Facilitation for Development	TIFM	Trade and investment facilitation mechanism
EFI	Ethical Fashion Initiative (EFI)	TPO	Trade Promotion Organization
ESG	Environmental, Social and Governance	TFA	Trade Facilitation Agreement
FEWACCI	Federation of West African Chambers of Commerce and Industry	TRTA	Trade-related technical assistance
		T4SD	Trade for Sustainable Development
FEBWE	Federation of West African Employers' Association	UNCTAD	United Nations Conference on Trade and Development
IEU	Independent Evaluation Unit		
ITC	International Trade Centre	UN-DESA	UN Department of Economic and Social Affairs
ITF	ITC Trust Fund	UNECE	United Nations Economic Commission for Europe
ILO	International Labour Organization	UNIDO	United Nations Industrial Development Organization
JAG	Joint Advisory Group		
LDC	Least developed country	UN-OHRLLS	UN Office of the High Representative for the least developed countries, Landlocked Developing Countries and Small Island Developing States
LLDC	Landlocked developing country		
LDC5	5th UN Conference on the least developed countries		
		UNPFA	United Nations Population Fund
MARKUP	Market Access Upgrade Programme (ITC project in Eastern Africa)	UNSDCF	United Nations Sustainable Development Cooperation Framework
MSME	Micro, small, and medium-sized enterprise	UNSDG	United Nations Sustainable Development Group
MENA	Middle East and North Africa	UN-SWAP	United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women
NTF V	Netherlands Trust Fund V		
ODA	Official development assistance	W1	Window 1 of the ITC Trust Fund
OECD	Organisation for Economic Cooperation and Development	W2	Window 2 of the ITC Trust Fund
		WTO	World Trade Organization
OEECA	Office for Eastern Europe and Central Asia	XB	Extrabudgetary resources
OIOS	Office of Internal Oversight Services		
OLAC	Office for Latin America and the Caribbean		

FOREWORD

As the joint development assistance agency of the United Nations (UN) and the World Trade Organization (WTO), the International Trade Centre (ITC) is fully dedicated to support MSMEs benefiting from trade, with the aim of fostering sustainable and inclusive development.

In 2023, ITC will continue to pursue its vision of building inclusive, sustainable and prosperous economies through trade. In the second year of the implementation of ITC's Strategic Plan 2022–2025, ITC's strategic vision will remain firmly grounded in the 2030 Agenda for Sustainable Development and in its mandates. In February, UN Secretary General António Guterres called for the global community to take decisive action to meet the social, economic, environmental, political and security challenges we face in 2023 with the words, "Don't focus solely on what may happen to you today – and dither. Look at what will happen to all of us tomorrow – and act."

At ITC, we intend to act by focusing on the 5 'Ps' of the Global Agenda - prosperity, people, planet, peace and partnership. To support prosperity for all, ITC will assist micro, small and medium-sized enterprises in creating and maintaining jobs through entrepreneurship and value chain development. This support is particularly aimed at people who do not yet have equal opportunities or who are at risk of being left behind: women, youth, people with disabilities and people in vulnerable situations.

Activities of ITC for the *planet* will include identifying and facilitating business opportunities for micro-, small and medium-sized enterprises for environmentally sustainable goods and services, and promoting sustainable production, consumption and climate action.

While ITC has a portfolio of projects in over 120 developing countries and economies in transition, its contribution to *peace* will be visible in its work in countries in armed conflict or at risk of lapsing or relapsing into conflict. I reaffirm ITC's dedication to the least developed countries, sub–Saharan Africa, landlocked developing countries, small and vulnerable economies and small island developing States and to working in *partnership* with other development actors.

ITC will continue to focus on internal improvements, particularly in relation to our systems and processes to tackle prohibited conduct and our internal workplace culture. I reaffirm my commitment to zero tolerance and believe that a good workplace is important for a motivated, productive workforce. Our 2023 workplan therefore covers the key action points from my "ITC Moving Forward" initiative, which aims to not only address issues related to prohibited conduct and workplace culture, but in the longer term create a stronger and more agile ITC.

We will also continue our efforts to manage for results, as outlined in the Strategic Plan, for example leveraging data for better insights and learning. I remain dedicated to United Nations reforms, implementing joint strategies and action plans and maximizing synergies within the United Nations system.

ITC extends its thanks to Member States, partners, and beneficiaries, for their confidence and support. We look forward to continuing our work together towards building inclusive, sustainable and prosperous economies through trade.

Pamela Coke-Hamilton, Executive Director
International Trade Centre

1. ITC's vision, mission and principles

Vision

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

Mission

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

Guiding principles

ITC's work is driven by three goals: inclusion, sustainability and prosperity. Our decision-making processes are guided by the values of collaboration and coordination and the core values of the UN: inclusion, integrity, humility and humanity[1].

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

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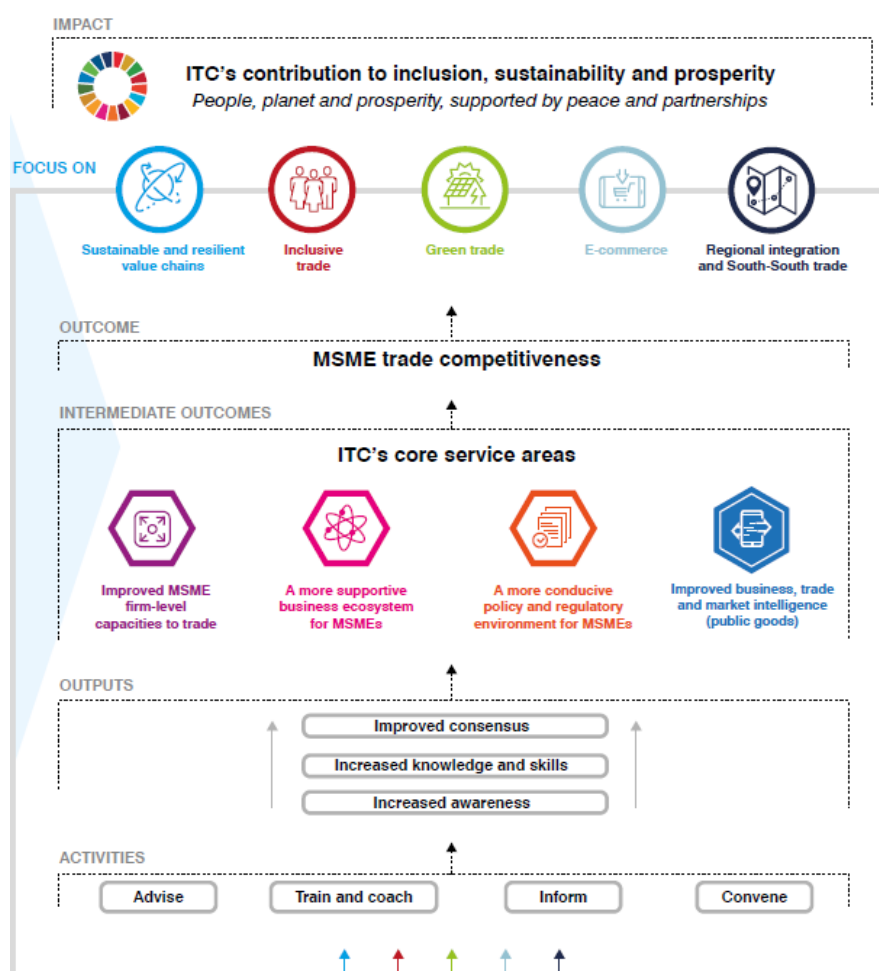
[1] The description of the UN core values was updated after the release of ITC's Strategic Plan 2022-25, in Q4 2021. In the Strategic Plan document, the previous version of the UN values was shown: integrity, respect for diversity and professionalism.

2. ITC's budget overview and allocations for 2023

2.1 Budget overview

ITC plans to deliver trade-related technical assistance worth $146 million in 2023, in line with the delivery target for 2022. This delivery will be financed by two types of funds: the regular budget (RB) and extra-budgetary funding (XB), which includes programme support costs (PSC).

The World Trade Organization and the United Nations provide an equal share of the RB budget, which has remained stable for the last decade. As the RB is denominated in Swiss francs, exchange rate fluctuations are reflected in the USD equivalent. The regular budget enables ITC to engage with member states through core management and country coordination activities in our beneficiary countries. Together with unearmarked or soft-earmarked extra-budgetary contributions, it also enables ITC to provide evidence-based thought leadership and innovation, and related advocacy and advisory work. These core funding sources are also used for maintenance and expansion of ITC's global offering (core components of ITC's public goods offering such as databases, publications), and are critical for ITC to deliver on its mandate.

XB complements RB funds and represents voluntary contributions by public and private funders to the ITC Trust Fund (ITF). The contributions include unearmarked and soft-earmarked 'Window I' funds (which are part of the core funding, as described above) and funds that have been earmarked for specific projects in line with ITC's mandate and strategy (Window II). PSC represents a percentage of all XB expenditure and is used to recover the incremental indirect costs that are incurred by supporting activities financed by XB contributions, such as administrative processes, corporate planning and reporting or evaluation.

Figure 2: ITC's delivery of technical assistance by source of funding, 2019-2023 (in $ million, including XB-PSC)
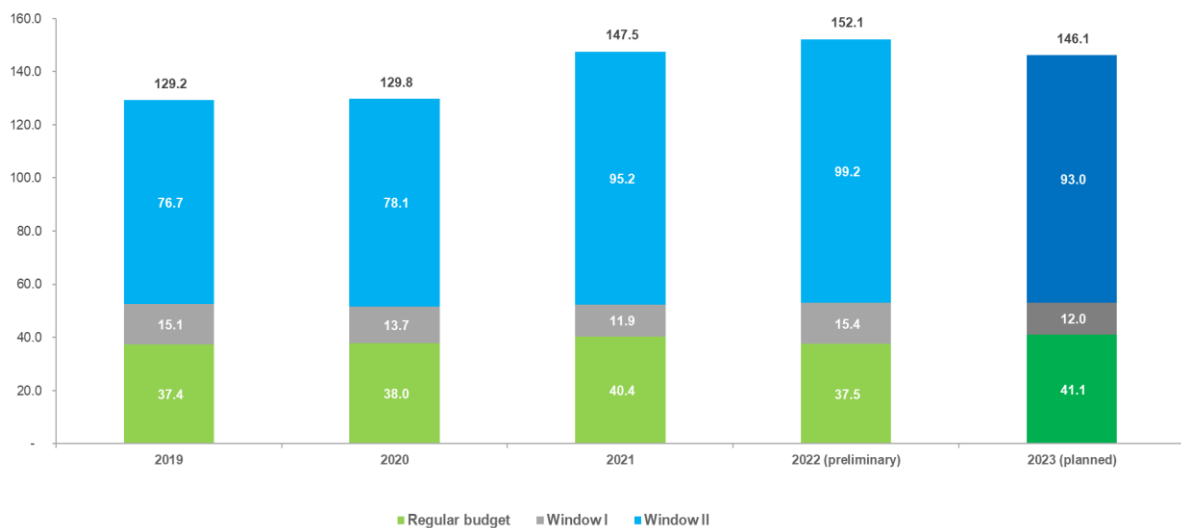
2.2 XB Budget by impact area and core services

Figure 1 on page 3 depicts ITC's **matrix approach to achieve results in five impact areas, through ITC's four core services** targeting to enhance MSME competitiveness and connection to markets. These **core services** are:

1. Improved MSME firm-level capacities to trade
2. A more supportive business ecosystem for MSMEs
3. A more conducive policy and regulatory environment for MSMEs
4. Improved business, trade and market intelligence (public goods)

The four core services have been nurtured over the lifetime of the organization and offer tailored solutions for our clients, namely MSMEs, business support organizations and government partners.

ITC's Strategic Plan 2022-25 describes how the organization uses this expertise to maximize MSMEs' contribution to the SDGs through a focus on impact areas. ITC's **five impact areas** are:

1. Sustainable and resilient value chains
2. Inclusive trade
3. Green trade
4. E-commerce
5. Regional integration and South-South trade

In addition, continuous work on our core services will target improved MSME trade competitiveness in general. Figure 3 below gives an overview of the 2023 budgets in each matrix area. The budget distribution is similar to 2022.

Figure 3: 2023 XB planned budget by impact areas and core services, $ mln, incl. PSC
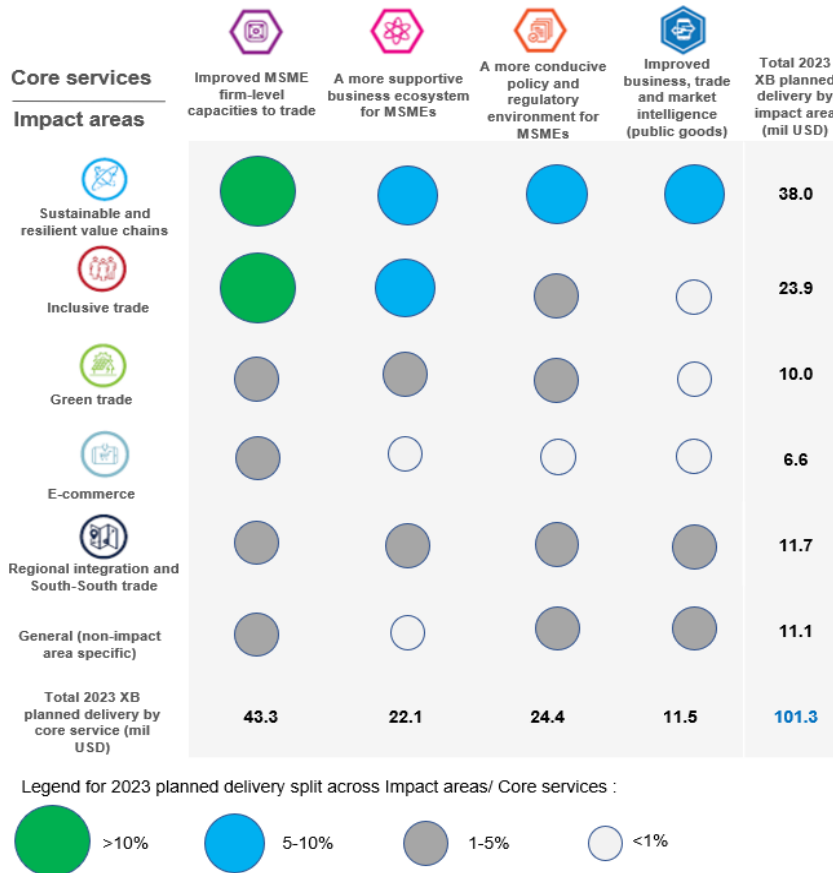
Note: *The figure above does not include the 'Corporate' projects that account for approximately 4% of the total 2023 XB planned delivery. These include efficiency and effectiveness initiatives, results-based management, visibility and partnerships, and some JPOs or fellowships.*

2.3 Budget by region and country

In 2023, ITC intends to deliver 75% of its country-level assistance in its priority countries, that are LDCs, landlocked developing countries (LLDCs), small island developing States (SIDS), small and vulnerable economies (SVEs), countries in armed conflict or at risk of lapsing into conflict and sub-Saharan Africa. ITC continues to extend support to other developing countries and transition economies, subject to member states' interest and joint resource mobilization. These countries are still exposed to vulnerabilities due to poverty, exposure to conflict, youth unemployment, migration or climate change, even if concentrated in particular regions.

Based on our project portfolio for 2023, LDC delivery is expected to represent 40% of country-level assistance. Our forecast for the delivery share of priority countries, and the LDC forecast are lower than targeted in ITC's Strategic Plan (80% and 45% respectively). This is due to our large portfolio in Pakistan (14%) – a country that is hosting refugees, has been hit by serious environmental disasters and where the regions in which ITC is active are at the bottom of the Human Development Index. The lower than targeted share of planned delivery in LDCs is also influenced by the challenging situation in some ITC LDC project countries, like Afghanistan, where significant projects could not proceed as planned. ITC will pursue opportunities during the year to increase the share of our work in LDCs. A prominent part of our Level 2 and Level 3 pipeline consists of projects in LDCs like Uganda, Rwanda, The Gambia, Sierra Leone or Timor-Leste.

Table 1: Planned delivery by priority country group

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

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

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

Figure 4: Regional distribution of ITC's planned delivery in 2023, excluding global projects
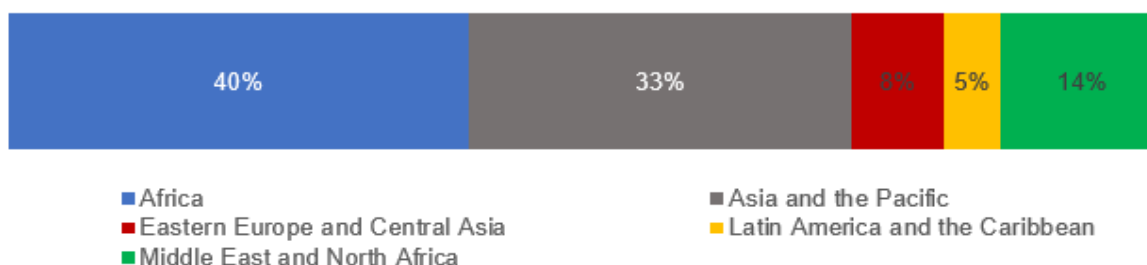

- ■ Africa
- ■ Eastern Europe and Central Asia
- ■ Middle East and North Africa
- ■ Asia and the Pacific
- ■ Latin America and the Caribbean

Table 2: Top 5 countries per region, by planned delivery in 2023

Region	Top five countries by planned 2023 delivery
Africa	Senegal, Uganda, Eswatini, Central African Republic, Guinea
Middle East and North Africa	Iraq, Jordan, Tunisia, Morocco, Egypt
Asia and the Pacific	Pakistan, Myanmar, Nepal, Malaysia, Lao PDR
Eastern Europe and Central Asia	Uzbekistan, Tajikistan, Kyrgyzstan, Kazakhstan, Turkmenistan
Latin America and the Caribbean	Ecuador, Jamaica, the Dominican Republic, Guatemala, Saint Lucia, Grenada

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

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

For quantitative results, ITC uses a three-tier scorecard, with Tier 1 representing the SDG perspective, Tier 2 representing ITC's development results through quantitative corporate outcome and output indicators, and Tier 3 showing key performance indicators to track corporate efficiency and effectiveness. In addition, ITC monitors qualitative results, by translating key programmatic and operational initiatives specified in the Strategic Plan into annual Operational Plan milestones and tracking their delivery. Reporting to stakeholders takes place through various channels, among them the Annual Report to the Joint Advisory Group (JAG) and wider public, the reports to the Consultative Committee of the ITC Trust Fund (CCITF), reports to the UN and WTO, as well as project specific and thematic reporting.

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

Agenda 2030, trade and MSMEs

In 2015, the UN General Assembly adopted the Agenda 2030 for Sustainable Development, recognizing that *"international trade is an engine for inclusive economic growth and poverty reduction, and contributes to the promotion of sustainable development"* and that *"private business activity, investment and innovation are major drivers of productivity, inclusive economic growth and job creation."* At the time, ITC identified 10 goals and associated targets to which ITC contributed directly. In 2020, ITC added Goal 13 on Climate Action as its 11th goal due to the organization's increased focus on environmental objectives. At the same time, due to ITC's response to COVID-19 and work related to pharmaceutical value chains, Goal 3 on Health became relevant. During the development of the Strategic Plan 2022-25, ITC decided to adopt the perspective that "[the] 17 Sustainable Development Goals with 169 associated targets […] are integrated and indivisible", as the organization contributes directly or indirectly to all 17 Goals. This does not mean that ITC would lose focus, but that at project level, projects could link to all SDG targets to which they contribute. At the corporate level, the organization adopts the overall objectives of the 2030 Agenda, which are to end poverty and inequality, protect the planet, and ensure that all people enjoy prosperous lives, supported by peace and partnerships. Therefore, in line with these goals of the 2030 Agenda, ITC started to present its planned work and report on results in the form of contributions to these five 'Ps'.

One important aspect of this more holistic approach is the mainstreaming of these perspectives into all projects' designs, implementation, monitoring and evaluation. In 2023, ITC will continue its efforts in this regard.

The SDGs declare the world's determination "to leave no-one behind" and "end poverty and hunger, in all their forms and dimensions, and to ensure that all human beings can fulfil their potential in dignity and equality." In 2023, ITC will focus more than ever on inclusiveness, improving the lives of women, youth, and supporting vulnerable groups to improve their socio-economic situation, by building skills to access international markets.

SDGs	
Selected results	• Improved livelihoods for 10,000 women in agricultural value chains in Liberia, Côte d'Ivoire, Sierra Leone and Guinea. • A global coalition of governments pledged to champion gender-responsive public procurement reforms. • 240 youth from the most vulnerable and disadvantaged groups in the State of Palestine access self-employment opportunities in digital sector.
Key initiatives	SheTrades, Youth and Trade Ethical Fashion Initiative Refugees/ Returnees Empowerment through Markets Initiative (REMI)
Highlighted services and products	SheTrades Hubs, Gender tool kit for agricultural value chains YE! Community and chapters Kick for Trade Curriculum programme EFI-ESG Due Diligence tool in the EU fashion industry REMI toolkit for returnees, migrants and internally displaced persons.

Our key contribution to prosperity will be to increase and maintain jobs and incomes.

ITC will play a role in *ensuring that all human beings can enjoy prosperous and fulfilling lives and that economic, social and technological progress occurs in harmony with nature.* The core of ITC's work – increasing the competitiveness of MSMEs – is about increasing income opportunities for those that run MSMEs and work in MSMEs. MSMEs account for 90% of businesses, 60-70% of employment, and 50% of GDP worldwide. The impact of MSME competitiveness and growth on poverty reduction is high. Our focus on LDCs, with a planned delivery of 40%, reflects ITC's objective to increase prosperity in the poorest countries.

SDGs	
	7 AFFORDABLE AND CLEAN ENERGY 8 DECENT WORK AND ECONOMIC GROWTH 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 10 REDUCED INEQUALITIES
Selected results	• 25 developing countries increased capacity for the WTO e-commerce negotiations • New jobs created and business transactions achieved in agribusiness, agritech, apparel, artisan and digital technology sectors • over 7,000 formal and informal jobs supported, and increased MSME sales in agribusiness, agritech and digital technology by $18 million across 7 sub–Saharan African countries (NTF V)
Key initiatives	NTF V projects: "Building Resilient Trade Competitiveness by Fast Tracking the Digital Technology Sector" and "Building Alliances for Action in Cocoa from bean to bar" GTEX/MENATEX: Global textiles and clothing programme Eswatini: Promoting growth through competitive alliances Senegal: Programme d'appui à la Compétitivité de l'Afrique de l'Ouest Trade promotion East: Balkan States and Central Asia
Highlighted services and products	SME Competitiveness Outlook, SME Competitiveness Surveys SME Diagnostic and Benchmarking Platform EcomConnect platform and services WTO e-commerce negotiations advisory services Alliances for Action (A4A) value chain methodology

Planet

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

Throughout 2023, we will strengthen our services offer to help MSMEs reduce their environmental footprint, meet sustainability standards, increase the resilience of enterprises in the agricultural sector, and assist MSMEs to take advantage of new business opportunities that contribute positively to environmental sustainability. This work will include services for business support organizations, policymakers and regulators.

SDGs	11 SUSTAINABLE CITIES AND COMMUNITIES 12 RESPONSIBLE CONSUMPTION AND PRODUCTION 13 CLIMATE ACTION 14 LIFE BELOW WATER 15 LIFE ON LAND
Selected results	• 5,000 small businesses and producers increased capacity to employ green business practices • Pakistan, The Philippines and Thailand integrate environmental sustainability in their trade and investment policy work • Two countries engaged in the Trade and Environment Structured Sustainability Discussions (TESSD) process • Investment in environmental technology crowded in through matching grants
Key initiatives	Green Trade and GreentoCompete: Innovative Solutions for Environmental Sustainability of SMEs Pakistan: Growth for rural advancement and sustainable progress (GRASP) Uganda: Strengthening Agribusiness Resilience and Competitiveness (STAR) Business, Trade and Market Intelligence: Trade for Sustainable Development (T4SD) Contribution to setting the small business agenda in the climate policy and trade & environment policy agendas at multilateral level
Highlighted services and products	GreentoCompete Hubs Alliances for Action methodology Sustainability Gateway and StandardsMap T4SD International Executive Programme on Sustainable Sourcing and Trade (IEP) Green Trade Strategies Forests Alliances for Sustainable Trade (FAST) established as a platform to convene and provide technical support to producer countries in the area of deforestation free supply chains

Partnerships

ITC's key contribution to partnerships is the mobilization of public and private partners that extend services to MSMEs. ITC will support South-South trade and investment and promote regional economic integration through a variety of projects. Major initiatives will support African MSMEs to leverage opportunities arising from African Continental Free Trade Area (AfCFTA) and promote intra-regional integration in Central Asia. Further, ITC will contribute to SDG 17 through increasing the availability of high-quality, timely and reliable trade data and supporting the voice of MSMEs and developing countries in WTO negotiations.

In line with its mandate and decades of experience working with private sector partners, ITC will also continue to develop partnerships with several lead firms that act as buyers and sellers of goods and services where our MSME clients can benefit. These ongoing partnerships include initiatives with Mastercard Foundation, VISA, UEFA, UPS and Unilever.

SDGs	
Selected results	• $15 million of South-South investment and trade flows between China and selected countries in Asia and Africa • 1,4 million active users of ITC's Global Public Goods
Key initiatives	Partnership for Enhancing Export Capacity of Africa to China (PEECAC) project One Trade Africa programme Ready4Trade-Central Asia Trade Promotion between China and other Developing Countries along the Belt and Road Initiative Burundi: Market Access Upgrade Programme - MARKUP CEFTA - Support to regional integration
Highlighted services and products	African Trade Observatory Euromed Trade Helpdesk Eastern Partnerships Trade Helpdesk Advisory services for business matchmaking Trade Strategy Forum and Network of Practitioners

Peace

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

SDGs	
Selected results	• MSMEs and smallholder farmers in conflict-affected countries improved their business operations. • Trade strategies mainstreamed in South Sudan's national development plans. • Iraq supported in its WTO accession process • A concept developed and resources mobilized to expand the availability of green affordable housing in Iraq, with ILO and UNHABITAT working on complementary areas)
Key initiatives	Iraq: Strengthening the Agriculture and Agri-Food Value Chain and Improving Trade Policy; The Gambia: Strengthening the national infrastructure for peace to promote social cohesion (with UNDP and UNESCO) Myanmar: Trade-Related Technical Assistance South Sudan: Jobs Creation and Trade Development Ukraine: Building Economic Resilience of Displacement Affected Communities
Highlighted services and products	2023 SME Competitiveness Outlook focusing on small businesses in fragile contexts, conflict and post-conflict areas Advisory and advocacy for trade and investment strategies and policies for Iraq and South Sudan; and for BSO strengthening in post-conflict situations

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

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

The distribution of ITC's planned financial delivery in 2023, by SDG, is presented in Figure 5 below.

Figure 5: Corporate Scorecard Tier 1: ITC's planned XB delivery distribution by SDG for 2023, in percentages
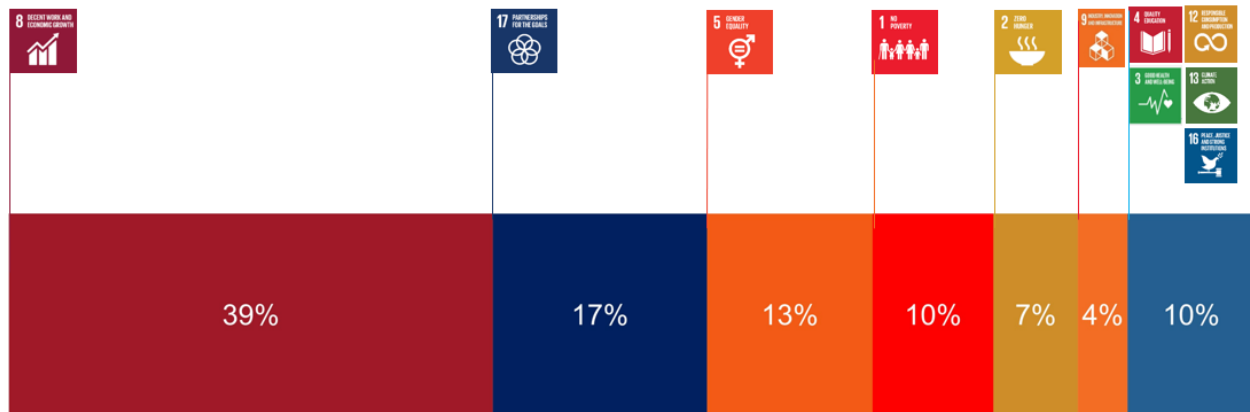
The following SDG targets appear most frequently among impact level objectives of ITC's projects in 2023:

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

4. ITC's development results for 2023

ITC's planned development results are reflected in form of Tier 2 of the Corporate scorecard – quantitative targets for ITC's corporate development **outcome and output indicators**. These are complemented by **technical assistance milestones 2023**, which express planned key qualitative deliverables that mark progress towards the objectives in each of ITC's four core service areas and five impact areas.

4.1 Corporate scorecard Tier 2 – Outcome indicators

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

The targets for 2023, and the preliminary results[2] for 2022 are shown in the following tables. 2023 targets were set by taking into account the XB budget and the nature of the 2023 project portfolio.

In the UN Programme of Work for the year 2023, Sub-programme 6 of Programme 10, Trade and development, ITC's outcomes are presented in a narrative form with four selected result stories.

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[2] Results are available for all previously used indicators.

Table 3: Tier 2 – Outcome indicators

ITC's contribution to inclusion and prosperity - *People, planet and prosperity*			2022	2022	2023	2023
			Target	Actual*	Target	vs.2022
	D1	# of jobs supported and created **new**		44,900 (first year data pilot)	piloting	
Outcome: MSMEs trade competitiveness			2022	2022	2023	2023
			Target	Actual*	Target	vs.2022
	C3	# of MSMEs having transacted international business, including national business transactions part of global value chains	10,000	9,642	10,000	→
	C4	# of MSMEs led by women having transacted international business	4,000	3,141	4,000	→
	C5	$ value of international business transactions of ITC client MSMEs **new**		$224 mln	piloting	
	C6	# of MSMEs that have accessed new markets (including through e-commerce) **new**			piloting	
Intermediate outcome: Improved MSME firm level capacity to trade			2022	2022	2023	2023
			Target	Actual*	Target	vs.2022
	C1	# of MSMEs having made changes to their business operations for increased competitiveness	18,000	27,093	20,000	↗
	C2	# of MSMEs led by women having made changes to their business operations for increased competitiveness	9,000	10,519	9,500	
Intermediate outcome: A more supportive business ecosystem for MSMEs			2022	2022	2023	2023
			Target	Actual*	Target	vs 2022
	B1	# of cases in which BSOs improved their performance and services for the benefit of their members/clients	350	508	400	↗
	B2	# of MSMEs served by BSOs that are directly supported by ITC **new**		87,873	piloting	
	B3	# of business support ecosystems created or improved **new**		14	piloting	
	B4	# of MSMEs benefiting from a service/product/initiative put in place by a market partner in the framework of a partnership with ITC **new**		1,600	piloting	
Intermediate outcome: A more conducive policy and regulatory environment for MSMEs			2022	2022	2023	2023
			Target	Actual*	Target	vs 2022
	A3	# of policies, strategies, rules/regulations, developed/improved for the benefit of MSMEs with business sector input, and endorsed, as a result of ITC support **new**		87	piloting	
	A4	# of policies, strategies, rules/regulations, developed/improved for the benefit of MSMEs with business sector input, and promulgated/implemented, as a result of ITC support	110	76	90	↘
Improved business, trade and market intelligence			2022	2022	2023	2023
			Target	Actual*	Target	vs.2022
	A1	# of clients gaining greater awareness of international trade from using ITC's business, trade and market intelligence (*increased awareness*)	400,000	643,735	500,000	↗

(*)2022 preliminary results collected as of end February 2023, data collection and verification ongoing until end April 2023; piloted indicators – methodology refinement is in progress.

4.2 Corporate Scorecard Tier 2 - Outputs

ITC aligns its output planning and reporting in its Programme of Work submission to the United Nations Secretariat's reporting requirements and definitions and will report on 'quantified' outputs in numbers, and on 'non-quantified' outputs through a narrative. The targets for 2023 are shown in the table below.

Table 4: Tier 2 – Output indicators

OUTPUTS (Quantified Deliverables)	Corporate outputs and indicators	2022 Target	2022 Preliminary results*	2023 Target	2023 Target / 2022Target
A. Facilitation of intergovernmental process and expert bodies	**Substantive servicing of meetings:[3]** • Joint Advisory Group (annual, 6 hours) • Consultative Committee of the ITC Trust Fund (every six months, 2x3 hours)	2 2	2 2	2 2	↔
	• *Meetings of the Advisory Committee on Administrative and Budgetary Questions* • *Meetings of the Fifth Committee* • *Meetings of the Committee for Programme and Coordination* • *Meetings of the WTO Committee on Budget, Finance and Administration (CBFA)*	1 1 1 1	1 1 1 1	1 1 1 1	↔
	Parliamentary documentation: • Annual report on the activities of ITC and annexes • Reports of the Joint Advisory Group • Reports of the Consultative Committee of the ITC Trust Fund	1 1 2	1 1 2	1 1 2	↔
B. Generation and transfer of knowledge	**Publications produced or substantially updated:** • Flagship: SME Competitiveness Outlook • Books on trade related subjects • Papers on trade related subjects, such as on Inclusive and Sustainable trade, Trade and Market Intelligence, MSME Competitiveness, Competitiveness of women-led MSMEs, and others	1 4 25	1 4 26	1 4 25	↔
	Number of trade-related technical assistance field projects	130	151	135	⬆
	Seminars, workshops and training events (Number of days of training courses, seminars and workshops to transfer skills and knowledge on selected trade topics, for a total of approximately 40,000 participants)	4,000	3,663	5,000	⬆

2022 preliminary results collected as of end February 2023, data collection and verification ongoing until end of Q1 2023

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

(continued):

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 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. **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).	Approximately 30 databases, websites and tools will be substantially updated, maintained or produced.
D. Communication deliverables	**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. **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). **Library services:** Library services: on-demand services for ITC clients related to trade information	**Special ITC events in 2023:** International Women's Day events World Export Development Forum MSME Day events SMECO launch **Flagship magazine:** Online issues of the Trade Forum magazine (e-pub)

4.3 Major technical assistance milestones

In the Strategic Plan 2022-2025, ITC committed to delivering on key initiatives in each of its four core service areas and five impact areas over the four-year period. In each annual Operational Plan, ITC highlights milestones that it will reach during the year, on its way to fulfilling its four-year commitments.

The text in italics under each heading below cites the key strategic plan initiatives for the core service and impact areas. In 2023, the second year of the current strategic plan, ITC plans to deliver the milestones below, illustrating progress in key areas of the strategic plan initiatives.

Core Services

Improved MSME firm-level capacities to trade

Strategic Plan 2022-25: *ITC addresses the managerial, strategic and operational needs of MSMEs and helps create market linkages. We will concentrate on increasing firm resilience through improving management practices and identifying and securing network, market and value addition opportunities. With partners, ITC will strengthen MSME capacities on how to access finance, which is crucial for business resilience and development. We will sharpen our focus on supporting entrepreneurship, innovation and digital literacy and enabling MSMEs to prioritize areas of change and growth markets. Over the four-year plan period and depending on our level of funding, ITC aims to support 75,000 MSMEs in making changes to their business operations.*

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

Strategic Plan 2022-25: *ITC will work increasingly with networks of BSOs, including cross-border. We will support BSOs to expand their services for MSMEs, including management training and skills development, enabling access to finance and investment, providing guidance in implementing environmental, social and governance (ESG) factors, increasing digital literacy and e-commerce capabilities, facilitating cooperation between enterprises and providing effective advocacy. ITC will continue to invest in multi-year engagements with committed and accountable market partners and BSOs for local implementation with the potential for sizeable, lasting impact. We will streamline our approach to engaging with market partners to become supportive of MSMEs. Over the four-year plan period and depending on our funding level, ITC will support 1,200 BSOs to improve their operations.*

To strengthen business ecosystems, the following key milestones will be achieved in 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.
- BSO benchmarking platform used for project implementation in four TRTA projects (for Pakistan, Vietnam, Uganda, Kenya, South Africa, Senegal, Iraq, Jordan, Lebanon)

Assistance for BSOs to expand their services for MSMEs

- Artisanal Empowerment Hub in Central Asia established.
- ITC approach to develop and strengthen services delivery hubs (e.g., SheTrades, Green2Compete) further developed and harmonized.
- Strengthened, more visible and better-connected existing ITC hubs.

Mobilization of partners to strengthen business support ecosystems

- African Academy for fashion designed in collaboration with market partners.
- AfCFTA regional BSO ecosystem mapped and supported.

A more conducive policy and regulatory environment for MSMEs

Strategic Plan 2022-25: ITC works with government institutions and other stakeholders to craft inclusive and country-owned trade and investment strategies, monitor the implementation of strategies and make the policy and regulatory framework more conducive for business development. For MSMEs to overcome trade challenges, they must understand and meet market demands, for example complying with sanitary and phytosanitary (SPS) requirements and other regulations and standards such as technical barriers to trade (TBT). We will improve the quality infrastructure for trade by strengthening the SPS and TBT regulatory environment and enabling conformity assessment bodies to demonstrate compliance with technical requirements. We will continue to support the improvement of trade and investment facilitation regimes to reduce compliance costs for MSMEs. We will further mainstream inclusion and environmental sustainability in our public-private dialogues and strategy solutions. Over the four-year plan period and depending on our funding level, at least 400 trade- related policies, strategies or regulations will be developed or changed with business sector input as a result of ITC assistance.

ITC's core services for contributing to a policy and regulatory environment that is conducive for MSME development will be applied to deliver the following key milestones in 2023:

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

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

Policymaker, stakeholder capacity building and policy/regulatory infrastructure development

- Two countries (the Comoros and Sri Lanka) assisted in operationalizing the established public-private dialogue platforms and strengthening investment facilitation framework.
- Capacity building on trade policy formulation and implementation implemented for stakeholders in Pakistan, Malaysia, Nepal, Thailand and Liberia.
- Trade facilitation modules and a virtual learning space rolled out for stakeholders in Eastern Europe-Central Asia.

- 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.
- 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

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

Improved business, trade and market intelligence

Strategic Plan 2022-25: ITC will build on its long-standing expertise in data collection and management to provide tools that support informed and evidence-based business decisions, policymaking and advocacy. We will continue to provide targeted data-driven and analytical products and services, such as our flagship SME Competitiveness Outlook report and the Promoting SME Competitiveness series of publications. New information and cutting-edge research and analysis will be added regularly on topics at the forefront of global trade and development, including foreign direct investment, sustainability standards, digitalization and services trade regulations. The SME Trade Academy will continue to update its e-learning offer in line with clients' evolving needs. It will also support our advocacy efforts for MSMEs and their contribution to development. ITC plans to test and develop artificial intelligence models to incorporate new sources of data, support the digitalization of paper-based market information and invest in providing real-time information in selected areas. This will contribute to the further development of one-stop trade information "shops" like the Global Trade Helpdesk. ITC will also contribute to building new tools for MSMEs to assess their competitiveness and obtain tailored business intelligence. We intend to increase the reach of our public goods by making more of them available in French, Spanish and other languages by working with partner organizations, and developing versions that can be embedded in national or regional information portals.

To improve trade and market intelligence, the following key milestones will be achieved in 2023:

Expanding trade and market intelligence, including new data sources

- Customized versions of market analysis tools developed in 3 additional countries or regions, directly integrating and /or adapting the tools to partner websites.
- 2023 flagship SME Competitiveness Outlook launched, focussing on small businesses in fragile contexts, conflict and post-conflict areas and two additional country competitiveness reports.
- SME Competitiveness Atlas launched for interactive data exploration on firm competitiveness.
- 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.
- Import taxes made available through Market Access Map.
- New product-market technical requirements mapped on the Quality for Trade Platform.
- Global Trade Helpdesk updated with expanded digital trade and regulatory information.

Piloting new approaches

- 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.
- An enhanced version of Trady, a machine learning chatbot for solutions to trade problems made available to a network of trade strategy practitioners.

Key impact areas

Sustainable and resilient value chains

Strategic Plan 2022-25: ITC will enhance its approach for facilitating business models that rebalance the risk and value generated in disrupted value chains among all stakeholders. ITC targets sectors where there is the greatest potential to achieve developmental change, especially for women, youth and people in vulnerable situations. ITC will increase its scope and number of multistakeholder processes in selected sectors, such as coffee, to influence how value is created and distributed. We will scale up our work in services sectors, including logistics, and on helping MSMEs capture higher value services elements within goods sectors, such as after-sales or pre-production services. We will improve analytics to better target systemic factors that improve the resilience of enterprises and allow vulnerable actors to benefit from trade. Our value chain diagnostic methodology will be strengthened to identify opportunities and barriers in cross-country value chain development, based on quantitative and qualitative information. We will also work more with market partners to harmonize standards to make them more attainable for MSMEs and help make emerging sustainability-related and due diligence policies MSME-friendly.

In 2023, ITC will achieve the following key milestones:

Strengthening methodologies for value chain development and resilience

- Innovative solutions for climate change resilience of rural SMEs and populations in agricultural value chains developed and piloted in three countries.
- 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.
- Gender toolkit rolled out for agricultural value chains in two countries.

Capacity building for MSMEs in sectoral value chains

- 100 MSMEs sensitised/trained/coached in the implementation of sustainability standards, including ISO 14001, Rainforest, Organic standards in Burundi, Malaysia, the Philippines and Thailand.
- 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.
- Managerial and operational diagnostics conducted for IT and agribusiness MSMEs in the MENA region.
- 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

- 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.
- 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

*Strategic Plan 2022-25: ITC's **SheTrades** is a comprehensive initiative that brings together the full range of our service offers from a gender perspective. We will continue to reduce barriers for women entrepreneurs and ensure the better collection and analysis of sex- disaggregated data and other mainstreaming efforts. In response to requests to upscale our work on gender, SheTrades will pursue a growth strategy. ITC's **Youth and Trade** initiative positions young people in developing countries as a competitive force for the future. The initiative will continue to build a large community of young entrepreneurs who benefit from a platform, the Ye! Community, that offers mentoring, capacity building, networking and an amplified voice to achieve their ambitions for economic success. ITC's work with people in vulnerable situations also includes the **Ethical Fashion Initiative** (EFI) and the **Refugee Employment and Skills Initiative** (RESI). The Ethical Fashion Initiative will continue to create and strengthen social enterprises to connect discerning international brands in fashion, interiors and fine foods with talented local designers, artisans and micro- producers. RESI will expand its reach to more countries, with a particular focus on creating digital jobs for displaced people and getting the private sector to participate more actively in refugee-inclusive businesses.*

In 2023, ITC will achieve the following key milestones:

SheTrades Initiative

- The Care-SheTrades Impact Fund launched and resourced to improve access to finance for women-led businesses at the growth stage.
- 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

- Two youth-focused technical methodologies consolidated: on access to finance and on entrepreneurship and coaching services.
- 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

- 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.

Refugees/Returnees Empowerment through Markets Initiative

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

Green trade

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

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

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

In 2023, ITC will achieve the following key milestones:

New or enhanced tools, services and methodologies for green growth

- The Environmental Assessment tool supporting MSMEs in the apparel sector launched.
- 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

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

Mobilization of partners for green and sustainable growth of MSMEs

- 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.
- Forest and Climate Leadership Partnership joined to bring MSMEs' perspective into the solution package for climate crisis.
- 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.

E-commerce

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

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

In 2023, ITC will achieve the following key milestones:

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

- Digital literacy capacity building and coaching on using digital marketplaces conducted for MSMEs in Eastern Europe – Central Asia.
- 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.
- 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

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

Regional integration and South-South trade and investment

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

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

In 2023, ITC will achieve the following key milestones:

Boosting regional trade

- Mapping and recommendations for regional BSOs and networks delivered to AfCFTA Secretariat.
- 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.
- 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

- 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.
- Investment networking sessions organized with West African Investment Promotion Agencies (IPAs) to seize opportunities in the mango, cassava, ICT and textile sectors.

5. Managing for results

5.1 Responding to country needs

In 2023, ITC will operate in a world navigating the 'four C's' - COVID-19, climate, conflict, and cost of living-resulting in multiple social, economic, and political challenges. The COVID-19 pandemic continues to affect the global economy. Supply chain disruptions caused by the pandemic have been further exacerbated by the war in Ukraine leading to soaring debt, inflation, and energy prices, a global food shortage, and a cost-of-living crisis in several countries. The World Economic Forum ranked the cost-of-living crisis as the most severe global risk over the next two years.[4]

In October 2022, the World Trade Organization downgraded its outlook for international trade, forecasting that merchandise trade volumes would grow by just 1.0% in 2023, as opposed to the previously estimated 3.4 %[5]. According to WTO Director-General, Ngozi Okonjo-Iweala, "After falling for decades, extreme poverty levels are rising again, putting the Sustainable Development Goals further out of reach."[6] Meanwhile, human-induced climate change is resulting in weather extremes across the globe, leading to agricultural and ecological droughts.[7]

Being responsive to partner needs is fundamental to catalysing good trade and sustainable economic growth through evidence-based, effective, and fit-for-purpose Trade Related Technical Assistance (TRTA). ITC aims to capture, understand and address diverse and cross-cutting country needs in partnership with other entities in the UN developing system. This implies a closer interaction with country stakeholders and with the UNRC system in countries.

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

Accordingly, ITC is finalizing the Country Engagement Strategy which aims to enhance its visibility and programming at the country level and increase its interaction with in-country stakeholders. The strategy is structured around a better, more timely response and coordination of country activities, including by mobilizing resources for TRTA, increasing relevance of ITC's work, and enhancing efficiency, effectiveness, and results. Following the adoption of the strategy, a set of internal tools and mechanisms will be launched to enhance in-house knowledge sharing for enhanced engagement with country stakeholders which will also lead to improving operational efficiency.

Monitoring and evaluating impact of ITC's work from the perspective of its programme countries is another crucial element of the feedback cycle to ensure its effectiveness and relevance to countries' needs. In 2023, ITC plans to start reporting under the UN Sustainable Development Group's Output Indicator Framework for Measuring the UN's Contribution towards the SDGs. This framework was developed in order to improve quality, transparency, efficiency and consistency of results reporting by UN development system agencies. ITC will proactively work with UN and other stakeholders in 'early adopter' countries where this framework will be rolled out on a trial basis.

5.2 Engaging with the WTO and the UN

In 2023, ITC will continue to work with our parent agencies, **the UN and the WTO**, to raise the profile of trade as a means to achieving the SDGs. This will be done through joint advocacy, participation in events and TRTA projects including a greater focus on collaborating with UN specialized agencies, contributing to the UN Sustainable Development Group (UNSDG), including through contributions to the new UNSDG country-level output framework, and increasing dialogue with the Resident Coordinator (RC) system. ITC will

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[4] https://www3.weforum.org/docs/WEF_Global_Risks_Report_2023.pdf
[5] https://www.wto.org/english/news_e/spno_e/spno35_e.htm
[6] Ibid.
[7] https://www.ipcc.ch/report/ar6/wg1/chapter/summary-for-policymakers/

contribute to on-going discussions and negotiations in the UN and at the WTO, in particular in the WTO informal working groups on trade & gender, e-commerce and MSMEs, as well as actively participate in the WTO Aid for Trade Global Review and the WTO Public Forum. ITC is also actively supporting discussions on sustainability and climate change at the WTO, in particular through its support to the Trade and Environmental Sustainability Structured Discussions (TESSD).

Other commitments include:

- Engaging in at least two UN Common Country Analysis (CCA) and signing at least five UN Sustainable Development Coordination Frameworks (UNSDCFs), ensuring country ownership and maximum synergies across the UN system and with other development actors.
- Contributing to the implementation of all ongoing UNSDCFs where ITC is a signatory and providing inputs to UN Country Teams and UN Resident Coordinator offices for annual planning, reporting, financial forecasts and surveys, and participating in relevant UNCT meetings/working groups and joint programme development where appropriate.
- Accelerating partnerships with fellow UN agencies, including the UN Global Compact, United Nations Development Programme (UNDP), and regional economic commissions,
- Partnering with UNCTAD in the area of e-commerce and trade facilitation and collaborating with the Food and Agriculture Organisation (FAO) in Pakistan. Other partnerships include working with United Nations Population Fund (UNFPA) and UNCDF in The Gambia and with the United Nations Industrial Development Organization (UNIDO) in Guinea.
- Partnering with the WTO on a number of specific initiatives; including contributing to WTO's work on increasing transparency in SPS/TBT legislation. ITC will increase the number of registered users on the ePing system, set up jointly by the WTO, ITC and the UN Department of Economic and Social Affairs (UN DESA), to facilitate easy access to product requirements in international markets, including through the mobile ePing application. This year, ITC will also publish the World Tariff Profiles 2023 in collaboration with UNCTAD and the WTO and continue the joint work on the Global Trade Helpdesk.
- Continuing to support countries in the WTO accession process including by imparting skills to trade negotiators on WTO investment facilitation and e-commerce negotiations.
- Continuing to work with UN stakeholders to support the LDC graduation processes in Africa, Asia and the Pacific, especially in view of the Fifth United Nations Conference for Least Developed Countries (LDC5) and the newly launched Doha Programme of Action.
- Collaborating with UN-OHRLLS to scale support for LLDCs and SIDS in light of the Fourth International Conference on SIDS and the Third United Nations Conference on LLDCs, both scheduled for 2024.
- Enhancing the SDG portal, which helps track progress made in the area of international trade toward the achievement of the SDGs, with trade-related indicators.

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

5.3 Partnering for purpose

ITC will continue to build leverage partnerships that are purposeful and meet the demands of our clients to drive impact. In 2023, ITC plans to digitize its due diligence process of private sector partners and to streamline internal processes and information sharing around project-level and corporate partnerships. ITC will publish an internal dashboard to all staff, showing ITC's existing partnerships, including their levels of activity and contact person. ITC will also continue to use the #partnerships4purpose tag to communicate results and impact of its partnerships more effectively.

For local implementing partners strong support organizations, working within an effective ecosystem can have a multiplier effect on the local economy as they provide the knowledge, networks, and the credibility to help business take risk to expand and internationalise. In 2023 ITC through the core service area on business

ecosystem will engage with Business Support Organizations, to offer benchmarking and diagnostic solutions, as well as strengthening their managerial, operational and service delivery capacities. ITC will also engage more strategically with key BSO partners such as hubs for delivery of the impact areas, and as allies, connectors and delivery partners for TRTA projects, including supporting an ITC in-country presence.

5.4 Leading the global conversation

During 2023, we will continue advancing ITC's leadership on MSMEs and trade through communications, high-impact events and outreach. We will focus on promoting the four "moonshot" areas selected by the Executive Director – namely, digital, green, youth and gender – as well as our flagship work on other areas such as regional integration and value chains. We will continue to develop platforms and tools to amplify our impact and reach.

The main planned milestones for the year are:

- Continuing to grow and engage our audience through the ITC website now available in EN, FR and SP
- Launching a new social media policy to streamline our corporate communications for maximum impact
- Significantly increasing our presence in large media outlets
- Organizing a series of high-impact events, including a high-level SheTrades event; WEDF 2023 in Mongolia, SMECO Launch in the margins of the WTO Public Forum, and supporting a significant ITC presence at large events such as LDC V, CSW, EU-Central Asia Business Forum, World Chambers Congress, HLPF, the SDG Summit, CIIE, COP28 and the Intra-Africa Trade Fair (see Annex 1 for a full list).

6. Organizational effectiveness and efficiency

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

Gender equality, diversity and inclusion

To support ITC's strategic efforts towards strengthening gender equality, diversity and inclusion (GDI) within ITC, our key 2023 deliverables reflect a multifaceted approach:

- An updated GDI capacity plan and design and facilitation of GDI training for all personnel, as well as targeted training for senior managers.
- A fortified scope of ITC's diversity and inclusion group, to include alternate focal points and an internal Ally Action group, to better support inclusion through our in-house activities, communications, and events.
- GDI communication guidelines developed to adopt a unified approach to the use of language and imagery that more fully reflects the diversity of our constituents and the impact of ITC's projects.

Environmental sustainability of ITC operations

The key 2023 actions for ITC to contribute to environmental sustainability are:

- Participation in UNEP's Greening the Blue initiative to transition to more sustainable environmental practices in facility management and operations.
- Carbon neutrality achieved by purchasing carbon credits / certificates.
- The on-going ITC building renovation multi-year project, which aims to reduce carbon footprint, continued.
- The Environmental Management System - a multi-year project that will be used across all ITC sections, further elaborated.

6.2 Corporate Scorecard Tier 3: Efficiency and effectiveness KPIs

Efficiency and effectiveness key performance indicators (KPIs) serve to monitor ITC's performance in areas related to the organization's general management, including areas of work highlighted in the Strategic Plan 2022-2025: results-based management, risk management, human resource management, resource mobilization, innovation, and communications. ITC strives to leverage its resources and to provide its services to beneficiaries in an efficient and effective manner. The Tier 3 KPIs and 2023 targets below are complemented by the 'efficiency and effectiveness milestones' presented in the next chapter.

Table 5. Tier 3. Efficiency and effectiveness

Tier 3: Efficiency and effectiveness		2022 OP Targets	2022 Actuals preliminary*	2023 OP Targets
General management				
Oversight and compliance	Unqualified financial statements	Target: achieved	Achieved	Target: achieved
	Percentage of open audit recommendations closed by the Board of Auditors	47%	43%	47%
Carbon footprint	Achieve a climate-neutral ITC	Target: achieved	Achieved	Target: achieved
Operational management	Advanced travel arrangements (21 day rule) compliance rate, in %	100%	66.5%	100%
Results-based management and risk management				
Client satisfaction	Percentage of clients that rate ITC services positively	≥ 85%	91%	≥ 85%
Focus on priority countries	Percentage of country-specific XB delivery dedicated to LDCs, LLDCs, SIDS, sub-Saharan Africa, SVEs, and conflict-affected countries	≥ 80%	73%	≥ 75%
Gender mainstreaming	Percentage of UN-SWAP 2.0 indicators met or exceeded	94%	88%	94%
Risk management	ITC annual report on risk management completed	1	1	1
Transparency	% of XB delivery published to IATI for TRTA projects	90%	92%	90%
Human resources management				
Staff engagement	Average overall rating provided in the annual staff satisfaction survey (out of 5)	≥ 3.3	under development**	≥ 3.3
Diversity	Percentage of women in professional and senior level positions	50%	48.4%	50%
Talent management	More than 50%of the staff members to use a minimum of 5 days per year for professional development	75%	73%	75%
	Average time to recruit fixed-term staff (in days)	80	76	90
	Average vacancy rate as percentage of all posts	≤ 5%	7.8%	8%
Resource mobilization				
Fundraising	XB funds secured for the following year and beyond	$280 million	$256 million	$205 million
	Total value of projects under development and in discussion with funders (at year-end, for next year and beyond, L2, L3)	$80 million	$175 million	$150 million
Communications				
Outreach	Growth in ITC audience through social media followership (%, and #of followers)	10% (228,091 followers)	26% (286,700 followers)	10% (315,370 followers)
	New: # of ITC's corporate website visitors	NA	1,066,100	1,172,000
	New: # of ITC's corporate website sessions	NA	1,473,000	1,620,000
	# of registered accounts to ITC Market Analysis Tools	1,327,578	1,404,456	1,430,000
Partnerships				
	Number of signed United Nations Sustainable Development Cooperation Frameworks (UNSDCFs) (cumulative)	30	37	42

*Preliminary results, as of end February 2023, ** Following the implementation of the 2023 'Moving Forward' action plan in March 2023, to ensure the feedback of this action plan is incorporated in the next survey, the Employee Engagement Survey has been rescheduled it to take place in Q4 2023

6.3 Building organizational strengths

The 2030 Agenda for Sustainable Development requires a United Nations development system that is fit for purpose. The Secretary-General's reform agenda aims to bring the delivery of services closer to the clients served. ITC will continue improving its operational efficiency and effectiveness through a series of dedicated initiatives, as outlined in this chapter. In 2023, these also include actions planned under the initiative 'ITC moving forward', the response to the allegations voiced in the UNOG ITC staff survey. The action plan was produced in consultation with ITC personnel. It is split into two parts – the first consists of measures to mitigate risks of prohibited conduct, which are recorded in the risk annex. The second part of the action plan includes measures to ensure a productive work environment with better communication. These measures are included here.

Trust

Results-based management

- A new management dashboard piloted in beta version, to facilitate the use of up-to-date information for informed decision making at middle and senior management level.
- New version of the Open Data website launched.
- Project Management Guidelines revamped and updated.
- Focus on projects' contribution to ITC's 4 mainstreaming markers (gender, youth, green, social responsibility) increased, with emphasis on accurate representation, justification and indicators.
- A template to document objectives and deliverables of the inception phases for large projects at design stage developed.

Risk management

In 2023, uncertainty and risk remain important considerations across ITC's operations (see Appendix III for an overview of the corporate risk register). In our operations, ITC will seek to reach the advanced level in the UN Reference Maturity Model for Risk Management, with:

- Integration of additional mitigation measures related to the risk of prohibited conduct into ITC's corporate risk register.
- Revision of ITC's module for project risk management in the project portal, with recommendations for improvement.
- Corporate-level risk assessments and risk mitigation discussions with middle and senior management carried out, with regular updates of ITC's risk register.
- On-demand assistance delivered to projects in risk identification, risk deep-dives and mitigation.
- Two training sessions delivered for personnel on basic and advanced risk management practices.

Reporting

- New corporate tools rolled out that have been developed in 2022 for more granular data collection and monitoring, to better account for results achieved for priority client groups
- Quarterly and on-demand induction and refresher RBM sessions delivered, with emphasis on the use of new corporate surveys and corporate reporting templates
- Inclusion of ITC's corporate results into ECOSOC reports and participation in "early adopter" country reporting through UN INFO (UN DCO)

Expertise

Talent management strategy

- Full implementation of the Inspira learning module.
- A career development framework created with roles/responsibilities and career options and limitations within and outside ITC.

Innovation

Growth of ITC's innovation culture and facilitation of project innovation supported through the Innovation Lab. In 2023, the Lab's milestones are outlined below:

- Solutions identified and piloted for an agile incubator.
- A calendar of trainings on design thinking developed and delivered, tailored to ITC projects.
- External partners' expertise engaged to improve ITC's delivery.
- Contribution to research efforts on innovation-related areas of trade and development.

Data management initiative

- Single-Sign-On feature integrated across multiple ITC platforms and applications.
- A mobile application for offline data collection and corporate survey tool rolled out.
- Policy for Client Data Management Policy rolled out.
- Governance structure for Data Management introduced.
- Second phase of the Events Management System and a pilot of Results reporting add-on rolled out.

Agility

Streamlined internal processes

- Innovative arrangements and new services delivered, with inputs from ITC technical divisions, to support the increase in TRTA delivery (e.g. system contracts for trade related services, new licensing schemes and decentralized regional travel).
- Existing procurement tools/processes upgraded to respond effectively and efficiently to ITC requirements.
- Revamped standard operating procedures (SOPs) for engagement in fragile contexts, including due diligence and conflict sensitivity analysis to reduce the risk of contribution to the root causes of conflict and fragility.

ITC Moving Forward Action Plan

In late 2022 and early 2023, concerns were raised over ITC's internal workplace culture and specific allegations were made over prohibited conduct by certain ITC personnel. The ED acted immediately to address these concerns, launching the "ITC Moving Forward" initiative in early February 2023.

The initiative contains two separate action plans. The first covers six separate action points on tackling prohibited conduct, including an independent ITC-wide strengthening of our systems underpinning ITC's zero-tolerance approach to prohibited conduct. These six actions are detailed in Appendix III below, on ITC's risk mitigation actions in 2023 and the Corporate Risk Register. The second plan covers 20 action points on building a better workplace, under the following headings:

- More visible internal benchmarks created for good corporate behaviour and ensuring they are enforced in day-to-day conduct and decision-making.
- Better channels created for staff/management dialogue and listening to staff concerns.
- Future-proof ITC's business model future-proofed and provide clearer pathways for career development.
- Managers' people skills, project management capabilities and performance management practices boosted.
- Process bottlenecks tackled that complicate/delay project delivery, in a manner that remains consistent with UN rules and regulations.
- A stronger ITC family built from HQ to the field.

6.4 Independent evaluation: supporting learning and accountability

The 2022-2025 Strategic Plan identifies evaluation in the context of the goal of building trust through accountability and transparency. The Strategic Plan also provides the analytical framework for conducting evaluations in the 2022-2025 period, as it defines focused and measurable corporate objectives.

ITC's Independent Evaluation Unit's (IEU) mandate is to analyse and diffuse lessons learnt in the context of ITC's strategy and operations. In 2023, IEU will produce its Annual Evaluation Synthesis Report (AESR) 2023, a meta-evaluation based on ITC internal and external evaluations and project completion reports. As in 2022, the AESR will focus on assessing ITC's performance in achieving its Strategic Plan objectives.

The IEU will also carry out the preparatory process of the midterm evaluation of the 2022-2025 Strategic Plan (to be launched in 2024) and will initiate a Steering Mechanism. This group, at mid-management level, will act as a consultative body to support the SMC in decision-making on matters related to Lessons Learned from the Implementation of the Strategic Plan. It will provide collective bottom-up feedback from across the organization.

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

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

Concerning the evaluation function, the IEU will conduct in 2023, an update of the ITC Evaluation Policy and Guidelines, including the fulfilment of UN requirements in relation to the domains of Gender, Disability and Human Rights.

New evaluation assessments to be launched in 2023
Project final evaluation / UK Trade Partnerships
Mid-term evaluation of the project Linking Ukrainian SMEs in the Fruits and Vegetables Sector to Global and Domestic Markets and Value Chains – PHASE II (Carried forward)
Mid-term evaluation of the programme NTF V
Final evaluation of the project Systematic Mechanism for Safer Trade (SYMST)
Evaluation of the Ethical Fashion Initiative (EFI)
2023 Annual Evaluation Synthesis Report

6.5 Resource Mobilization

In 2023, ITC will continue to focus its resource mobilization efforts on maximizing flexible and predictable funding to implement the Strategic Plan 2022-2025. All three types of funding are important for ITC to sustain its intervention model: the regular budget (RB), unearmarked or soft-earmarked contributions (Window 1) and earmarked voluntary contributions (Window 2), with each funding source unlocking a distinct value. While W2 activities drive many of the visible results, they are interlinked with W1 and RB resources that fuel ITC's core services, programme development, public goods and innovation. Window 1 is particularly crucial for developing ITC's moonshots on digital trade, gender, youth and green trade, as well as for the development and piloting of ITC's cutting-edge trade development tools and methodologies that then get rolled out and customized through W2 projects.

In an evolving funding environment, ITC will seek to mobilize more resources in programming countries and invest in relationship building with new funders. ITC's traditional funders will remain key for our success and we seek to maintain and strengthen the trust that has been placed in the organization. To sustain the funding levels needed to achieve the strategic objectives set in the Strategic Plan, ITC has set the following workplan for 2023:

- Continue implementing ITC's internal Resource Mobilization Strategy (RMS) 2022-2025 with a clear focus on targets and responsibilities for each of the pillars of the strategy and recognition of overall conditions to enable the successful implementation of the strategy.
- Utilizing the internal Resource Mobilization Steering Committee (RMSC) to coordinate corporate actions and tracking funder relations via dedicated action plans.
- Diversifying the funding base through new partnerships, and resource mobilization efforts that tap into funding allocated at the regional or country level. The target is to enlist at least four new funders in 2023, at least one of them a private sector partner.
- Advancing the diversification pillar with a focus on anchoring non-traditional funders more in ITC's Resource Mobilization Steering Committee (RMSC) structure
- Advancing the decentralization pillar via the Country Engagement Strategy

Appendix I – Major events in 2023

ITC's key events

- March 2023   Regional Conference of ecommerce for Central Asia
- March 2023   International Women's Day events
- March 2023   SheTrades Hub Mauritius launch
- March 2023   SheTrades Hub Trinidad & Tobago launch
- 15 March 2023   SheTrades Hub Bangladesh launch
- April 2023 (TBC)   SheTrades Hub Caribbean launch
- May 2023 (TBC)   SheTrades Hub Dominican Republic launch
- 26-29 June 2023   World Export Development Forum Mongolia
- 27 June 2023   Micro, Small and Medium-sized Enterprises Day events
- 20 July 2023   57th Session of the Joint Advisory Group
- October 2023 (TBC)   Launch of SME Competitiveness Outlook

External key events with ITC contributions

- <u>The Fifth United Nations Conference on the Least Developed Countries (LDC5)</u>: 5-9 March 2023, Doha, Qatar, five side-events, and High Level plenary speaking roles)
- ECOSOC Development Cooperation Forum, 14-15 March 2023
- The 67th session of the Commission on the Status of Women, 6-17 March 2023, New York, USA) (in person side-event with GSMA ITU and Government of the Philippines)
- <u>ECOSOC Youth Forum, 25-27 April 2023, New York, USA</u>
- <u>ECOSOC Forum on Financing for Development follow up, 25-28 April 2023, New York, USA</u>
- <u>EU-Central Asia Economic Forum, 18-19 May, 2023, Almaty, Kazakhstan</u>
- <u>World Summit on the Information Society Forum, final week: 30 May - 3 June 2023, Geneva, Switzerland</u>
- United Nations Micro, Small and Medium-sized Enterprises Day, 27 June 2023
- World Chambers Congress, 21-23 June 2023
- World Environment Day, Côte d'Ivoire, June 2023
- <u>UN Ocean Conference, 27 June-1 July 2023, Lisbon, Portugal</u>
- <u>High-Level Political Forum on Sustainable Development, from 10 to 19 July 2023, New York, USA</u>
- International Youth Day, August 2023
- WTO Public Forum, September 2023, Geneva, Switzerland
- International Day of the Girl, October 2023
- <u>G20 New Delhi Summit</u>, 9-10 September 2023
- <u>UNCTAD e-commerce Week, 04-08 December 2023, Geneva, Switzerland</u>
- SDG Summit, 17 September 2023, New York, USA (date is still not finalized)
- Ministerial Meeting for the Summit of the Future, 18 September 2023, New York
- The 28th session of the Conference of the Parties (COP 28) to the United Nations Framework Convention on Climate Change, 30 November to 12 December 2023, the United Arab Emirates.

Please note that events dates might change.

Appendix II – List of 2023 projects by country / region and impact areas

Country / Region	LDCs	Priority countries	Project Title	Sustainable and resilient value chains	Inclusive trade (women, youth, other vulnerable groups)	Green trade	E-commerce	Regional integration and South-South trade	General (non-impact area specific)	Corporate	Funders	Budget 2023 ($'000)
Afghanistan	■	■	Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	4
			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	7
			Afghanistan: Advancing trade (Phase II) (B946)	■	■	■	■				European Commission, Directorate-General International Partnerships	279
Albania			Trade promotion East: Balkan States and Central Asia (C178)	■	■	■	■				State Secretariat for Economic Affairs of Switzerland	116
			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	7
			CEFTA - Support to regional integration (B973)					■			Deutsche Gesellschaft für Internationale Zusammenarbeit	67
Algeria			Algeria: Strengthening the Competitiveness of the New Information and Communication and Digital Technologies (C258)	■	■						International Islamic Trade Finance Corporation	186
			Algeria: Strengthening the Competitiveness of the Agri-food and Beverage sector (C259)	■	■						International Islamic Trade Finance Corporation	186
			Euromed: Providing trade and market intelligence for better informed decisions (TIFM 2) (A340)					■			European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	112
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
			CARIFORUM: UK Trade Partnerships Programme (B900)	■	■	■	■				Foreign, Commonwealth and Development Office of the UK	2
Argentina			SheTrades Latin America: Supporting women businesses' transition towards the post COVID digital age (B999)		■		■				ITF Window 1	28
Armenia		■	Armenia, Georgia, Moldova, Ukraine: Improving international competitiveness of SMEs and linking them with global value chains (C211)	■		■	■				ITF Window 1 (BDF)	9
			Trade and market intelligence for the Eastern Partnership Countries (B802)					■			European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	97
Azerbaijan		■	OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	7
			Trade and market intelligence for the Eastern Partnership Countries (B802)					■			European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	97

Country / Region	LDCs	Priority countries	Project Title	Sustainable and resilient value chains	Inclusive trade (women, youth, other vulnerable groups)	Green trade	E-commerce	Regional integration and South-South trade	General (non-impact area specific)	Corporate	Funders	Budget 2023 ($'000)
Bangladesh	■	■	OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	7
			SheTrades Commonwealth + (C185)		■		■				Foreign, Commonwealth and Development Office of the UK	23
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
Belarus			Trade and market intelligence for the Eastern Partnership Countries (B802)					■			European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	97
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
Benin	■	■	ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	201
			ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion and alliances (B807)	■	■	■		■			European Commission, Directorate-General International Partnerships	327
											ITF Window 1	2
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	4
			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	7
			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
			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
			SheTrades: Empowering Women in the AfCFTA (Phase II) (C101)		■			■			Deutsche Gesellschaft für Internationale Zusammenarbeit	4
			Bénin: Stratégie Nationale d'Exportation - Élaboration et gestion mise en oeuvre (C096)	■	■	■					Enhanced Integrated Framework	152
			NTF V Programme Coordination (C094)							■	Ministry of Foreign Affairs of the Netherlands	19
Bhutan	■	■	Bhutan: Implementing support for Brand Bhutan among MSMEs (C226)	■			■				Enhanced Integrated Framework	193
Bosnia and Herzegovina		■	CEFTA - Support to regional integration (B973)					■			Deutsche Gesellschaft für Internationale Zusammenarbeit	67
Botswana			South-South Trade and Investment (C106)					■	■	■	ITF Window 1	4

Country / Region	LDCs	Priority countries	Project Title	Sustainable and resilient value chains	Inclusive trade (women, youth, other vulnerable groups)	Green trade	E-commerce	Regional integration and South-South trade	General (non-impact area specific)	Corporate	Funders	Budget 2023 ($'000)
Brunei Darussalam			ASEAN: Sustainable Trade, Economic Connectivity and Resilient Value Chains (C277)	■		■	■	■			ITF Window 1 (BDF)	10
Burkina Faso	■	■	ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	201
			ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion and alliances (B807)	■	■	■		■			European Commission, Directorate-General International Partnerships	327
											ITF Window 1	2
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	4
			AfCTA Export Training Programme for African SMEs (B972)					■			African Export-Import Bank	11
			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	7
			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
Burundi	■	■	EU- EAC MARKUP Phase II (C189)	■		■		■			ITF Window 1 (BDF)	3
			Burundi: Market Access Upgrade Programme - MARKUP (B718)	■				■			European Commission, Directorate-General International Partnerships	799
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	4
Cabo Verde		■	ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	201
Cambodia	■	■	ASEAN: Sustainable Trade, Economic Connectivity and Resilient Value Chains (C277)	■		■	■	■			ITF Window 1 (BDF)	10
Cameroon		■	ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion and alliances (B807)	■	■	■		■			European Commission, Directorate-General International Partnerships	327
											ITF Window 1	2
			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	7
			Programme Management: UK Trade Partnerships Programme (B908)	■							Foreign, Commonwealth and Development Office of the UK	11
			Cameroon: UK Trade Partnerships Programme (B899)	■	■	■					Foreign, Commonwealth and Development Office of the UK	11
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

Country / Region	LDCs	Priority countries	Project Title	Sustainable and resilient value chains	Inclusive trade (women, youth, other vulnerable groups)	Green trade	E-commerce	Regional integration and South-South trade	General (non-impact area specific)	Corporate	Funders	Budget 2023 ($'000)
Chad	■	■	OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	7
Chile			SheTrades Latin America: Supporting women businesses' transition towards the post COVID digital age (B999)		■		■				ITF Window 1	28
China			Partnership for enhancing export capacity of Africa to China (PEECAC) (C040)	■	■			■			Department of Commerce of Hunan Province China	42
Colombia		■	SheTrades Latin America: Supporting women businesses' transition towards the post COVID digital age (B999)		■		■				ITF Window 1	28
Comoros	■	■	Comoros: UK Trade Partnerships Programme (B901)	■							Foreign, Commonwealth and Development Office of the UK	15
			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
			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	7
			Programme Management: UK Trade Partnerships Programme (B908)	■							Foreign, Commonwealth and Development Office of the UK	11
Côte d'Ivoire		■	Alliance for Product Quality in Africa (B928)	■	■						Deutsche Gesellschaft für Internationale Zusammenarbeit	43
			ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	201
			SheTrades West Africa (B610)	■	■						Korea International Cooperation Agency	170
			AfCTA Export Training Programme for African SMEs (B972)					■			African Export-Import Bank	11
			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	7
			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
			Programme Management: UK Trade Partnerships Programme (B908)	■							Foreign, Commonwealth and Development Office of the UK	11
			Africa Fashion and Textile Network (Africa FAN) (C208)	■	■	■	■				Deutsche Gesellschaft für Internationale Zusammenarbeit	58
			Culture project: Identity Building and Sharing Business Initiative (B542)	■	■						European Commission, Directorate-General International Partnerships	67
			Côte D'Ivoire: UK Trade Partnerships Programme (B902)	■	■						Foreign, Commonwealth and Development Office of the UK	13
			NTF V Programme Coordination (C094)						■		Ministry of Foreign Affairs of the Netherlands	19
Cuba		■	Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	33

Country / Region	LDCs	Priority countries	Project Title	Sustainable and resilient value chains	Inclusive trade (women, youth, other vulnerable groups)	Green trade	E-commerce	Regional integration and South-South trade	General (non-impact area specific)	Corporate	Funders	Budget 2023 ($'000)
Curaçao		■	Curaçao: National Export Strategy and Implementation Management (B896)	■	■	■	■				Ministry of Economic Development of Curaçao	183
Democratic Republic of the Congo (the)	■	■	COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)		■			■			Common Market for Eastern and Southern Africa	64
			ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion and alliances (B807)	■	■	■		■			European Commission, Directorate-General International Partnerships	327
											ITF Window 1	2
			AfCTA Export Training Programme for African SMEs (B972)					■			African Export-Import Bank	11
Dominica		■	Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)	■	■	■		■			European Commission, Directorate-General International Partnerships	140
			CARIFORUM: UK Trade Partnerships Programme (B900)	■	■	■	■				Foreign, Commonwealth and Development Office of the UK	2
Dominican Republic		■	ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion and alliances (B807)	■	■	■		■			European Commission, Directorate-General International Partnerships	327
											ITF Window 1	2
			Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)	■	■	■		■			European Commission, Directorate-General International Partnerships	157
			CARIFORUM: UK Trade Partnerships Programme (B900)	■	■	■	■				Foreign, Commonwealth and Development Office of the UK	2
Ecuador		■	Ecuador: Promoting new non-traditional exports (NEXT Ecuador) (B452)	■	■			■			European Commission, Directorate-General International Partnerships	831
Egypt			AfCTA Export Training Programme for African SMEs (B972)					■			African Export-Import Bank	11
			Global: Networking and knowledge management for the textile and clothing sector (GTEX) (B451)	■		■		■			State Secretariat for Economic Affairs of Switzerland	66
			Egypt: Improving the international competitiveness of the textile and clothing sector (GTEX/MENATEX) (B673)	■	■		■	■			State Secretariat for Economic Affairs of Switzerland	284
											Swedish International Development Cooperation Agency	25
			Euromed: Providing trade and market intelligence for better informed decisions (TIFM 2) (A340)					■			European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	112
			MENATEX Regional: Regional component of the Textiles and Clothing Programme for the MENA region (B696)	■				■			Swedish International Development Cooperation Agency	46
El Salvador		■	El Salvador: Export promotion and diversification (C157)	■	■		■				ITF Window 1 (BDF)	38
Eritrea	■		South-South Trade and Investment (C106)				■	■	■		ITF Window 1	4

Country / Region	LDCs	Priority countries	Project Title	Sustainable and resilient value chains	Inclusive trade (women, youth, other vulnerable groups)	Green trade	E-commerce	Regional integration and South-South trade	General (non-impact area specific)	Corporate	Funders	Budget 2023 ($'000)
Eswatini		■	Eswatini: Promoting growth through competitive alliances I (B978)	■					■		European Commission, Directorate-General International Partnerships	1,066
			Eswatini: Promoting growth through competitive alliances II (B992)	■							European Commission, Directorate-General International Partnerships	1,760
Ethiopia	■	■	Alliance for Product Quality in Africa (B928)	■	■						Deutsche Gesellschaft für Internationale Zusammenarbeit	43
			COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)		■			■			Common Market for Eastern and Southern Africa	64
			Partnership for enhancing export capacity of Africa to China (PEECAC) (C040)	■	■			■			Department of Commerce of Hunan Province China	39
			Ethiopia: Building Resilient Trade Competitiveness by Fast Tracking the Digital Technology Sector (NTF V) (C149)		■	■	■	■			Ministry of Foreign Affairs of the Netherlands	422
			Africa Fashion and Textile Network (Africa FAN) (C208)	■	■	■	■				Deutsche Gesellschaft für Internationale Zusammenarbeit	17
			Ethiopia: Building Alliances for Action in Coffee from seed to cup (NTF V) (C148)	■							Ministry of Foreign Affairs of the Netherlands	744
			NTF V Programme Coordination (C094)						■		Ministry of Foreign Affairs of the Netherlands	100
			South-South Trade and Investment (C106)				■	■	■		ITF Window 1	4
Fiji		■	Fiji: UK Trade Partnership Programme (B905)	■	■						Foreign, Commonwealth and Development Office of the UK	27
			Programme Management: UK Trade Partnerships Programme (B908)	■							Foreign, Commonwealth and Development Office of the UK	11
Gabon		■	OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	7
The Gambia	■	■	ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	201
			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
			The Gambia: Jobs, Skills and Finance (JSF) for Women and Youth (B664)	■	■	■					European Commission, Directorate-General International Partnerships	186
			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
			The Gambia: COVID-19 recovery through digitalisation and market access for women horticulture producers (C022)	■	■		■				Enhanced Integrated Framework	19

Country / Region	LDCs	Priority countries	Project Title	Sustainable and resilient value chains	Inclusive trade (women, youth, other vulnerable groups)	Green trade	E-commerce	Regional integration and South-South trade	General (non-impact area specific)	Corporate	Funders	Budget 2023 ($'000)
			The Gambia: Strengthening the National Infrastructure for Peace to Promote Social Cohesion (C206)		■						MPTF - Peacebuilding Fund	186
			The Gambia: Improving skills and employment opportunities for youth and women (C086)		■						Deutsche Gesellschaft für Internationale Zusammenarbeit	93
Georgia			Armenia, Georgia, Moldova, Ukraine: Improving international competitiveness of SMEs and linking them with global value chains (C211)	■		■	■				ITF Window 1 (BDF)	9
			Trade and market intelligence for the Eastern Partnership Countries (B802)					■			European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	97
Ghana		■	Alliance for Product Quality in Africa (B928)	■	■						Deutsche Gesellschaft für Internationale Zusammenarbeit	43
			SheTrades: Empowering women and boosting livelihoods through agricultural trade: Leveraging the AfCFTA (C100)		■			■			Food and Agriculture Organization of the United Nations	111
			ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	201
			ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion and alliances (B807)	■	■	■		■			European Commission, Directorate-General International Partnerships	327
											ITF Window 1	2
			Trade Training Hub (TTH) (B736)		■				■		ITF Window 1	36
			AfCTA Export Training Programme for African SMEs (B972)					■			African Export-Import Bank	11
			Ghana: Building Resilient Trade Competitiveness by Fast Tracking the Digital Technology Sector (NTF V) (C151)	■	■	■	■				Ministry of Foreign Affairs of the Netherlands	406
			Ghana: Developing cocoa and associated crops through the Sankofa Project empowered by Alliances for Action (B766)	■	■	■					HALBA - Division of Coop Genossenschaft	128
			Programme Management: UK Trade Partnerships Programme (B908)	■							Foreign, Commonwealth and Development Office of the UK	11
			Ghana: Building Alliances for Action in Cocoa from bean to bar (NTF V) (C150)	■							Ministry of Foreign Affairs of the Netherlands	651
			Africa Fashion and Textile Network (Africa FAN) (C208)	■	■	■	■				Deutsche Gesellschaft für Internationale Zusammenarbeit	58
			Ghana: UK Trade Partnerships Programme (B903)	■	■						Foreign, Commonwealth and Development Office of the UK	8
			NTF V Programme Coordination (C094)						■		Ministry of Foreign Affairs of the Netherlands	86
			South-South Trade and Investment (C106)					■	■	■	ITF Window 1	4

Country / Region	LDCs	Priority countries	Project Title	Sustainable and resilient value chains	Inclusive trade (women, youth, other vulnerable groups)	Green trade	E-commerce	Regional integration and South-South trade	General (non-impact area specific)	Corporate	Funders	Budget 2023 ($'000)
Grenada		■	Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)	■	■	■		■			European Commission, Directorate-General International Partnerships	140
			Grenada and Saint Lucia: Logistics chain study (C270)						■		Caribbean Development Bank	51
			CARIFORUM: UK Trade Partnerships Programme (B900)	■	■	■	■				Foreign, Commonwealth and Development Office of the UK	2
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
Guinea	■	■	Guinée: Programme d'appui à l'intégration socio-economique des jeunes (INTEGRA) (B463)	■	■		■				European Commission, Directorate-General International Partnerships	1,733
			ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	201
			SheTrades West Africa (B610)	■	■						Korea International Cooperation Agency	170
			Guinea: Relance de la filière ananas (REFILA) (B803)	■	■			■			United Nations Industrial Development Organization	93
			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	7
			Guinea: Improving sustainable livelihoods for border communities (C035)	■	■			■			MPTF - Start-up Fund for Safe, Orderly and Regular Migration	74
Guinea-Bissau	■	■	ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	201
			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	7
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
			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	7
Honduras		■	El Amatillo-Honduras: Creating Resilience and Employment for Communities in Remote Environments (CRECER) (C074)		■						United States Agency for International Development	160
India			South-South Trade and Investment (C106)				■	■	■		ITF Window 1	4
Indonesia			ASEAN: Sustainable Trade, Economic Connectivity and Resilient Value Chains (C277)	■		■	■	■			ITF Window 1 (BDF)	10
			SheTrades and Unilever (C198)	■	■				■	■	Unilever	46
			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	7
			SheTrades Commonwealth + (C185)		■		■				Foreign, Commonwealth and Development Office of the UK	23

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Iran (Islamic Republic of)			Iran: Trade-Related Technical Assistance (B782)	■	■	■	■				European Commission, Directorate-General International Partnerships	280
			Culture project: Identity Building and Sharing Business Initiative (B542)	■	■						European Commission, Directorate-General International Partnerships	59
Iraq		■	Iraq: Housing & complementary job creation (C254)	■		■					ITF Window 1 (BDF)	91
			Iraq: Strengthening the Agriculture and Agri-Food Value Chain and Improving Trade Policy (SAAVI) (B960)	■	■	■			■		European Commission, Directorate-General International Partnerships	7,178
			SheTrades: Accelerator Programme for women entrepreneurs in the Apparel, Accessories and Home Décor sector (C052)		■						Deutsche Gesellschaft für Internationale Zusammenarbeit	175
Jamaica		■	ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion and alliances (B807)	■	■	■		■			European Commission, Directorate-General International Partnerships	327
											ITF Window 1	2
			Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)	■	■	■		■			European Commission, Directorate-General International Partnerships	174
			Programme Management: UK Trade Partnerships Programme (B908)	■							Foreign, Commonwealth and Development Office of the UK	12
			CARIFORUM: UK Trade Partnerships Programme (B900)	■	■	■	■				Foreign, Commonwealth and Development Office of the UK	2
Jordan		■	Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■			■	■		United Nations Conference on Trade and Development	4
			Jordan: Improving the international competitiveness of the textile and clothing sector (MENATEX) (B811)	■	■	■					Swedish International Development Cooperation Agency	459
			Euromed: Providing trade and market intelligence for better informed decisions (TIFM 2) (A340)						■		European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	112
			SheTrades: Accelerator Programme for women entrepreneurs in the Apparel, Accessories and Home Décor sector (C052)		■						Deutsche Gesellschaft für Internationale Zusammenarbeit	140
			Jordan: Trade for Employment Project:"Improving Business Environment for SMEs Through Trade Facilitation" (B639)	■	■	■			■		Deutsche Gesellschaft für Internationale Zusammenarbeit	650
			MENATEX Regional: Regional component of the Textiles and Clothing Programme for the MENA region (B696)	■				■			Swedish International Development Cooperation Agency	46
Kazakhstan		■	Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■			■	■		United Nations Conference on Trade and Development	4
			OIC: Trade and market intelligence for ICDT (C175)						■		Islamic Centre for Development of Trade	7

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			Central Asia: Ready4Trade (R4TCA) (B723)				■		■		European Commission, Directorate-General International Partnerships	679
Kenya		■	EU- EAC MARKUP Phase II (C189)	■		■		■			ITF Window 1 (BDF)	3
			COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)		■			■			Common Market for Eastern and Southern Africa	73
			ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion and alliances (B807)	■	■	■		■			European Commission, Directorate-General International Partnerships	327
											ITF Window 1	2
			Inclusive Trade: Ethical Fashion Initiative (C267)								ITF Window 1	250
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	4
			Trade Training Hub (TTH) (B736)		■				■		ITF Window 1	37
			Partnership for enhancing export capacity of Africa to China (PEECAC) (C040)	■	■			■			Department of Commerce of Hunan Province China	39
			AfCTA Export Training Programme for African SMEs (B972)					■			African Export-Import Bank	11
			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
			Culture project: Identity Building and Sharing Business Initiative (B542)	■	■						European Commission, Directorate-General International Partnerships	59
			SheTrades: Accelerator Programme for women entrepreneurs in the Apparel, Accessories and Home Décor sector (C052)		■						Deutsche Gesellschaft für Internationale Zusammenarbeit	140
			Kenya: Building Inclusive markets, skills and business development capacity of refugees and host communities for sustainable socio-economic integration (C085)	■	■	■					ITF Window 1 (BDF)	30
			South-South Trade and Investment (C106)				■	■	■		ITF Window 1	4
Kiribati	■	■	Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	4
Kyrgyzstan		■	Kyrgyzstan: Improving the international competitiveness of the textile and clothing sector (GTEX) (B676)	■	■						State Secretariat for Economic Affairs of Switzerland	419
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	4
			Global: Networking and knowledge management for the textile and clothing sector (GTEX) (B451)	■		■		■			State Secretariat for Economic Affairs of Switzerland	66

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			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	7
			Central Asia: Strengthening market analysis in using the Central Asia Trade Intelligence Portal (C235)						■		United Nations Development Programme - Istanbul Regional Hub	65
			Central Asia: Ready4Trade (R4TCA) (B723)				■		■		European Commission, Directorate-General International Partnerships	679
Lao People's Democratic Republic	■	■	ASEAN: Sustainable Trade, Economic Connectivity and Resilient Value Chains (C277)	■		■	■	■			ITF Window 1 (BDF)	10
			Systematic Mechanism for Safer Trade (SYMST) (B695)	■							European Commission, Directorate-General International Partnerships	346
			Lao PDR: ASEAN Regional Integration Support (Laos-ARISE Plus) (B505)	■					■		European Commission, Directorate-General International Partnerships	1,209
Lebanon		■	Euromed: Providing trade and market intelligence for better informed decisions (TIFM 2) (A340)						■		European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	112
			Conducive policy and regulatory environment: Trade negotiations and policy reform (C128)	■	■	■	■	■	■		ITF Window 1	26
			SheTrades: Accelerator Programme for women entrepreneurs in the Apparel, Accessories and Home Décor sector (C052)		■						Deutsche Gesellschaft für Internationale Zusammenarbeit	140
Lesotho	■	■	Lesotho: Promoting International Market Linked Cottage Industries (C209)		■	■					ITF Window 1 (BDF)	35
			South-South Trade and Investment (C106)				■	■	■		ITF Window 1	4
Liberia	■	■	ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	201
			SheTrades West Africa (B610)	■	■						Korea International Cooperation Agency	170
			ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion and alliances (B807)	■	■	■		■			European Commission, Directorate-General International Partnerships	327
											ITF Window 1	2
			Conducive policy and regulatory environment: Trade negotiations and policy reform (C128)	■	■	■	■	■	■		ITF Window 1	26
			SheTrades: Empowering Women in the AfCFTA (Phase II) (C101)		■			■			Deutsche Gesellschaft für Internationale Zusammenarbeit	4
Madagascar	■	■	Partnership for enhancing export capacity of Africa to China (PEECAC) (C040)	■	■			■			Department of Commerce of Hunan Province China	39
			Programme Management: UK Trade Partnerships Programme (B908)	■							Foreign, Commonwealth and Development Office of the UK	11

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			Madagascar: UK Trade Partnerships Programme (B904)	■	■		■	■			Foreign, Commonwealth and Development Office of the UK	36
Malawi	■	■	SheTrades: Empowering women and boosting livelihoods through agricultural trade: Leveraging the AfCFTA (C100)		■			■			Food and Agriculture Organization of the United Nations	114
			COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)		■			■			Common Market for Eastern and Southern Africa	64
			SheTrades: Empowering Women in the AfCFTA (Phase II) (C101)		■			■			Deutsche Gesellschaft für Internationale Zusammenarbeit	4
			South-South Trade and Investment (C106)				■	■	■		ITF Window 1	4
Malaysia			ASEAN: Sustainable Trade, Economic Connectivity and Resilient Value Chains (C277)	■		■	■	■			ITF Window 1 (BDF)	10
			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	7
			Malaysia: Trade-Related Assistance (Arise + Malaysia) (B872)	■		■	■		■		European Commission, Directorate-General International Partnerships	1,687
Maldives		■	OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	7
Mali	■	■	ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	201
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	4
			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	7
			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
			Culture project: Identity Building and Sharing Business Initiative (B542)	■	■						European Commission, Directorate-General International Partnerships	59
			NTF V Programme Coordination (C094)						■		Ministry of Foreign Affairs of the Netherlands	19
Mauritania	■	■	ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	335
Mauritius		■	Partnership for enhancing export capacity of Africa to China (PEECAC) (C040)	■	■			■			Department of Commerce of Hunan Province China	39
			SheTrades Mauritius (C236)		■						Foreign, Commonwealth and Development Office of the UK	229
			SheTrades Commonwealth + (C185)		■		■				Foreign, Commonwealth and Development Office of the UK	23

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Micronesia (Federated States of)		■	Micronesia: Coconut Export Strategy (C058)	■	■						Federated States of Micronesia Petroleum Corporation	66
Montenegro			CEFTA - Support to regional integration (B973)					■			Deutsche Gesellschaft für Internationale Zusammenarbeit	67
Morocco			AfCTA Export Training Programme for African SMEs (B972)					■			African Export-Import Bank	11
			Global: Networking and knowledge management for the textile and clothing sector (GTEX) (B451)	■		■		■			State Secretariat for Economic Affairs of Switzerland	66
			Africa Fashion and Textile Network (Africa FAN) (C208)	■	■	■	■				Deutsche Gesellschaft für Internationale Zusammenarbeit	17
			Euromed: Providing trade and market intelligence for better informed decisions (TIFM 2) (A340)					■			European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	112
			Morocco: Improving the international competitiveness of the textile and clothing sector (GTEX/MENATEX) (B674)	■		■					State Secretariat for Economic Affairs of Switzerland	33
											Swedish International Development Cooperation Agency	451
			MENATEX Regional: Regional component of the Textiles and Clothing Programme for the MENA region (B696)	■				■			Swedish International Development Cooperation Agency	46
Mozambique	■	■	Partnership for enhancing export capacity of Africa to China (PEECAC) (C040)	■	■			■			Department of Commerce of Hunan Province China	39
			AfCTA Export Training Programme for African SMEs (B972)					■			African Export-Import Bank	11
			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	120
			South-South Trade and Investment (C106)				■	■	■		ITF Window 1	4
Myanmar	■	■	Myanmar: Trade-Related Technical Assistance (ARISE+ Myanmar) (B567)	■	■			■			European Commission, Directorate-General International Partnerships	3,978
			ASEAN: Sustainable Trade, Economic Connectivity and Resilient Value Chains (C277)	■		■	■	■			ITF Window 1 (BDF)	10
			Myanmar: Upgrading horticulture supply and sustainable tourism to develop business linkages (B566)	■	■						State Secretariat for Economic Affairs of Switzerland	129
			NTF V Programme Coordination (C094)						■		Ministry of Foreign Affairs of the Netherlands	26
Namibia			South-South Trade and Investment (C106)				■	■	■		ITF Window 1	4
Nauru		■	Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■			■	■	■	United Nations Conference on Trade and Development	4

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Nepal	■	■	Nepal Trade-Related Assistance (B731)	■							European Commission, Directorate-General International Partnerships	2,084
Niger	■	■	ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	201
			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	7
			SheTrades: Empowering Women in the AfCFTA (Phase II) (C101)		■			■			Deutsche Gesellschaft für Internationale Zusammenarbeit	4
Nigeria		■	SheTrades: Empowering women and boosting livelihoods through agricultural trade: Leveraging the AfCFTA (C100)		■			■			Food and Agriculture Organization of the United Nations	111
			ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	201
			Nigeria: Vaccine Investments and Trade Ecosystems in Africa (VITEA) (C107)	■				■			Ministry of Foreign Affairs of Japan	359
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	4
			Trade Training Hub (TTH) (B736)		■				■		ITF Window 1	36
			AfCTA Export Training Programme for African SMEs (B972)					■			African Export-Import Bank	11
			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	7
			SheTrades: Empowering Women in the AfCFTA (Phase II) (C101)		■			■			Deutsche Gesellschaft für Internationale Zusammenarbeit	5
			SheTrades Commonwealth + (C185)		■		■				Foreign, Commonwealth and Development Office of the UK	23
			South-South Trade and Investment (C106)				■	■	■		ITF Window 1	4
North Macedonia		■	CEFTA - Support to regional integration (B973)					■			Deutsche Gesellschaft für Internationale Zusammenarbeit	67
Pakistan			Pakistan: Growth for rural advancement and sustainable progress (GRASP) (B466)	■	■	■	■				European Commission, Directorate-General International Partnerships	14,440
											ITF Window 1	88
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	4
			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	7
			Pakistan: Revenue Mobilisation for Investment and Trade (ReMIT) (B938)		■				■		Foreign, Commonwealth and Development Office of the UK	139

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Papua New Guinea		■	ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion and alliances (B807)	■	■	■		■			European Commission, Directorate-General International Partnerships	327
											ITF Window 1	2
			PNG: UK Trade Partnerships Programme (B967)	■		■					Foreign, Commonwealth and Development Office of the UK	22
			Programme Management: UK Trade Partnerships Programme (B908)	■							Foreign, Commonwealth and Development Office of the UK	11
Philippines			ASEAN: Sustainable Trade, Economic Connectivity and Resilient Value Chains (C277)	■		■	■	■			ITF Window 1 (BDF)	10
			Philippines: Trade-Related Assistance (Arise + Philippines) (C007)		■			■	■		European Commission, Directorate-General International Partnerships	1,500
Qatar			Qatar: Export Acceleration Pilot Programme to improve SME competitiveness and market access (Qatar EAP) (B996)	■							Qatar Development Bank	3
			Qatar: Export Acceleration Programme II (C158)	■							Qatar Development Bank	133
Republic of Moldova (the)		■	Armenia, Georgia, Moldova, Ukraine: Improving international competitiveness of SMEs and linking them with global value chains (C211)	■		■	■				ITF Window 1 (BDF)	9
			CEFTA - Support to regional integration (B973)					■			Deutsche Gesellschaft für Internationale Zusammenarbeit	67
			Trade and market intelligence for the Eastern Partnership Countries (B802)					■			European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	121
Rwanda	■	■	EU- EAC MARKUP Phase II (C189)	■		■		■			ITF Window 1 (BDF)	3
			Alliance for Product Quality in Africa (B928)	■	■						Deutsche Gesellschaft für Internationale Zusammenarbeit	43
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	4
			Partnership for enhancing export capacity of Africa to China (PEECAC) (C040)	■	■			■			Department of Commerce of Hunan Province China	39
			AfCTA Export Training Programme for African SMEs (B972)					■			African Export-Import Bank	11
			SheTrades: Empowering Women in the AfCFTA (Phase II) (C101)		■			■			Deutsche Gesellschaft für Internationale Zusammenarbeit	4
			South-South Trade and Investment (C106)				■	■	■		ITF Window 1	4
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
			Grenada and Saint Lucia: Logistics chain study (C270)						■		Caribbean Development Bank	51

Country / Region	LDCs	Priority countries	Project Title	Sustainable and resilient value chains	Inclusive trade (women, youth, other vulnerable groups)	Green trade	E-commerce	Regional integration and South-South trade	General (non-impact area specific)	Corporate	Funders	Budget 2023 ($'000)
			CARIFORUM: UK Trade Partnerships Programme (B900)	■	■	■	■				Foreign, Commonwealth and Development Office of the UK	2
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
			CARIFORUM: UK Trade Partnerships Programme (B900)	■	■	■	■				Foreign, Commonwealth and Development Office of the UK	3
Samoa		■	Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	4
Senegal	■	■	Senegal: Alliances for Value Addition in Cashew Nut (NTF V) (C152)	■							Ministry of Foreign Affairs of the Netherlands	465
			ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	201
			Senegal: Building Resilient Trade Competitiveness by Fast Tracking the Digital Technology Sector (NTF V) (C153)		■	■	■	■			Ministry of Foreign Affairs of the Netherlands	372
			AfCTA Export Training Programme for African SMEs (B972)					■			African Export-Import Bank	11
			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	7
			Africa Fashion and Textile Network (Africa FAN) (C208)	■	■	■	■				Deutsche Gesellschaft für Internationale Zusammenarbeit	17
			SheTrades: Accelerator Programme for women entrepreneurs in the Apparel, Accessories and Home Décor sector (C052)		■						Deutsche Gesellschaft für Internationale Zusammenarbeit	140
			Sénégal: Programme d'appui à la Compétitivité de l'Afrique de l'Ouest (PACAO) (B461)	■	■		■	■			European Commission, Directorate-General International Partnerships	2,789
			NTF V Programme Coordination (C094)						■		Ministry of Foreign Affairs of the Netherlands	86
Serbia			Trade promotion East: Balkan States and Central Asia (C178)	■	■	■	■				State Secretariat for Economic Affairs of Switzerland	116
			CEFTA - Support to regional integration (B973)					■			Deutsche Gesellschaft für Internationale Zusammenarbeit	84
Seychelles		■	Non-ODA: UK Trade Partnerships Programme (C166)	■							Foreign, Commonwealth and Development Office of the UK	270
Sierra Leone	■	■	ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	201
			SheTrades West Africa (B610)	■	■						Korea International Cooperation Agency	170
			Sierra Leone: Empowering Youth through Digital Technologies (C214)		■		■				ITF Window 1 (BDF)	28
			AfCTA Export Training Programme for African SMEs (B972)					■			African Export-Import Bank	29

Country / Region	LDCs	Priority countries	Project Title	Sustainable and resilient value chains	Inclusive trade (women, youth, other vulnerable groups)	Green trade	E-commerce	Regional integration and South-South trade	General (non-impact area specific)	Corporate	Funders	Budget 2023 ($'000)
			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	7
			Sierra Leone: West Africa Competitiveness Programme (B457)	■	■			■			United Nations Industrial Development Organization	465
Singapore		■	ASEAN: Sustainable Trade, Economic Connectivity and Resilient Value Chains (C277)	■		■	■	■			ITF Window 1 (BDF)	10
Solomon Islands	■	■	Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	4
South Africa		■	AfCTA Export Training Programme for African SMEs (B972)					■			African Export-Import Bank	11
			SheTrades: Accelerator Programme for women entrepreneurs in the Apparel, Accessories and Home Décor sector (C052)		■						Deutsche Gesellschaft für Internationale Zusammenarbeit	140
South Sudan	■	■	EU- EAC MARKUP Phase II (C189)	■		■		■			ITF Window 1 (BDF)	3
			South Sudan: Jobs Creation and Trade Development (B910)	■	■						European Commission, Directorate-General International Partnerships	1,673
			South Sudan: National Export and Investment Strategy (AfCFTA) (C029)	■				■			African Export-Import Bank	20
			South-South Trade and Investment (C106)				■	■	■		ITF Window 1	16
Sri Lanka		■	Sri Lanka: Trade Facilitation for SMEs (B986)	■	■	■	■		■		Deutsche Gesellschaft für Internationale Zusammenarbeit	294
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	4
			Conducive policy and regulatory environment: Trade negotiations and policy reform (C128)	■	■	■	■	■	■		ITF Window 1	17
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
			Euromed: Providing trade and market intelligence for better informed decisions (TIFM 2) (A340)						■		European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	112
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
			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	7
Tajikistan		■	Trade promotion East: Balkan States and Central Asia (C178)	■	■	■	■				State Secretariat for Economic Affairs of Switzerland	116
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	4

Country / Region	LDCs	Priority countries	Project Title	Sustainable and resilient value chains	Inclusive trade (women, youth, other vulnerable groups)	Green trade	E-commerce	Regional integration and South-South trade	General (non-impact area specific)	Corporate	Funders	Budget 2023 ($'000)
			Global: Networking and knowledge management for the textile and clothing sector (GTEX) (B451)	■		■		■			State Secretariat for Economic Affairs of Switzerland	66
			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	7
			Tajikistan: Improving the international competitiveness of the textile and clothing sector (GTEX) (B675)	■	■						State Secretariat for Economic Affairs of Switzerland	325
			Central Asia: Strengthening market analysis in using the Central Asia Trade Intelligence Portal (C235)						■		United Nations Development Programme - Istanbul Regional Hub	65
			Culture project: Identity Building and Sharing Business Initiative (B542)	■	■						European Commission, Directorate-General International Partnerships	59
			Central Asia: Ready4Trade (R4TCA) (B723)				■		■		European Commission, Directorate-General International Partnerships	679
Thailand			ASEAN: Sustainable Trade, Economic Connectivity and Resilient Value Chains (C277)	■		■	■	■			ITF Window 1 (BDF)	10
			Thailand: Trade-Related Assistance (Arise + Thailand) (B873)	■		■		■	■		European Commission, Directorate-General International Partnerships	1,390
Timor-Leste	■	■	Timor-Leste: Support to Regional Integration and Trade (C249)					■	■		ITF Window 1 (BDF)	38
Togo	■	■	ECOWAS: West Africa Competitiveness Programme (WACOMP) (B537)	■	■			■			European Commission, Directorate-General International Partnerships	201
			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	7
			SheTrades: Empowering Women in the AfCFTA (Phase II) (C101)		■			■			Deutsche Gesellschaft für Internationale Zusammenarbeit	4
Tonga		■	Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	4
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
Tunisia			Alliance for Product Quality in Africa (B928)	■	■						Deutsche Gesellschaft für Internationale Zusammenarbeit	43
			Tunisia: Market Intelligence within CEPEX (C160)						■		Deutsche Gesellschaft für Internationale Zusammenarbeit	150
			Tunisia: Improving the international competitiveness of the textile and clothing sector (GTEX/MENATEX) (B672)	■	■						State Secretariat for Economic Affairs of Switzerland	350
											Swedish International Development Cooperation Agency	14
			AfCTA Export Training Programme for African SMEs (B972)					■			African Export-Import Bank	11

Country / Region	LDCs	Priority countries	Project Title	Sustainable and resilient value chains	Inclusive trade (women, youth, other vulnerable groups)	Green trade	E-commerce	Regional integration and South-South trade	General (non-impact area specific)	Corporate	Funders	Budget 2023 ($'000)
			Global: Networking and knowledge management for the textile and clothing sector (GTEX) (B451)	■		■		■			State Secretariat for Economic Affairs of Switzerland	66
			Euromed: Providing trade and market intelligence for better informed decisions (TIFM 2) (A340)					■			European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	112
			MENATEX Regional: Regional component of the Textiles and Clothing Programme for the MENA region (B696)	■				■			Swedish International Development Cooperation Agency	46
Türkiye			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	7
Turkmenistan		■	Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	4
			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	7
			Central Asia: Ready4Trade (R4TCA) (B723)				■		■		European Commission, Directorate-General International Partnerships	679
Tuvalu	■	■	Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	4
Uganda	■	■	EU- EAC MARKUP Phase II (C189)	■		■		■			ITF Window 1 (BDF)	3
			Uganda: Strengthening Agribusiness Resilience and Competitiveness (STAR) (C017)	■	■	■					Korea International Cooperation Agency	1,236
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	4
			Partnership for enhancing export capacity of Africa to China (PEECAC) (C040)	■	■			■			Department of Commerce of Hunan Province China	39
			OIC: Trade and market intelligence for ICDT (C175)					■			Islamic Centre for Development of Trade	7
			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
			Uganda: Youth Startup Academy in Africa (C026)	■	■						Ministry of SMEs and Startups of the Republic of Korea	1,527
											ITF Window 1	14
			Culture project: Identity Building and Sharing Business Initiative (B542)	■	■						European Commission, Directorate-General International Partnerships	59
			NTF V Programme Coordination (C094)						■		Ministry of Foreign Affairs of the Netherlands	19
			South-South Trade and Investment (C106)				■	■	■		ITF Window 1	4

Country / Region	LDCs	Priority countries	Project Title	Sustainable and resilient value chains	Inclusive trade (women, youth, other vulnerable groups)	Green trade	E-commerce	Regional integration and South-South trade	General (non-impact area specific)	Corporate	Funders	Budget 2023 ($'000)
Ukraine			Armenia, Georgia, Moldova, Ukraine: Improving international competitiveness of SMEs and linking them with global value chains (C211)	■		■	■				ITF Window 1 (BDF)	9
		■	Trade and market intelligence for the Eastern Partnership Countries (B802)						■		European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	97
			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
United Republic of Tanzania (the)	■	■	EU- EAC MARKUP Phase II (C189)	■		■		■			ITF Window 1 (BDF)	4
			COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)		■			■			Common Market for Eastern and Southern Africa	64
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	4
			Tanzania: Developing the Beekeeping Value Chain (B924)	■	■						Enabel – Agence Belge de développement	928
			South-South Trade and Investment (C106)				■	■	■		ITF Window 1	4
Uruguay			SheTrades Latin America: Supporting women businesses' transition towards the post COVID digital age (B999)		■		■				ITF Window 1	28
Uzbekistan			Trade promotion East: Balkan States and Central Asia (C178)	■	■	■	■				State Secretariat for Economic Affairs of Switzerland	116
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	4
			Uzbekistan: Facilitating the Process of Accession to the WTO (B915)	■	■				■		European Commission, Directorate-General for Trade	744
		■	OIC: Trade and market intelligence for ICDT (C175)						■		Islamic Centre for Development of Trade	7
			Central Asia: Strengthening market analysis in using the Central Asia Trade Intelligence Portal (C235)						■		United Nations Development Programme - Istanbul Regional Hub	67
			Culture project: Identity Building and Sharing Business Initiative (B542)	■	■						European Commission, Directorate-General International Partnerships	59
			Central Asia: Ready4Trade (R4TCA) (B723)				■		■		European Commission, Directorate-General International Partnerships	679
Vanuatu		■	ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion and alliances (B807)	■	■	■		■			European Commission, Directorate-General International Partnerships	491
											ITF Window 1	3
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	4

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Viet Nam			ASEAN: Sustainable Trade, Economic Connectivity and Resilient Value Chains (C277)	■		■	■	■			ITF Window 1 (BDF)	10
			Systematic Mechanism for Safer Trade (SYMST) (B695)	■							European Commission, Directorate-General International Partnerships	346
			Global: Enhanced transparency and simplified trade formalities for business competitiveness (C112)		■		■	■	■		United Nations Conference on Trade and Development	4
			Vietnam: Trade Policy and Promotion Project (B888)	■							State Secretariat for Economic Affairs of Switzerland	511
Zambia	🟦	🟥	SheTrades Zambia: Increasing the participation of women in trade (C081)		■		■				ITF Window 1	71
			COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)		■			■			Common Market for Eastern and Southern Africa	64
			ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion and alliances (B807)	■	■	■		■			European Commission, Directorate-General International Partnerships	327
											ITF Window 1	2
			Partnership for enhancing export capacity of Africa to China (PEECAC) (C040)	■	■			■			Department of Commerce of Hunan Province China	39
			South-South Trade and Investment (C106)				■	■	■		ITF Window 1	4
Zimbabwe		🟥	COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)		■			■			Common Market for Eastern and Southern Africa	64
			AfCTA Export Training Programme for African SMEs (B972)					■			African Export-Import Bank	11
			Programme Management: UK Trade Partnerships Programme (B908)	■							Foreign, Commonwealth and Development Office of the UK	11
			Zimbabwe: UK Trade Partnerships Programme (B907)	■	■	■					Foreign, Commonwealth and Development Office of the UK	6
			South-South Trade and Investment (C106)				■	■	■		ITF Window 1	4
Africa			Implementation of the African Trade Observatory within the AUC (B353)					■			European Commission, Directorate-General International Partnerships	1,859
			Trade Promotion between China and other Developing Countries along the Belt and Road Initiative (B568)					■			Ministry of Commerce of China	186
			T4SD: Advisory Services (C110)	■		■					Sustainable Agriculture Initiative	9
				■		■					International Apparel Federation	2
				■		■					Global Coffee Platform	3

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				■		■					Deutsche Gesellschaft für Internationale Zusammenarbeit	10
				■		■					Soy Network Switzerland	1
			ONE TRADE AFRICA: Connecting the African business community with the AfCFTA (C088)	■	■		■	■			ITF Window 1	365
			Business Development Fund (BDF 2023) (C261)							■	ITF Window 1 (BDF)	21
Asia and the Pacific			Trade Promotion between China and other Developing Countries along the Belt and Road Initiative (B568)					■			Ministry of Commerce of China	186
			T4SD: Advisory Services (C110)	■		■					Sustainable Agriculture Initiative	9
											International Apparel Federation	2
											Global Coffee Platform	3
											Deutsche Gesellschaft für Internationale Zusammenarbeit	10
											Soy Network Switzerland	1
			Business Development Fund (BDF 2023) (C261)							■	ITF Window 1 (BDF)	10
Eastern Europe and Central Asia			T4SD: Advisory Services (C110)	■		■					Sustainable Agriculture Initiative	9
											International Apparel Federation	2
											Global Coffee Platform	3
											Deutsche Gesellschaft für Internationale Zusammenarbeit	10
											Soy Network Switzerland	1
			Business Development Fund (BDF 2023) (C261)							■	ITF Window 1 (BDF)	10
Latin America and the Caribbean			T4SD: Advisory Services (C110)	■		■					Sustainable Agriculture Initiative	9
											International Apparel Federation	2
											Global Coffee Platform	3
											Deutsche Gesellschaft für Internationale Zusammenarbeit	10
											Soy Network Switzerland	1
			Business Development Fund (BDF 2023) (C261)							■	ITF Window 1 (BDF)	31
			T4SD: Advisory Services (C110)	■		■					Sustainable Agriculture Initiative	11
											International Apparel Federation	3

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Middle East and North Africa											Global Coffee Platform	3
											Deutsche Gesellschaft für Internationale Zusammenarbeit	13
											Soy Network Switzerland	1
			OIC: Trade and market intelligence for ICDT (C175)						■		Islamic Centre for Development of Trade	7
			Business Development Fund (BDF 2023) (C261)							■	ITF Window 1 (BDF)	21
Multi-regional			Trade Intelligence: UK Trade Partnerships Programme (B906)		■				■		Foreign, Commonwealth and Development Office of the UK	11
Global			Managing for impact and results: Information Technology (C138)							■	ITF Window 1	727
			Alliances for Action: Coffee Network (C093)	■							ITF Window 1	120
			Managing for impact and results: DMD/OD Partnership, coordination and business development (C163)							■	ITF Window 1	25
			Global: Digital connectivity and trade (Switch ON) (C136)				■				ITF Window 1	495
			MLS-SCM Revolving Fund (B189)	■	■					■	Revolving Fund MLS-SCM	93
			Global: E-learning webinar Agrifood Export Promotion (C265)						■		Food and Agriculture Organization of the United Nations	47
			Managing for impact and results: Results Based Management (RBM) (C145)							■	ITF Window 1	80
			Vulnerable Migration and Forced Displacement (C202)		■						ITF Window 1	200
			GreenToCompete: Innovative solutions for environmental sustainability of SMEs (C079)			■					United States Agency for International Development	130
			ITC Digitalization of Group Trainings (C250)							■	ITF Window 1	318
			Managing for impact and results: DECI/OD Partnership and Coordination (C141)							■	ITF Window 1	25
			Inclusive trade: SheTrades initiative (C131)		■						ITF Window 1	633
			Managing for impact and results: OED/NY Partnership and Coordination (C142)							■	ITF Window 1	180
			Global: Development of innovative e-commerce support (C075)				■				United States Agency for International Development	138
			T4SD: Advisory Services (C110)								Sustainable Agriculture Initiative	9
				■		■					International Apparel Federation	2
											Global Coffee Platform	3

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											Deutsche Gesellschaft für Internationale Zusammenarbeit	10
											Soy Network Switzerland	1
			Sustainable and resilient value chains (C133)	■							ITF Window 1	275
			Managing for impact and results: Innovation Lab (C144)							■	ITF Window 1	110
			Improving transparency in trade through market analysis tools as a global public good (B336)						■		ITF Window 1	150
			TS Revolving Fund (B205)	■	■	■	■		■		Revolving Fund TS	23
			Secondee from Republic of Korea (C051)						■		Public Procurement Service of the Republic of Korea	112
			Improving transparency in trade through embedded market analysis tools (B352)						■		Federation of U.A.E Chambers of Commerce and Industry	9
											CrimsonLogic - Panama	24
											Chambre de commerce, d'industrie, d'agriculture et des métiers - Pointe-Noire	6
											Fundación Internacional y para Iberoamérica de Administración y Políticas Públicas	14
			Export Potential Map (A341)	■	■			■	■		Enterprise Greece Invest & Trade	12
											Wirtschaftskammer Oesterreich	5
											Switzerland Global Enterprise	2
			Business, trade and market intelligence: Trade analysis (C124)						■		ITF Window 1	150
			Managing for impact and results: OED Partnership and Coordination (C139)							■	ITF Window 1	150
			Green Trade (C135)			■					ITF Window 1	925
			Trade in services (B026)	■			■	■			Ministry of Commerce of China	186
			Global: Sustainable E-commerce Development for MSMEs (C188)				■				Alibaba Group	53
			Conducive policy and regulatory environment: Strategy (C129)	■	■	■	■				ITF Window 1	300
			Euromed: Providing trade and market intelligence for better informed decisions (TIFM 2) (A340)						■		European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	149
			SheTrades: Promoting Gender-Responsive Public Procurement for Agricultural Products (C251)		■						Deutsche Gesellschaft für Internationale Zusammenarbeit	983

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			Business, trade and market intelligence: Global Trade Helpdesk (C183)				■		■		ITF Window 1	280
			Managing for impact and results: ITC Website (C200)							■	ITF Window 1	110
			Conducive policy and regulatory environment: Trade negotiations and policy reform (C128)	■	■	■	■	■	■		ITF Window 1	102
			Supportive business ecosystem: Institutions and Ecosystems for Business Support (C130)	■	■	■	■		■		ITF Window 1	400
			Managing for impact and results: DSIT/OD Partnership, coordination and business development (C280)	■	■	■					ITF Window 1	25
			Conducive policy and regulatory environment: Quality (C126)	■		■		■			ITF Window 1	385
			Business, trade and market intelligence: Trade for Sustainable Development (T4SD) database (C122)	■		■					ITF Window 1	770
			Conducive policy and regulatory environment: Trade facilitation (C127)	■	■	■			■		ITF Window 1	170
			Inclusive trade: Youth and Trade initiative (C132)		■						ITF Window 1	330
			Business Development Fund (BDF 2023) (C261)							■	ITF Window 1 (BDF)	10
			Business, trade and market intelligence: Artificial Intelligence (C121)						■		ITF Window 1	100
			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)	■							European Commission, Directorate-General International Partnerships	353
			Managing for impact and results: DCP/OD Partnership, coordination and business development (C140)							■	ITF Window 1	250
			Managing for impact and results: Data Management initiative (C143)							■	ITF Window 1	921
			SheTrades Commonwealth + (C185)		■		■				Foreign, Commonwealth and Development Office of the UK	137
			Fellowship: Mo Ibrahim Foundation (B203)							■	Mo Ibrahim Foundation	114
			Global Public Goods: Providing trade and market intelligence for informed trade decisions (C203)						■		ITF Window 1	400
			Business, trade and market intelligence: SME Competitiveness Survey and Outlook (C120)	■	■	■	■		■		ITF Window 1	980
			Managing for impact and results: Inclusiveness - UN-SWAP (C146)							■	ITF Window 1	192
			Global: Market intelligence services to strengthen transparency in trade and understanding of international trade issues (C168)						■		National Graduate Institute for Policy Studies	26

Country / Region	LDCs	Priority countries	Project Title	Sustainable and resilient value chains	Inclusive trade (women, youth, other vulnerable groups)	Green trade	E-commerce	Regional integration and South-South trade	General (non-impact area specific)	Corporate	Funders	Budget 2023 ($'000)
											Australian Trade and Investment Commission	17
											New Zealand Trade and Enterprise	11
											Private funders	21
											Innovation, Science and Economic Development Canada	11
Global			Associate Expert -Sector and Enterprise Competitiveness (C273)		■	■	■				Ministry of Foreign Affairs of the Netherlands	170
			Associate expert -Trade Facilitation and Policy for Business (C109)		■	■	■	■	■		Swedish International Development Cooperation Agency	160
			Associate expert - Office for Asia and the Pacific (C201)							■	Ministry of Commerce of China	159
			Associate Expert - Green and Inclusive Value Chains (C186)							■	Federal Ministry for Economic Cooperation and Development of Germany - Berlin	163
			Associate expert - Sector and Enterprise Competitiveness (C030)	■			■				Ministry of Foreign Affairs and International Cooperation of Italy	76
			Associate expert - Strategic Planning, Performance & Governance (C006)							■	Federal Ministry for Economic Cooperation and Development of Germany - Berlin	87

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

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

In response to an informal staff survey conducted through the UNOG Staff Council that pointed to an increased risk of prohibited conduct, ITC has launched an ITC Moving Forward action plan, which contains a "Six-Point Plan to Tackle Prohibited Conduct at ITC". These points are additional mitigation actions for risks related to prohibited conduct, including harassment, discrimination and sexual harassment, and are listed below. They complement the controls that have been in place:

- Launch an external investigation, conducted by independent investigators, into allegations of prohibited conduct.
- Establish an external / ITC-dedicated Ombudsperson to encourage personnel to formally channel concerns over prohibited conduct.
- 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.
- Independently review ITC's accountability framework to ensure it meets the latest standards set by the UN Joint Inspection Unit.
- 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.
- Launch an internal campaign to provide guidance on established / accessible grievance channels within the UN system.

ITC also reviewed the risk rating and trend for other risks in its risk register and reflected on new risks. The table below shows the status of the updated risk register, and the controls planned for 2023. *Audit recommendations implementation points (BOA, OIOS) as risk mitigation actions are given in italics.*
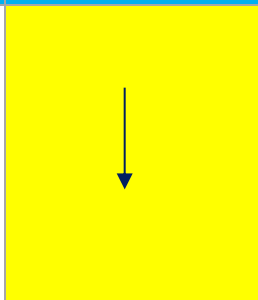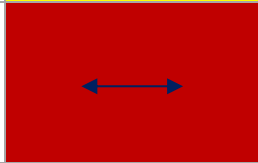
Table 6 ITC's Risk Register 2023

Risk ID	Risk statement	Risk responses and mitigation actions planned in 2023	Risk rating and 2023 trend vs 2022
R1	Delayed upgrading of project operations and internal processes that are needed to support to the timely delivery of the larger project portfolio	**Control:** • Availability of Video-tutorials on internal processes that allow self-determined training schedules; • ITC Moving Forward action plan includes review of process bottlenecks that complicate/delay project delivery, in a manner that remains consistent with UN rules and regulations.	↓
R2	Inability of ITC to fully deliver on (contractual) commitments in unstable project countries	**Control:** • Creation of an institutionalized system – strengthening SME Trade Academy, 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.	↓

Risk ID	Risk statement	Risk responses and mitigation actions planned in 2023	Risk rating and 2023 trend vs 2022
		Avoid/Terminate: • In case of extreme instability, ITC may temporarily stop activities, and re-discuss project plans with stakeholders.	
R3	Implementing Partner(s) commit fraud or engage in corruption	**Control:** • Update of ITC's Due Diligence Policy; • Implementation of online partner assessment form; • Payment schedules to implementing partners aligned to IP risk and evidence of delivery; • Proactive identification of partners through due diligence; • Inclusion of safeguarding elements in MoUs and assessments, in particular with BSOs engaging with women, youth and other vulnerable groups; • Improvement of IP evaluations and related info-sharing; 2023 OIOS audit of IP to inform decisions.	↓
R5	Inability to substantiate and/or aggregate ITC development results	**Control:** • 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.	↓
R6	Compromised cyber security / data breaches and/or disruptions to the functioning of IT systems.	**Control:** • Increased use of security tools and protocols to shield ITC's assets from cyber-attacks in alignment with the UN Secretariat information security protocols.	↔
R7	ITC Staff become exposed to deliberate harm (e.g, terrorism, armed conflict, crime and civil unrest, kidnapping...)	**Control:** • Focus on adequate risk assessment and security when undertaking projects in new countries; • Maintenance of controls in full alignment with the UN Security System; • *Operationalizing the guidelines for opening project offices in the field (OIOS, BOA Q1 2023);* • Address the need for more safety/security training (advanced), such as SSAFE – to strengthen staff capacity to respond in crisis situations.	↑
R8	Insufficient/inadequate in-house knowledge and skills-sets for future client needs	**Control:** • *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)*	↔
R9	Delayed identification of internal fraud or significant / systemic non-compliance with rules and procedures	**Control:** • 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.	↔
R10	Sharp decline in W2 funding	**Control**: Proactive funder management and implementation of ITC's Resource Mobilization Strategy, including:	↓

Risk ID	Risk statement	Risk responses and mitigation actions planned in 2023	Risk rating and 2023 trend vs 2022
		• 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.	
R11	ITC's business model is not flexible enough to adapt well to the processes of the repositioned UN development system	**Control:** • Proactive engagement with the new UNDS structures and processes (DCO, UNSDG, working groups, country and regional teams); • ITC Country Engagement Strategy.	←→
R12	ITC personnel committing, being exposed to or wrongly accused of discrimination, abuse of authority, harassment, including sexual	**Control:** • 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; • Investigations on wrongdoings are handled externally by OIOS to ensure impartiality; • **6-point zero tolerance action plan** (see above).	↑
R13	Disparate ITC identities and messaging	**Control:** • 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.	←→
R14	Significant reduction or volatility in W1 funding	**Control**: Proactive funder management and implementation of the RM Strategy: ▪ 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.	←→
R15	ITC staff accidents; infections; assaults during missions	**Control:** • 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 and individual contractors are p.o of Appendix 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.	↓

Risk ID	Risk statement	Risk responses and mitigation actions planned in 2023	Risk rating and 2023 trend vs 2022
R16	Inability to achieve the same level of results, based on the same level of inputs, in an environment that is very challenging for MSMEs	**Control:** • 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: • Market Systems Development approach; • Partnerships for Purpose approach, e.g., "satellite approach" with the HUBS to achieve efficiencies; • Influence MSME resilience, through market diversification approaches adapted to specific groups; research, data and engagement – mitigating risks for MSMEs through increased transparency and technology transfer.	↓
R17	Insufficient consideration of, inclusiveness, environmental and social sustainability aspects in W2 projects that focus on export increases.	**Control:** • Further emphasis on *improving*/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.	↔
NEW 2023 risk	Economic factors that may affect the cost of operations, such as: cost of living, inflation, increased cost related to enhanced parental leave policy and other OPEX	**Control:** Financial buffer and access to corporate funding: • GTA funds are accessed in cases of staff cost increases (parental leave, salaries, etc.); • UN Treasury functions to equalize currency/exchange-related risks.	
NEW 2023 risk	Energy-related risks include high energy prices, as well as break in delivery of energy from source	**Control:** Membership in national emergency plans, *Business continuity plans* and encapsulation of energy prices *(Business continuity plan update needed also as per BOA Q1, 2022):* • 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.	
NEW 2023 risk	Public perception and reputational Risk	**Control:** UN and ITC rules and regulations, and established procedures • 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.	