
REPORT TO THE CONSULTATIVE COMMITTEE OF THE ITC TRUST FUND

(1 JANUARY – 31 DECEMBER 2021)

ITC mission:

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

May 2022

Original: English

© International Trade Centre 2022

REPORT TO THE
CONSULTATIVE COMMITTEE
OF THE ITC TRUST FUND

(1 January – 31 December 2021)

Table of Contents

Foreword	iv
Introduction	6
1. Voluntary contributions to the ITC Trust Fund	6
2. Delivery of technical assistance in Jan-Dec 2021	10
2.1 BUDGET OVERVIEW	10
2.1.1 Regular budget	11
2.1.2. Programme Support Costs	12
2.1.3. Extrabudgetary funds	12
2.1.4. ITC cash position	14
2.2 EXTRABUDGETARY DELIVERY BY FOCUS AREA AND PROGRAMME	15
2.3 EXTRABUDGETARY DELIVERY BY GEOGRAPHY.....	16
3. ITC's Corporate Scorecard 2021 performance	18
3.1 TIER 1: ITC'S CONTRIBUTION TOWARDS SUSTAINABLE DEVELOPMENT GOALS	18
3.2 TIER 2: DEVELOPMENT RESULTS	23
3.3 WINDOW I CONTRIBUTION TO ITC'S CORPORATE RESULTS AND TO ITC'S COVID-19 RESPONSE.....	27
3.4 TIER 3: EFFICIENCY AND EFFECTIVENESS.....	31
4. Risk developments in 2021	32
5. Strategic milestones for 2021: technical assistance and capacity building	38
6. Partnering for sustainable development	51
7. Managing for results.....	54
Annex I: List of projects per focus area and country/region	60
Annex II: ITC's direct contribution to SDG monitoring	89
Annex III: ITC's regular reports to UN, WTO, and other stakeholders	90

List of figures

Figure 1: Funder contributions to W1 and W2 of the ITC Trust Fund as of 31 Dec 2021	9
Figure 2: ITC delivery pattern from 2017 to 2021, by source of funds, \$ mln	10
Figure 3: XB plan vs. delivery by focus area and Window, Jan - Dec 2021, \$ mln, incl. PSC.....	15
Figure 4: XB, W1 and W2 region-specific delivery (excluding global projects), for Jan-Dec 2021	17
Figure 5: XB delivery by priority countries for the period Jan - Dec 2021	17
Figure 6: Frequency of ITC project linkages to SDG goals and targets in Jan – December 2021	19
Figure 7: ITC financial delivery distribution by SDG for Jan – December 2021, in percentages	20
Figure 8: ITC's top corporate risks and mitigating actions, for 2021	32

List of tables

Table 1: XB funding received in 2020 and from 1 Jan to 31 Dec 2021, in \$ thousand.....	6
Table 2: ITC OP budget, RB and XB delivery for the period Jan – Dec 2021, \$ mln	10
Table 3: Biennial / annual RB appropriation and delivery 2014-2021, \$ mln.....	11
Table 4: RB delivery by focus area, for the period Jan – Dec 2021, \$ mln.....	11
Table 5: RB delivery by cost category for the period Jan – Dec 2021, \$ mln	11
Table 6: PSC budget and delivery by focus area, for the period Jan - Dec 2021, \$ mln	12
Table 7: PSC delivery by cost category, for the period Jan - Dec 2021, \$ mln	12
Table 8: XB budget and delivery, for the period Jan - Dec 2021, \$ mln	13
Table 9: XB delivery by cost category for the period Jan - Dec 2021, \$ mln.....	13
Table 10: ITC cash position for the period Jan - Dec 2021, in \$ thousand.....	14
Table 11: XB-funded technical assistance delivery in Jan-Dec 2021 by programme, \$ million	15
Table 12: Plan and delivery by XB funding source and region, Jan - Dec 2021, \$ mln.....	16
Table 13: Corporate outcome indicators and progress for the period Jan - Dec 2021	23
Table 14: Corporate output indicators and progress for the period Jan – Dec 2021	25
Table 15: Efficiency and effectiveness KPIs and progress in Jan-Dec 2021	31

Foreword

I am pleased to submit the 2021 annual report to the Consultative Committee of the ITC Trust Fund (CCITF). The report contains information on ITC's budgets, delivery and performance, covering the period of 1 January to 31 December 2021. The report focuses on ITC's extrabudgetary resources, providing a detailed description of the source of funds, their status and use. It also presents an update on regular budget and programme support resources, while giving an account of ITC's performance against the targets set in the Operational Plan 2021 and updates on ITC's risk profile.

Our implementation of ITC's Strategic Plan 2018-2021 ended in December 2021. While our annual performance was reported in CCITF and Annual Reports since 2018, ITC also prepared a summary report of ITC's achievements against our commitments in our last Strategic Plan. Furthermore, ITC's Independent Evaluation Unit (IEU) produced an [evaluation of the Strategic Plan](#) as a tool to improve the organization's performance in the areas related to vision, planning, measurement, reporting and decision-making. A key conclusion from this evaluation was that Strategic Plan 2018-2021 was an effective tool which provided ITC with a directional yet flexible operating framework, building trust both within the organization and with partners.

In 2021, ITC delivered over \$107 million of extrabudgetary technical assistance, exceeding our planned budget of \$100 million. We continued to prioritize interventions in least developed countries and in 2021, 88% of extrabudgetary delivery focused on our priority countries: LDCs, LLDCs, SIDS, countries in sub-Saharan Africa, conflicted affected countries and Small and Vulnerable Economies.

We faced several challenges in 2021. COVID-19 continued to affect ITC operations, bringing uncertainty and impediments to our operations and creating challenges for our clients. As we highlighted in our Operational Plan 2021, we focused on helping our clients to rebuild after the immediate effects of the pandemic by integrating a **roadmap to recovery and resilience**. Our flagship publication, the [SME Competitiveness Outlook 2021: Empowering the Green Recovery](#), provides a plan for fostering resilient, sustainable and competitive MSMEs. At [COP26](#), we advocated support to small businesses making the green transition. Our field operations were affected by increasing insecurity and conflict in some priority countries such as Afghanistan, Myanmar and Mali. Despite the difficult conditions in the field, ITC worked closely with local partners to make changes to their business operations and facilitate international business transactions.

Last year, ITC made great strides towards advancing our development priorities, supporting inclusive and environmentally sustainable economic growth and increased MSME resilience. ITC's GreenToCompete initiative launched tools, services and networks to enable the green competitiveness of MSMEs. ITC contributed to digital empowerment, providing e-commerce capacity building and launching tools such as a [Payment Solution Finder](#) for MSMEs in developing countries. ITC's SheTrades initiative continued to champion women's economic empowerment, establishing three more hubs in Rwanda, Uruguay and The Gambia, as well as publishing a guide on [Twelve Lessons in Gender-Lens Investment](#). We strengthened our partnerships, going beyond traditional partners, including through better integration of our operations with the UN Resident Coordinator system. We have successfully managed our risks, in particular those that threatened business continuity in our projects.

This increasing focus on inclusiveness and environmental sustainability, in addition to our goal of contributing to prosperity in ITC's programming countries, is also emphasized in our new [Strategic Plan 2022-25](#). The plan was developed with the contributions of member states, trade promotion organizations and other UN

organizations, discussed and endorsed at the Joint Advisory Group meeting in November 2021, and finalized with additional feedback from CCITF members in December 2021.

This report provides a wealth of information including hyperlinks to more detailed information. I thank our stakeholders, funders, partners, and beneficiaries for their continuing confidence in ITC and for their longstanding support of our mission and vision.

Pamela Coke-Hamilton
Executive Director, International Trade Centre

Introduction

ITC is pleased to report to the Consultative Committee of the ITC Trust Fund (CCITF) on its budgets, delivery, and performance in the period from 1 January to 31 December 2021.

This report provides information in the form of self-explanatory tables that give an overview of the organization's resources and activities from January to December 2021. It focuses on the analysis of ITC's extrabudgetary resources, providing a description of the source of funds, their status and use, and an update on programme support and regular budget resources. It gives an account of ITC's Jan-Dec 2021 performance against the targets set in the Operational Plan 2021 that link to ITC's Strategic Plan 2018-21, along with supplementary information on risks and partnerships.

ITC received an "unqualified audit opinion" on the financial statements for 2020, confirming that ITC fully complies with IPSAS accounting and reporting requirements.¹

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

1. Voluntary contributions to the ITC Trust Fund

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

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

Table 1 below reflects the source and number of voluntary contributions to the ITC trust fund in 2021, in comparison with funding received from January to December 2020. The amounts shown include funding designated for years beyond 2021, as per individual grant agreement.

Table 1: XB funding received in 2020 and from 1 Jan to 31 Dec 2021, in \$ thousand

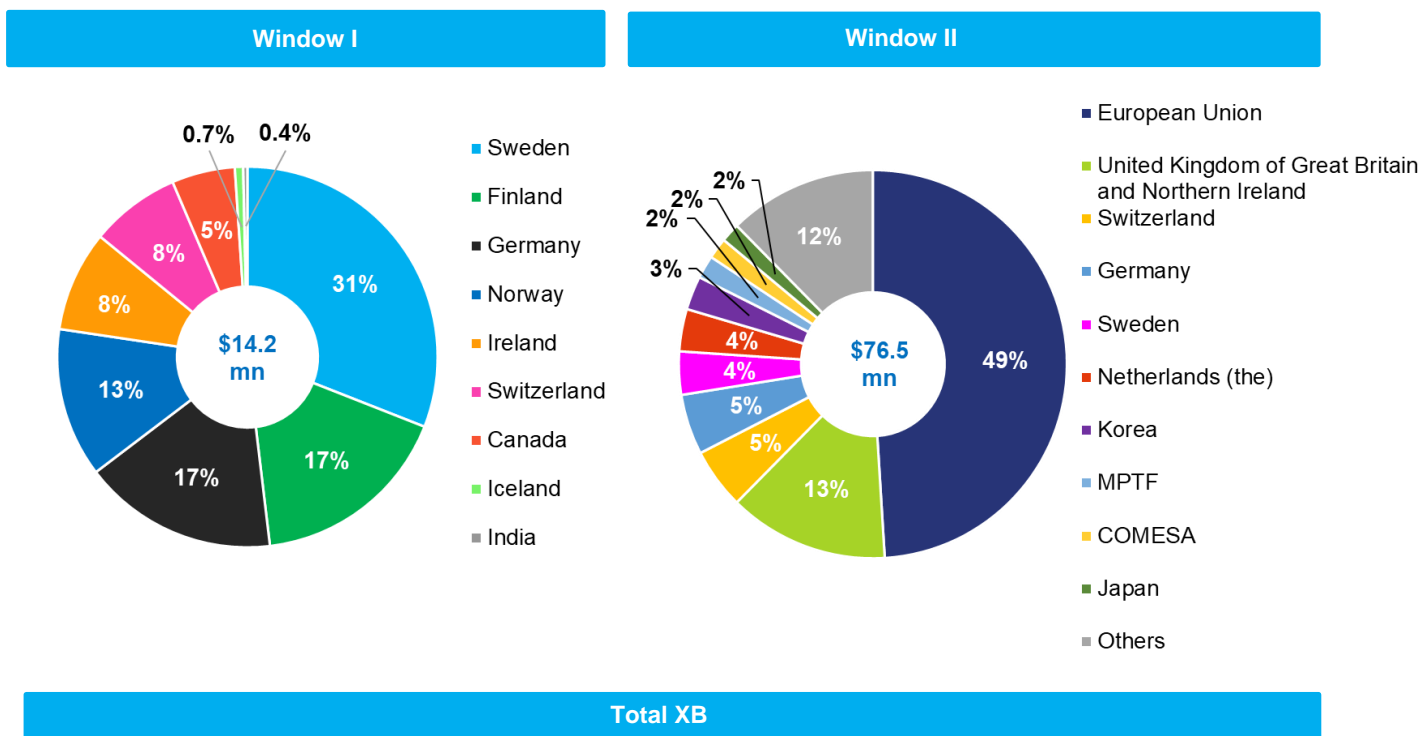
Funders	Jan - Dec 2020 (\$ '000)			Jan - Dec 2021 (\$ '000)		
	Window I	Window II	Total	Window I	Window II	Total
Governments and national development agencies	16,441	27,453	43,895	14,158	29,862	44,020
Australia	-	47	47	-	30	30
Belgium	-	-	-	-	1,112	1,112
Bhutan	-	-	-	-	56	56
Canada	682	12	694	760	20	781
Chile	50	-	50	-	-	-
China	-	658	658	-	850	850
Curaçao	-	285	285	-	56	56
Denmark	5,514	-	5,514	-	-	-
Finland	648	177	825	2,427	140	2,568
France	-	230	230	-	149	149

¹ The ITC 'Financial report and audited financial statements for the year ended 31 December 2020' and 'Report of the Board of Auditors' is available online: <https://legacy.intracen.org/itc/about/working-with-itc/corporate-documents/financial-reports/>

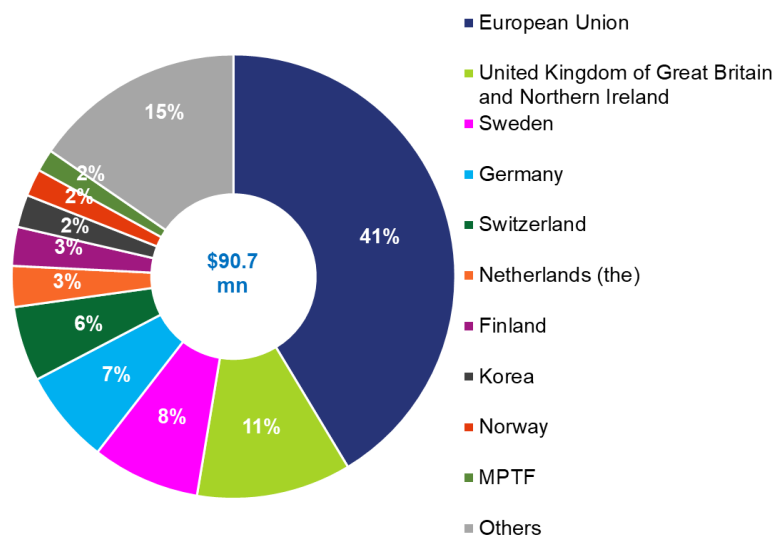
Funders	Jan - Dec 2020 (\$ '000)			Jan - Dec 2021 (\$ '000)		
	Window I	Window II	Total	Window I	Window II	Total
Germany	2,205	3,188	5,393	2,345	3,850	6,194
Iceland	100	-	100	100	-	100
India	50	-	50	50	-	50
Ireland	1,092	-	1,092	1,211	-	1,211
Japan	-	423	423	-	1,211	1,211
Korea	-	1,110	1,110	-	2,148	2,148
Netherlands (the)	-	2,615	2,615	-	2,697	2,697
Norway	1,697	-	1,697	1,797	-	1,797
Qatar Development Bank	-	-	-	-	327	327
Sweden	4,402	1,551	5,953	4,384	2,749	7,133
Switzerland	-	3,844	3,844	1,085	3,865	4,949
United Kingdom of Great Britain and Northern Ireland	-	12,996	12,996	-	10,219	10,219
United States	-	318	318	-	382	382
International organizations including financial institutions, partnerships and funds, regional organisations, UN system and related	-	74,165	74,165	-	44,215	44,215
African Export Import Bank	-	555	555	-	295	295
COMESA	-	-	-	-	1,335	1,335
Enhanced integrated Framework	-	660	660	-	938	938
European Union	-	69,552	69,552	-	37,509	37,509
FAO	-	-	-	-	151	151
ILO	-	-	-	-	142	142
International Islamic Trade Finance Corporation	-	290	290	-	-	-
MPTF	-	1,133	1,133	-	1,466	1,466
OPEC Fund for International Development	-	350	350	-	-	-
UEMOA	-	254	254	-	-	-
UNCDF	-	971	971	-	1,129	1,129
UNESCO	-	-	-	-	166	166
UNFPA	-	-	-	-	379	379
UNIDO	-	237	237	-	370	370
UN-OHRLLS	-	-	-	-	20	20
World Bank	-	163	163	-	316	316
Academia, training and research institutions, nonprofit organizations and businesses	-	1,966	1,966	-	1,974	1,974
AMC Ernst & Young	-	33	33	-	-	-
Boston Consulting Group	-	3	3	-	-	-
Chocolats Halba/ Coop Genossenschaft	-	265	265	-	388	388
Danish Refugee Council	-	-	-	-	211	211
Federated States of Micronesia Petroleum Corporation	-	-	-	-	180	180
Finance in Motion	-	37	37	-	37	37
Mary Kay	-	350	350	-	-	-
Mo Ibrahim Foundation	-	114	114	-	171	171
National Graduate Institute for Policy Studies (GRIPS)	-	125	125	-	103	103
Norwegian Refugee Council	-	468	468	-	408	408
Microsoft	-	-	-	-	5	5

Funders	Jan - Dec 2020 (\$ '000)			Jan - Dec 2021 (\$ '000)		
	Window I	Window II	Total	Window I	Window II	Total
Physikalisch-Technische Bundesanstalt (PTB)	-	40	40	-	-	-
Stichting IDH Sustainable Trade Initiative	-	-	-	-	12	12
SHI International - France	-	-	-	-	25	25
Swisscontact	-	139	139	-	38	38
UPS Foundation	-	392	392	-	396	396
Business support organizations	-	249	249	-	212	212
ChileCarne	-	70	70	-	-	-
China Council for the Promotion of International Trade	-	16	16	-	-	-
Costa Rican Investment Promotion Agency	-	-	-	-	20	20
Enterprise Greece	-	17	17	-	6	6
European Brands Association	-	-	-	-	5	5
Federation of U.A.E Chambers of Commerce and Industry	-	-	-	-	10	10
FEFAC	-	6	6	-	30	30
Flanders Investment & Trade	-	-	-	-	20	20
Import Promotion Desk	-	-	-	-	16	16
International Organization for Standardization	-	-	-	-	31	31
International Textile Manufacturers Federation	-	-	-	-	14	14
Marketing and National Import Board of Grenada	-	-	-	-	33	33
New Zealand Trade and Enterprise	-	12	12	-	-	-
Procolombia	-	-	-	-	1	1
PromPeru	-	20	20	-	-	-
Spirit Slovenia	-	12	12	-	-	-
Sustainable Agriculture Initiative (SAI Platform)	-	72	72	-	24	24
Switzerland Global Enterprises	-	13	13	-	-	-
The Swiss Platform for Sustainable Cocoa (SWISSCO)	-	11	11	-	-	-
Wirtschaftskammer Oesterreich	-	-	-	-	3	3
Revolving funds	-	282	282	-	247	247
Total XB funding received	16,441	104,115	120,557	14,158	76,509	90,668

Figure 1: Funder contributions to W1 and W2 of the ITC Trust Fund as of 31 Dec 2021



Total XB



2. Delivery of technical assistance in Jan-Dec 2021

2.1 Budget overview

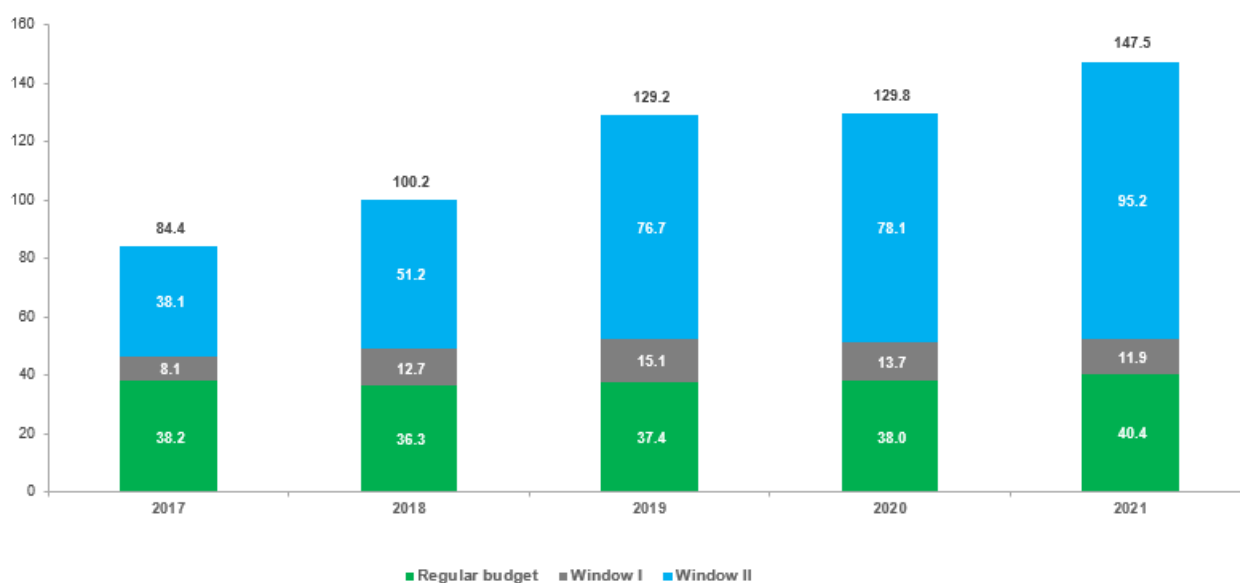
ITC's overall budget for 2021, as per ITC's Operational Plan 2021 (OP budget), amounted to \$141 million, with an RB of \$41 million. The planned 2021 gross XB budget, which includes PSC charges, the delivery planned for 2021 at the beginning of the year was \$100 million.

At the end of 2021, actual delivery of XB stood at 107% and RB delivery stood at 98% of the planned 2021 budget (and 100% of the budget received).

Table 2: ITC OP budget, RB and XB delivery for the period Jan – Dec 2021, \$ mln

Budget	OP Budget	Delivery	% Spent
Extrabudgetary funds	100.0	107.1	107%
Regular Budget	41.2	40.4	98%
Total	141.2	147.5	104%

Figure 2: ITC delivery pattern from 2017 to 2021, by source of funds, \$ mln



2.1.1 Regular budget

ITC's regular budget (RB) is the bedrock of ITC's operational activities for development. It has supported ITC's work in the six Focus Areas of the Strategic Plan 2018-21 and ensured alignment with country needs. ITC uses the RB contribution to fund: 1) core expertise; 2) development, maintenance and expansion of ITC's intangible assets and global offering (core components of ITC's Global Public Goods offering, databases, tools, publications); 3) programme development, including monitoring and evaluation; and 4) ITC's core management, country coordination and core corporate communications. The RB funding is used to cover salaries and common staff expenditures for 160 staff and organizational running costs. The 'Alignment with country needs' area consists of RB spent on staff working in the Regional Offices of the Division of Country Programmes and a proportionate part of the management and support cost.

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

Table 3: Biennial / annual RB appropriation and delivery 2014-2021, \$ mln

Item	2014-15	2016-17	2018-2019	2020**	2021
Appropriations for a biennium/ year*	78.2	73.6	75.1	38.0**	40.4
Delivery	77.5	74.6	73.8	38.0	40.4
% spent	99%	101%	98%	100%	100%

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

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

Table 4: RB delivery by focus area, for the period Jan – Dec 2021, \$ mln

Focus area	OP budget	Delivery
1 Providing Trade and Market Intelligence	6.6	6.4
2 Building a Conducive Business Environment	7.5	7.3
3 Strengthening Trade and Investment Support Institutions	3.4	3.3
4 Connecting to International Value Chains	8.5	8.2
5 Promoting and Mainstreaming Inclusive and Green Trade	7.3	7.1
6 Supporting Regional Economic Integration and South-South Links	1.7	1.6
Alignment with country needs	6.6	6.4
Total	41.5	40.4

Table 5: RB delivery by cost category for the period Jan – Dec 2021, \$ mln

Categories	Delivery	%
Staff and Other Personnel Costs	32.0	79.3%
Operating and Other Direct Costs	5.3	13.0%
Contractual Services	1.7	4.2%
Equipment Vehicles and Furniture	1.0	2.6%
Grants out	0.2	0.5%
Travel	0.1	0.3%
Supplies, Commodities and Materials	0.1	0.1%
Total	40.4	100.0%

2.1.2. Programme Support Costs

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

Table 6: PSC budget and delivery by focus area, for the period Jan - Dec 2021, \$ mln

Focus area	OP budget	Delivery
1 Providing Trade and Market Intelligence	0.8	0.8
2 Building a Conducive Business Environment	1.6	1.4
3 Strengthening Trade and Investment Support Institutions	0.5	0.4
4 Connecting to International Value Chains	1.9	1.8
5 Promoting and Mainstreaming Inclusive and Green Trade	1.9	1.7
6 Supporting Regional Economic Integration and South-South Links	0.4	0.4
Alignment with country needs	0.4	0.4
Total	7.5	6.9

Table 7: PSC delivery by cost category, for the period Jan - Dec 2021, \$ mln

Categories	Spent	%
Staff and other personnel costs	5.7	82%
Operating and Other Direct Costs	1.2	18%
Contractual Services*	0.0	0%
Total	6.9	100%

* Contractual services expenditure amounts to \$24 thousands.

2.1.3. Extrabudgetary funds

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

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

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

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

Some of the earmarked funding sources are: bilateral or tripartite agreements with ODA funders and government partners for a specific technical assistance project; funding for projects under the Enhanced Integrated Framework (EIF) for least developed countries; and funding from other UN agencies. Window II also covers contributions for Junior Professional Officers (JPOs) and secondees, as well as a small amount of funds channelled through revolving funds. Governed by specific terms of reference, revolving funds enable the delivery of activities which are of a recurring nature and generate financial income on a cost-recovery basis, e.g. by provision of specific services (trainings, webinars).

The analyses presented in the following sections compare total Jan-Dec 2021 delivery, as well as W1 and W2 delivery with the budget allocations reflected in the ITC Operational Plan 2021.

The planned OP 2021 XB budget was set at \$100 million, an increase of 9 per cent compared to the 2020 XB delivery of \$91.8 million. Dec 2021 total XB delivery stood at \$107.1 million (107% of the plan). W1 delivery was \$11.9 million (87% of the plan) and W2 delivery was \$95.2 million (110% of the plan).

Table 8: XB budget and delivery, for the period Jan - Dec 2021, \$ mln

Window	OP budget	Delivery	% spent
Window I	13.7	11.9	87%
Window II	86.3	95.2	110%
Total XB	100.0	107.1	107%

Table 9: XB delivery by cost category for the period Jan - Dec 2021, \$ mln

Categories	XB	%
Technical experts and other personnel	74.5	69%
Operating and Other Direct Costs	10.1	9%
Transfers and Grants issued to Implementing Partners	9.0	8%
Contractual Services	5.0	5%
Travel	4.5	4%
Equipment Vehicles and Furniture	2.3	2%
Grants Out	1.6	1%
Supplies Commodities and Materials	0.1	0%
Total	107.1	100%

2.1.4. ITC cash position

Table 10 shows the ITC's cash position at the end of 2021. The balance and contributions received include multi-year contributions.

Table 10: ITC cash position for the period Jan - Dec 2021, in \$ thousand

	W1	W2	Total XB
Balance as of 1 January 2021	12,009	101,774	113,783
Add: Contributions received	14,158	71,094	85,252
Funds from international organizations ⁽¹⁾	-	5,076	5,076
Contributions from services rendered ⁽²⁾	-	340	340
Sub-total Contributions ⁽³⁾	14,158	76,509	90,668
Less: Expenditures	10,573	87,852	98,424
Programme Support Costs	1,364	7,349	8,713
Sub-total Expenditure	11,936	95,200	107,137
Refund to donors	-	(621)	(621)
Balance available	14,231	82,462	96,693
Add: Operating reserves	-	-	11,467
Total available balance as of 31 Dec 2021			108,160

1) EIF, One UN and other international organizations

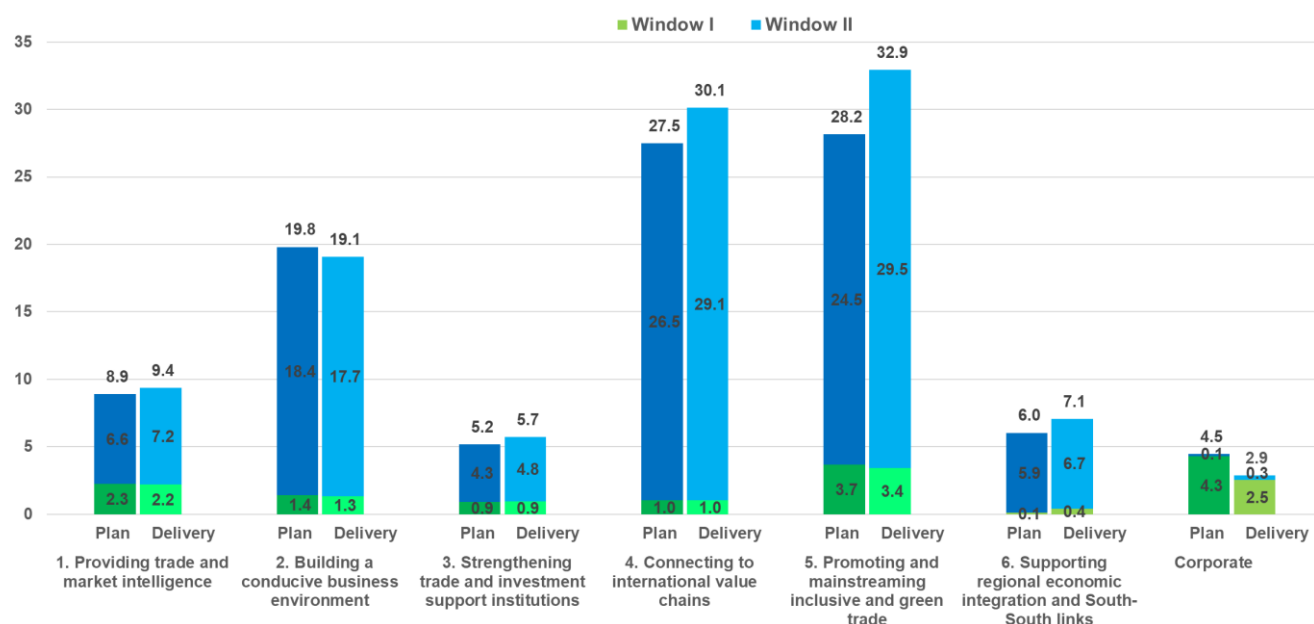
2) Contributions from sales of publications and statistical tools and licenses

3) Excludes interest and transfers to operating reserves

2.2 Extrabudgetary delivery by focus area and programme

At the level of focus areas, XB delivery ranged from 96%-117% against the 2021 Operational Plan targets.

Figure 3: XB plan vs. delivery by focus area and Window, Jan - Dec 2021, \$ mln, incl. PSC



The 'Corporate' category of W1 funds initially includes the Business development fund (BDF), allocations for IT efficiency projects, data-management, results-based management, visibility, and partnerships. Once BDF funds are assigned to specific projects, their delivery is reported under the respective project focus area. The individual projects funded by the BDF are listed in Annex I. The W2 Corporate OP target and delivery include associate experts from Japan and Germany and Mo Ibrahim Foundation fellows in sections with corporate functions. Other associate experts and secondees from Germany, China, Italy, Netherlands, Finland, and Korea, work in sections and units on specific focus areas and are counted there.

Table 11: XB-funded technical assistance delivery in Jan-Dec 2021 by programme, \$ million

Focus area and programme	OP budget	Delivery	% delivered
1. Providing trade and market intelligence	8.9	9.4	105%
1.1 Transparency in Trade	5.4	5.9	110%
1.2 Non-Tariff Measures in Goods and Services	1.9	1.5	81%
1.3 Competitive Intelligence	1.6	1.9	118%
2. Building a conducive business environment	19.8	19.1	96%
2.1 Trade Development Strategies	4.4	4.2	96%
2.2 Trade Facilitation	7.5	7.9	106%
2.3 Supporting Trade Negotiations and Policy Reform	7.9	6.9	87%
3. Strengthening trade and investment support institutions	5.2	5.7	110%
3.1 Strengthening Trade and Investment Support Institutions	5.2	5.7	110%
4. Connecting to international value chains	27.5	30.1	110%
4.1 Value Added to Trade	25.2	27.2	108%
4.2 E-Solutions: Linking Businesses to Markets	2.3	2.9	128%
5. Promoting and mainstreaming inclusive and green trade	28.2	32.9	117%

Focus area and programme	OP budget	Delivery	% delivered
5.1 Empowering Women to Trade	8.1	9.4	116%
5.2 Empowering Poor Communities to Trade	9.0	10.7	119%
5.3 Youth and Trade	6.3	7.4	116%
5.4 Trade for Sustainable Development	4.7	5.4	115%
6. Supporting regional economic integration and South-South links	6.0	7.1	117%
6.1 Boosting Regional Trade	3.7	4.5	122%
6.2 South-South Trade and Investment	2.4	2.6	110%
Corporate	4.5	2.9	65%
7.1 Corporate	4.5	2.9	65%
Total	100.0	107.1	107%

The comparatively low delivery in Focus area 2 “Building a conducive business environment“ was mainly due to large projects like “Afghanistan: Advancing trade (Phase II)”, “Iraq: Strengthening the Agriculture and Agri-Food Value Chain and Improving Trade Policy– SAAVI”, “Iran: Trade-Related Technical Assistance” and “Pakistan: Growth for rural advancement and sustainable progress (GRASP)” where implementation was adversely affected by COVID-19 restrictions, security concerns and political instability.

2.3 Extrabudgetary delivery by geography

ITC implements projects in five geographic regions as well as “Global projects”, which deliver globally accessible public goods, and corporate projects that boost innovation, efficiency, and effectiveness across ITC’s portfolio. The following table shows the delivery status against the planned 2021 budget, by region.

Table 12: Plan and delivery by XB funding source and region, Jan - Dec 2021, \$ mln

Region	OP W1	Delivery W1	% W1	OP W2	Delivery W2	% W2	Total OP budget	Total Delivery	% Total
Sub-Saharan Africa	1.4	1.7	115%	35.4	43.2	122%	36.9	44.9	122%
Asia-Pacific	0.7	0.6	91%	28.8	24.4	85%	29.5	25.0	85%
Middle East and North Africa	-	-	-	8.2	8.6	105%	8.2	8.6	105%
Eastern Europe Central Asia*	0.0	0.0	192%	6.3	9.0	142%	6.4	9.0	142%
Latin America and the Caribbean	0.8	0.5	71%	3.9	4.9	125%	4.7	5.4	116%
Global	10.8	9.1	84%	3.6	5.1	141%	14.4	14.2	98%
Total	13.7	11.9	87%	86.3	95.2	110%	100.0	107.1	107%

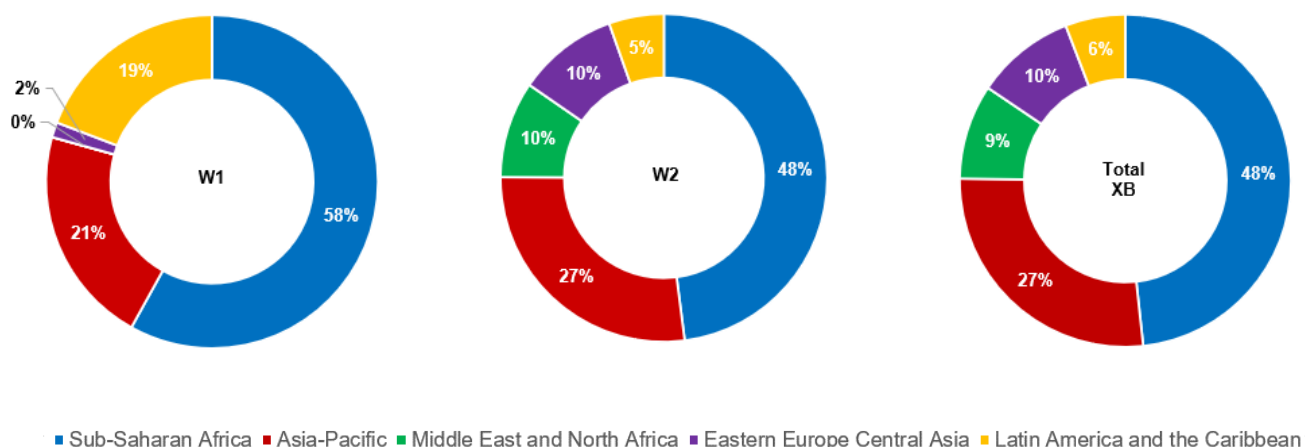
* The initial W1 allocation shown in the OP was \$22k and later increased to 42k and delivered.

The ratio of global versus regional and country specific XB 2021 delivery was 13% to 87%. Sub-Saharan Africa accounted for 48% of region-specific delivery. In Africa, large projects were implemented in The Gambia, Guinea, Central African Republic and Kenya. In Asia-Pacific, with a delivery share of 27%, large initiatives took place in Pakistan, Afghanistan, Iran (Islamic Republic of) and Lao People's Democratic Republic.

Delivery in the Asia and the Pacific region (85% of budgets delivered) was most impacted by COVID-19 developments and complex local context in countries like Afghanistan, Pakistan and Iran.

Figure 4 provides an overview of the region specific XB delivery in 2021 by funding source and for the total XB delivery.

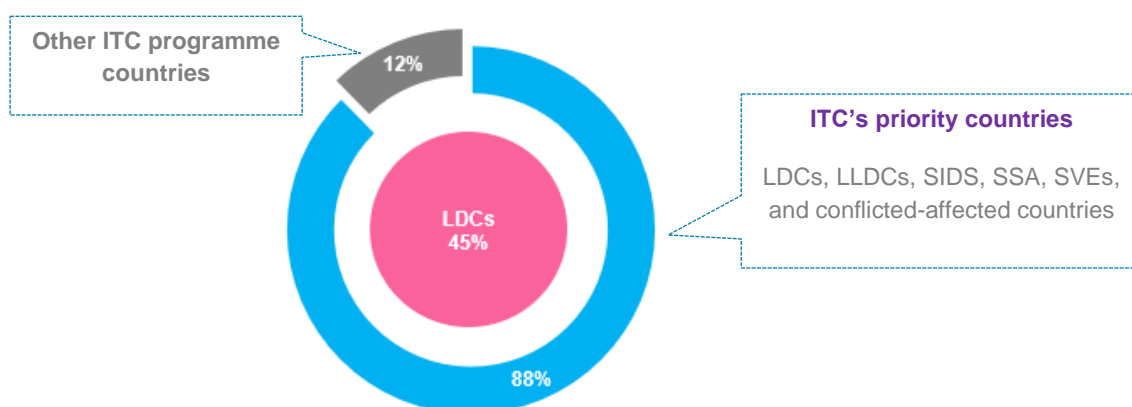
Figure 4: XB, W1 and W2 region-specific delivery (excluding global projects), for Jan-Dec 2021



Delivery in ITC’s priority countries

ITC’s priority countries are least developed countries (LDCs), landlocked developing countries (LLDCs), small island developing states (SIDS), sub-Saharan African countries (SSA), small, vulnerable economies (SVEs) and conflict-affected countries². In 2021, more than 80% of country-specific technical assistance was provided to ITC’s priority countries, of which 45% (target>45%) was delivered to LDCs.

Figure 5: XB delivery by priority countries for the period Jan - Dec 2021



² ITC’s programme country list is fully aligned with the new harmonized UNSDG programme country list and UN Data Cube. The lists of priority country groups are defined as per UN Statistics Division for SSA; UN OHRLLS for LDCs, LLDCs, SIDS. For SVEs and conflict-affected countries there is no definite list. ITC defines 19 SIDS countries as SVEs, as per the WTO ‘negotiating group’. They all overlap with countries in the SIDS group. Conflict-affected countries are defined as per locations for UN Peacekeeping operations (excl. Egypt, India, Morocco); UN Political Missions (excl. Georgia) and countries eligible for the UN Peacebuilding Fund (excl. the Philippines). The exclusions are based on the rationale that in those mentioned countries, the conflicts are very localized and ITC does not work in those affected locations. The list of conflict-affected countries can change.

3. ITC's Corporate Scorecard 2021 performance

ITC's mission is to enhance inclusive and sustainable economic growth and development in developing countries, especially least developed countries and countries with economies in transition, through improving the international competitiveness of micro-, small and medium-sized enterprises (MSMEs).

In its [Strategic Plan 2018-2021](#), ITC set targets in the form of 'key deliverables', reflecting how the organization intends to meet its goals. In each associated annual [Operational Plan](#) over the four years, these targets were broken down further into quantitative targets in the ITC Corporate Scorecard, and in annual qualitative milestones for the key deliverables.

The Corporate Scorecard translates ITC's strategic objectives into a coherent set of performance measures, considering development impact (Tier 1), corporate outcomes and outputs (Tier 2), and key performance indicators for ITC's operations (Tier 3). The following sections present the results achieved in 2021 and provide a snapshot of delivery information.

3.1 Tier 1: ITC's contribution towards Sustainable Development Goals

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

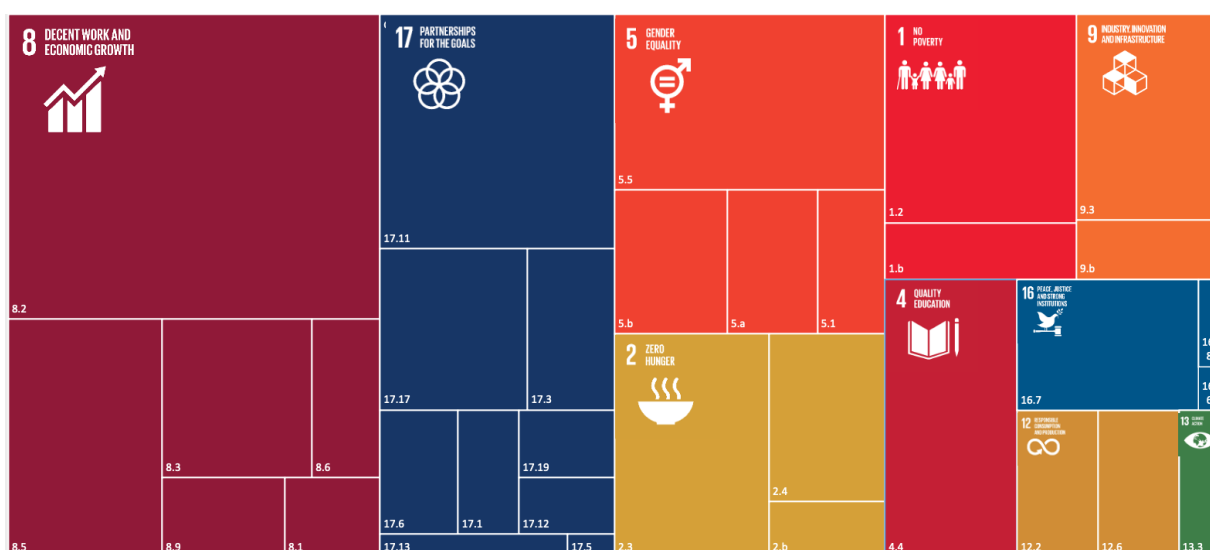
The 2030 Agenda explicitly identifies international trade as 'an engine for inclusive economic growth, job creation and poverty reduction', and as 'contributing to the promotion of sustainable development'. The private sector is recognized as a major driver of productivity, inclusive economic growth and job creation.

ITC's contribution to the 2030 Agenda focuses on 11 global goals, with 37 connected SDG targets. Each ITC project identifies linkages to specific SDG targets at the project impact level in the project logframes. Project managers report annually, in a narrative with supporting data, on the project's contribution to the selected SDG targets. ITC also contributes to the global effort in tracking countries' progress on achieving the SDGs. Together with WTO and UNCTAD, ITC is the custodian agency for the indicators 10.a, 17.10, 17.11 and 17.12³.

In the two figures that follow, ITC reports on its quantitative linkages from projects to SDG goals and targets and the corresponding distribution of its financial delivery towards SDG goals in 2021.

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

Figure 6: Frequency of ITC project linkages to SDG goals and targets in Jan – December 2021



Among the eleven goals to which ITC contributes directly, Goal 10 (Reduce inequality within and among countries) has a special status and is therefore not included in the figures above. ITC is the custodian agency for indicator 10.a, which is not reflected in XB budget delivery. Additionally, due to the interconnectedness of the SDGs, ITC contributions to Goals 1,4 and 5, inevitably contribute to Goal 10 (10.1 and 10.2).

The following SDG targets appear most frequently among impact level objectives in ITC’s project portfolio in 2021:

8.2	Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high value-added and labor-intensive sectors.
17.11	Significantly increase the exports of developing countries, in particular with a view to doubling the least developed countries’ share of global exports.
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
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.

Figure 7: ITC financial delivery distribution by SDG for Jan – December 2021, in percentages

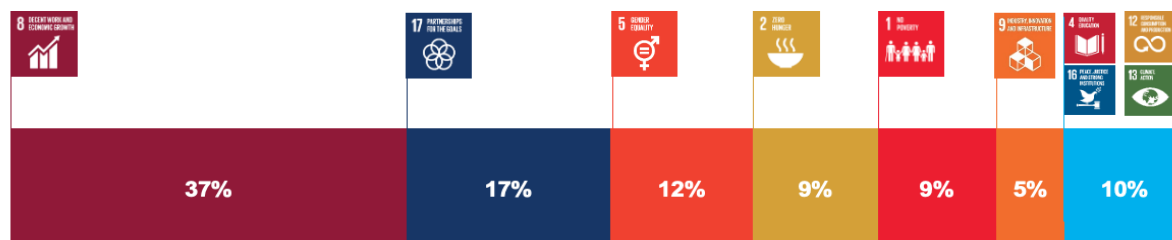


Figure 6 shows that over 65% of ITC’s financial delivery contributed to goals 8,17 and 5. Goals 2,1 and 9 accumulated to 23%. These results correspond to ITC’s focus on building the competitiveness of MSMEs, with a strong focus on improving employment and income opportunities especially for women, small-holder farmers, and groups at the bottom of the pyramid including artisans and refugees; as well as increasing the exports of developing countries while developing inclusive and productive value chains. The remaining 10% is distributed amongst goals 4, 12, 13 and 16.

Highlights of ITC’s SDG contributions

ITC’s interventions contribute to multiple SDG targets simultaneously and illustrate how trade and MSME competitiveness contribute to most SDGs. **‘Development’, as expressed in the SDGs, is a manifestation of an interdependent network of results.** ITC’s core work contributes to SDGs 8, 17, 5, 1 and 2, and these goals are present in most ITC projects. Impact is about **long-term and scalable effects**, so the examples below are usually the result of multi-year ITC initiatives. The SDG targets, to which the showcased results contribute directly, are shown in brackets.⁴ The examples will be complemented by more comprehensive reporting on project cases in ITC’s Annual Report 2021.

8

DECENT WORK AND ECONOMIC GROWTH

- ITC’s market analysis tools facilitated over \$180 million in trade transactions in 2021 (8.2). 29 trade support organizations, 91 policy makers and 465 MSMEs reported improved performance from using [ITC’s Export Potential Map](#) (8.2).
- Under the [INTEGRA project](#), more than 2,900 jobs were created in Guinea between 2018 and 2021, and more than 4,000 youth have developed skills in the areas of processing agricultural products, ICT and entrepreneurship.
- Over 1,800 thousand producers in Ethiopia directly benefited from Alliances for Action Service Centre Core Network, generating USD\$650K in sales (8.5).
- Under the ARISE+ project, Lao PDR launched its first export strategy for the wood processing sector and a coffee sector export roadmap 2021-2025 (8.3).

⁴ If not mentioned otherwise, the results refer to 2021 only.

17 PARTNERSHIPS FOR THE GOALS



- Projects under ITC's South-South Trade and Investment programme (PIGA & SITA) facilitated \$90 million of trade and investment in 2021. (17.3) (17.6) (17.11).
- Addressing tariff obstacles has become easier for policy-makers through the integration of a real-time customs data module into the tariff negotiation tool of the African Trade Observatory. (17.13) (17.11) (17.19).
- Regional trade transparency was boosted through the launch of the [Eastern Partnership Trade Helpdesk](#) portal and [Central Asia Trade Intelligence Portal](#) (17.19).

5 GENDER EQUALITY



- Over 3 million women were connected to market between 2018 and 2021 (5.5)
- Three SheTrades hubs were established in Rwanda, the Gambia, and Uruguay in 2021. (5.5)
- From 2019-2021, 1,551 women farmers increased their capacity/knowledge on good agricultural farming practices in Côte d'Ivoire, Guinea, Liberia and Sierra Leone. (5.5)

2 ZERO HUNGER



- 11 trade-related policies, strategies and regulations were improved in the agri-business sectors of Kenya, Rwanda and Tanzania (2.b).
- Small-holder coconut farmers and agribusinesses in the Caribbean made changes to their business operations for increased productivity, technological upgrading and sustainable food systems (2.4).

1 NO POVERTY



- Over 200 freelancers from DADAAB refugee camp made changes in their business operations, with 110 freelancers completing nearly 400 jobs orders and earning over USD\$ 41,000 (1.2).
- 174 cocoa and coconut producers in Colombia improved their agricultural practices, and 67 Tahiti lime producers obtained the Colombian Export Authorization Certificate (1.1)(1.2).

9 INDUSTRY, INNOVATION
AND INFRASTRUCTURE



- Under MARKUP, 40 companies from East Africa accessed financing of over USD\$2.7 million (9.3).
- Online Payment Solutions Finder has enabled businesses to easily find payment platforms for which they are eligible (9.3).
- The Nigerian Export Promotion Council improved the quality of products and leveraged networks to create more market access for Nigerian exporters and improve their organizational effectiveness (9.3)

4 QUALITY
EDUCATION



- 170 Somali youth received trainings for increased employability including digital skills trainings to work as freelancers/entrepreneurs in the digital space (4.4).
- In 2019-2021, over 680 digital entrepreneurs acquired technical and vocational skills under the Fast Tracking Digital Entrepreneurship in Africa project (4.4).

12 RESPONSIBLE
CONSUMPTION
AND PRODUCTION



- Through T4SD, ITC supported the implementation of the Basic Guidelines for Sustainable Cocoa platform (LBCs) in Peru, to improve the quality of cocoa exported by smallholder farmers. In 2021, the project trained 460 technical staff of the cooperatives and supported 510 cocoa smallholders to carry out sustainability assessments of their operations. By the end of 2021, 400 smallholders reported making changes to their business practices by adopting LBCs, accessing up to USD\$50,000 of new business leads (12.2) (2.3) (2.4).
- Seventy-two entrepreneurs and sustainable sourcing executives completed the newly launched International Executive Programme on Sustainable Sourcing to increase transparency on sustainability standards.(12.6)(17.7).

16 PEACE, JUSTICE
AND STRONG
INSTITUTIONS



- Iraq, Lebanon, Timor-Leste, and Uzbekistan progressed toward WTO accession with ITC assistance (16.7, 16.8, 17.10, 16.8 and 10.6).
- 50 WTO members' trade negotiators gained increased knowledge about implications of the WTO investment facilitation negotiation, through regulatory gap analysis and public-private dialogue (16.8).
- Over 400 policy makers increased capacity on making their trade policies more gender responsive leading to the development of eight strategies (16.7) (5.5).

13 CLIMATE
ACTION



- From 2018-2021, more than 800 male and female clients of [GreenToCompete hubs](#) increased awareness about the benefits of implementing sustainable business practices (13.3).
- Sri Lanka developed a proposal for a modern Industrial policy, based on digitalization and the green economy, supported by ITC's Trade facilitation programme (13.3)
- The SME Competitiveness Outlook increased awareness of thousands of users on topics related to "Empowering the Green Recovery", with over 7,000 downloads by the end of 2021.

3.2 Tier 2: Development Results

Tier 2 indicators and targets reflect the development outcomes and outputs that ITC works towards in the current year. The 2021 targets were set as part of the annual operational planning cycle, in line with the available extrabudgetary portfolio, and supported by a stable regular budget.

Tables 13, 14 and 15 show the 2021 targets and mid-year actuals for ITC's corporate indicators.

Table 13: Corporate outcome indicators and progress for the period Jan - Dec 2021

Corporate outcomes	Outcome indicators	Annual targets 2021	Actuals, 2021	%
(A) Strengthened integration of the business sector into the global economy	(A1) Number of male and female beneficiaries reporting greater awareness of international trade as a result of ITC support	390,000	412,493	106%
	(A2) Number of trade-related policies, strategies or regulations developed or changed with business sector input, as a result of ITC support	110	93	85%
(B) Improved performance of TISIs for the benefit of enterprises	(B1) Number of cases of institutions having improved operational and managerial performance as a result of ITC support	350	479	137%
(C) Improved international competitiveness of enterprises	(C1) Number of MSMEs having made changes to their business operations for increased international competitiveness as a result of ITC support	16,000	25,746	161%
	(C2) Percentile share of MSMEs that are owned, operated and controlled by women having made changes to their business operations for increased international competitiveness as a result of ITC support	50% (8,000)	35% (equiv. 9,024)*	not met in %, but exceeded in absolute terms
	(C3) Number of MSMEs having transacted international business as a result of ITC support	10,000	5,667	57%
	(C4) Percentile share of MSMEs that are owned, operated and controlled by women having transacted international business as a result of ITC support	40% (4,000)	40% (equiv. 2,264)	met

Source: ITC's New Project Portal for 2021, as of April, 2022;

*lower shares of women-owned or operated businesses are due to ITC's increasing engagement with micro-entrepreneurs in the agricultural sector through a "family approach", empowering women working in family business. These women do not always have nominal control or ownership over resources.

For indicator A1, the largest part of the measured result comes from the frequent users of ITC's Global Public Goods – ITC's market analysis tools, Alliances for Action: Coffee Guide and Global Trade Helpdesk. 38% of registered users of the GPGs in 2021 were women.

Among the policy, strategy and regulatory changes reported under the A2 indicator is the Wood Processing Sector Export Roadmap and the Coffee Sector Export Roadmap 2021-2025 developed as part of the ARISE Plus – Lao PDR project. In the ECOWAS project, obstacles were raised through the Trade Obstacles Alerts Mechanisms that are now available in the 15 countries of the regions and supported by National Focal Points in 13 of those countries. During 2021, in Benin and The Gambia, nine cases brought to the attention of national institutions in charge of those topics lead to resolutions and subsequent information to the concerned companies. Some projects did not achieve the target in 2021 due to operational challenges during the year (e.g. changes of government in Curaçao) leading to delays in final endorsement of the strategies/policies/regulations.

For indicator B1, on the number of cases in which business support institutions improved operational and managerial performance due to ITC, the largest contribution came from the projects “I 4 Impact (AIM)”, “Export potential map” and “Uzbekistan: Facilitating the Process of Accession to the WTO”.

In terms of improving competitiveness of MSMEs that made changes to their business operations, ITC’s largest results were again recorded in sub-Saharan Africa. The largest component of the results came from the projects “Enhancing Transparency and Traceability of Sustainable Textile Value Chains”, “EU-EAC Market Access Upgrade Programme – MARKUP” and Alliances for Action work in agribusiness sectors, specifically in cocoa, coffee, and coconut value chains.

The target for the C2 indicator was not met in %, but was met in absolute terms. ITC provided services to beneficiaries in sectors and countries where very few women own, operate or control an enterprise (e.g. the coffee and cocoa sector in Africa, or the textile sector in Asia, etc.)

For the indicator of MSMEs that reported having transacted international business, the largest results were achieved in sub-Saharan Africa through the “EU-EAC Market Access Upgrade Programme – MARKUP”, Alliances for Action projects and the “Culture project: Identity Building and Sharing Business Initiative” in Tajikistan, Uzbekistan and Kenya.

This year, the low results for C3 also reflect the difficult business environment for MSMEs due to COVID, with fewer international business transactions. A significant number of results in this area are achieved through direct buyer-seller meetings, which could only partially happen this year, and often through virtual means. The experience with online trade/fairs during the pandemic was that, while these events can to some extent compensate the cancellation of on-site events, but often do not achieve the same results.

Corporate output indicators

ITC’s output categories and indicators follow the standardized UN output categories that may be quantified and non-quantified. In the output reporting, ITC differentiates quantified and non-quantified deliverables, with the latter being reported in a narrative format.

An overview of the quantified 2021 output categories, targets and results is provided in Table 14 below, followed by the non-quantified deliverables in Table 15.

Table 14: Corporate output indicators and progress for the period Jan – Dec 2021

Outputs (Quantified deliverables)	Corporate outputs and indicators	Annual targets 2021	Actuals 2021	% achieved	
A. Facilitation of intergovernmental processes and expert bodies	Substantive servicing of meetings: ⁵				
	<ul style="list-style-type: none"> Joint Advisory Group (annual, 6 hours) 	2	2	100%	
	<ul style="list-style-type: none"> Consultative Committee of the ITC Trust Fund (every six months, 2x3hours) 	2	2	100%	
	<ul style="list-style-type: none"> Meetings of the Advisory Committee on Administrative and Budgetary Questions 	1	1	100%	
	<ul style="list-style-type: none"> Meetings of the Fifth Committee 	1	1	100%	
	<ul style="list-style-type: none"> Meetings of the Committee for Programme and Coordination 	1	1	100%	
	<ul style="list-style-type: none"> Meetings of the WTO Committee on Budget, Finance and Administration (CBFA) 	1	1	100%	
	<ul style="list-style-type: none"> TPO Advisory Board 	1	1	100%	
	Parliamentary documentation:				
	<ul style="list-style-type: none"> Annual report on the activities of ITC and annexes 	1	1	100%	
<ul style="list-style-type: none"> Reports of the Joint Advisory Group 	1	1	100%		
<ul style="list-style-type: none"> Reports of the Consultative Committee of the ITC Trust Fund 	2	2	100%		
B. Generation and transfer of knowledge	Publications produced or substantially updated				
	<ul style="list-style-type: none"> Flagship: SME Competitiveness Outlook 	1	1	100%	
	<ul style="list-style-type: none"> Books on trade related subjects 	4	4	100%	
	<ul style="list-style-type: none"> Papers on trade related subjects, such as on Inclusive and Sustainable trade, Trade and Market Intelligence, MSME Competitiveness, Competitiveness of women owned MSMEs, and others 	25	26	104%	
	Number of trade-related technical assistance field projects*	130	140	108%	
	Number of days of training courses, seminars and workshops to transfer skills and knowledge on selected trade topics (for a total of approximately 25,000 participants)**	3,000	5,164	172%	

*Some projects are grouped into programmes

** Data from ITC's New Project Portal as of March 2022

All corporate output indicators were fully achieved or exceeded

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

Tier 2: Development results OUTPUTS (Non-quantified Deliverables)	2021 Description of Corporate outputs and indicators and targets	Comments
<p>C. Substantive deliverables</p>	<p>Consultation, advice and advocacy: advice to policy makers, trade support institutions and enterprises to address international competitiveness challenges of MSMEs in developing countries and transition economies, 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 the quality of products and services to meet market demands, and identifying networks and market partners. Advisory and advocacy services for policy makers and business support organisations on how to consider the needs of MSMEs and disadvantaged groups in their service offer and systematically include them in policy and strategy processes.</p> <p>Databases and substantive digital materials: Maintenance and development of 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. The databases include: SheTrades database, SheTrades Outlook, SME Trade Academy, Market Access Map, Trade Map, Standards Map, Investment Map, Global Trade Helpdesk, Export Potential Map, Procurement Map, Trade Strategy Map, Sustainability Gateway, African Trade Observatory, Central Asia Trade Intelligence Portal, Eastern Partnership Trade Helpdesk Portal a firm-level database on SME competitiveness and others.</p>	<p>Over 30 databases, websites and tools were substantially updated, maintained or produced during 2021.</p>
<p>D. Communication deliverables</p>	<p>Outreach programmes, special events and information materials: Special events, including the World Export Development Forum, SheTrades Global, Trade for Sustainable Development Forum, Trade Promotion Organization Network World Conference and Awards; the quadrennial Trade Forum magazine; and newsletters on trade related subjects. Information materials and outreach, including on export strategy, trade support networks and capacities, entrepreneurship, skills and export development opportunities, world trade trends, multilateral trading system, regional integration, technical regulations and standards for export, trade and the SDGs.</p> <p>Digital platforms and multimedia content: update and maintenance of websites and social media accounts, including dedicated websites and social media presence aimed at engaging women entrepreneurs and young people.</p> <p>Library services: on-line updates of trade related publications on trade issues for ITC clients, in particular trade support institutions; information referral services to trade support institutions in developing countries.</p>	<p>Special events in 2021, Some events were postponed due to COVID-19 pandemic.</p> <p>World Export Development Forum – was postponed to 2022</p> <p>SheTrades Global event – was postponed to October 2022</p> <p>Trade for Sustainable Development Forum – took place on 27-28 September 2021</p> <p>Trade Promotion Organization Network World Conference and Awards – was postponed to 2022</p> <p>MSME Day – was held on 28 June 2021</p> <p>Flagship magazine: 4 issues of the International Trade Forum magazine</p>

3.3 Window I contribution to ITC's corporate results and to ITC's COVID-19 response

Window I fund is considered 'core' funding. ITC's mandate and strategic plan guide the use of this type of funding. Funders provide 'unearmarked' contributions or have soft-earmarked their contributions to Focus Areas or programmatic areas of ITC's work. This enables ITC to respond in the most flexible manner to client needs and development contexts. Window I funds enable ITC to maintain, develop and replicate solutions for common obstacles to international trade, across all six focus areas and for efficiency and effectiveness initiatives, contributing to outcome and impact level results. Furthermore, the Window I Business Development Fund leverages additional XB funding (Window II).

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

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

We are committed to providing visibility and recognition for Window I funders. For 2021, they have included: Canada, Finland, Germany, Iceland, India, Ireland, Norway, Sweden and Switzerland

Many results achieved with Window I funds in 2021 were related to post-pandemic recovery initiatives. ITC ensured that robust trade intelligence reached policy-makers, business support organizations and enterprises. ITC engaged with partners in the field on policy advice and (re)building or strengthening business support – for example through its Youth platform (YE! Community and chapters), the SheTrades hubs, and the GreentoCompete Hubs. At the MSME level, ITC continued mainstreaming sustainable, green and digital elements into their business plans.

The examples that follow give a sense of key actions that were supported by W1 funding.

Serving communities and MSMEs through market intelligence tools to build back better

ITC's suite of Global Public Goods became more intuitive and accessible to its users. For example, tariffs for 95 countries became available in the [Market Access Map](#) as of end of June 2021, and by the end of the year, a beta version of a new import taxes module was also rolled out, which includes data for 15 pilot countries. An estimated 21% more users accessed the Market Access Map in 2021 than in 2020 – the result of stronger outreach to developing and developed country-users. Trade remedies for 45 countries were updated in 2021, as well as regulatory requirements (NTMs) for four countries (Libya, Cameroon, Saint Lucia and Jamaica).

ITC's [Trade Map](#) was updated with new exporting and importing companies. Users can now access the contact details and related information of more than two million companies trading internationally. Trade data for 2020 is now available for 100 countries, accounting for 93% of global trade in goods.

Overall, ITC's Global Public Goods facilitated over \$180 million in trade transactions over the course of the year.

Strengthening Institutional Capacity

From 2018 to 2021, under ITC's AIM project, over 350 interventions led to improvements in maturity in beneficiary business support organizations (BSOs). Interventions consisted of an iterative process of awareness, learning, commitment and action aimed at providing targeted solutions to the organizations'

MSME clients. The project's support proved to be critical in supporting BSOs weather the pandemic, developing a new suite of capacity-building services focusing on remote delivery methodologies.

Additionally, work on the new ITC benchmarking platform continued in 2021. The platform will host several new tools to assess the performance of MSMEs and BSOs, including one innovative tool that will allow BSOs to assess their member MSMEs to better support them in improving their competitiveness.

ITC also launched a pilot to strengthen the capacity of cooperatives to engage in sustainable coop-to-coop trade. The pilot project facilitated trade, investment, and knowledge transfer linkages between buyer cooperatives and supplier cooperatives in four pilot countries (Ethiopia, Ghana, Kenya and Rwanda) in the coffee, cocoa and spices sectors; leading to business deals under discussion between two buyer cooperatives and three supplier cooperatives representing 100,000 farmers as well as six supplier cooperatives improving their business operations as a result of the project's support.

Promoting Inclusive Trade: Mainstreaming sustainability and empowering women, youth, smallholder farmers

In 2021, ITC launched Standards Map 4.0, which includes more intuitive navigation and increased information on standards governance, among other improvements. This is a free tool that offers trusted and neutral information about voluntary sustainability standards (VSS), codes of conduct, audit protocols, reporting frameworks and company programs on sustainability. By December 2021, [Standards Map](#) reached a landmark of 305 voluntary standards initiatives applicable to more than 80 sectors and 180 countries. Of these, 33 standards were added, and a further 90 updated, in 2021.

Seventy-two participants completed the Trade for Sustainable Development (T4SD) programme's new International Executive Programme on Sustainable Sourcing and Trade, developed in collaboration with the Cambridge Institute for Sustainable Leadership and Sustainable Agriculture Initiative Platform. The programme was designed to increase transparency on sustainability standards.

Over the course of the year, ITC's [Shetrades.com](#) platform was successfully revamped. By December 2021, the platform had 108,000 active users, and 38,000 registered members.

ITC continued to expand the Ye! Community, a global platform specifically designed for youth entrepreneurs between 18 and 35 years of age - connecting them with opportunities, mentors, resources and peers. The Ye! Community counts over 31,000 members, in 18 country chapters by the end of 2021. The new, improved Ye! Community [platform](#) was launched officially on 7 April 2021, on the first day of the Economic and Social Council (ECOSOC) Youth Forum.

Through the Farming Accelerator Project of the Alliances for Action (A4A) Services Centre Core Network, a pilot project that offered implementation support to the A4A network, ITC supported nearly 1,900 smallholder farmers in the Ethiopian coffee sector to improve their competitiveness, resulting in over \$650,000 in sales. ITC partnered with Enveritas, Conqua, and List+ Beisler to build capacity of Ethiopian producers on topics such as climate change adaptation methodologies, best agricultural practices, tree pruning and rejuvenation, and gender equality among others.

Empowering the green recovery

The [SME Competitiveness Outlook 2021](#) examined the lessons that emerged from the pandemic, and their application to the climate emergency. As increased competitiveness makes firms more resilient,

these lessons can be applied for climate resilience strategies. The report also identified key areas where small firms with limited resources can invest to seize the opportunities in the green transition. The report was downloaded over 7,000 times by the end of the year.

In 2021, ITC adopted and started implementing the GreenToCompete strategy through the GreenToCompete initiative. For example, the initiative established a monthly GreenToCompete practice group to foster collaboration and the exchange of ideas within ITC. The initiative launched the [Greentocompete.org](https://greentocompete.org) website, which hosts all the green tools and approaches developed by ITC. New related e-learning courses were introduced on the [SME Trade Academy](https://sme.tradeacademy.org) platform such as *Introduction to Resource Efficiency and Circular Production for SMEs* and *Becoming a Climate Resilient SME*. The initiative also created a dialogue platform for policymakers from developing countries to voice their priorities in relation to trade and the environment.

Fast-tracking Digital Trade

Under the FastTracking Digital Entrepreneurship programme in Africa, more 1,100 jobs were supported in 2021. The project supports the internationalization of the African digital sector focusing on Benin, Côte d'Ivoire, Ethiopia, Mali, Rwanda, Tanzania, and Zambia. In September for example, the programme collaborated with local partners to run a [training session on digital market](#) skills in Mali. Over 40 businesses benefited from the training session. Overall, in 2021, 686 digital entrepreneurs in Benin, Ethiopia, Mali and Tanzania, reported acquiring relevant skills including technical and vocational skills, for employment. 84 digital entrepreneurs (including 14 women) transacted international business, and 17 investments were raised. This was achieved through B2B events (Africarena, 4YFN, Benin Agritech B2B), through linkages with relevant business stakeholders and through special guidance to entrepreneurs on business and negotiation skills. The volume of revenues reported by the beneficiary companies and attributed to the project reached a total of \$6.8 million.

In a pilot project "Trade competitiveness: Piloting artificial intelligence to automate the analysis of trade-related policies and projects", ITC developed a model that proved that it was possible to apply artificial intelligence to parts of the trade strategy development process. Artificial intelligence proved to be particularly helpful in identifying relevant solutions to frequent trade issues.

Advancing Regional Trade

ITC launched the One Trade Africa initiative (OTA), designed to support MSMEs in taking advantage of business opportunities under the African Continental Free Trade Area (AfCFTA). OTA supported the operationalization of the AfCFTA through awareness raising campaigns, trainings, public-private dialogues, to improve national business ecosystems, and promoting services exports. In August 2021, for example, the programme ran [a workshop](#) for over 70 representatives from Nigerian MSMEs and the Nigeria Export Promotion Council on *How to Export with the AfCFTA*. In November 2021, ITC and Afreximbank officially launched a ["How to Export" training programme](#) at the Intra-African Trade Fair for small businesses exporting under the AfCFTA. In the same month, the programme held a two day hybrid event on [Empowering Women in Intra-African Trade](#) to encourage women entrepreneurs to engage in cross-border regional trade.

Managing ITC for Results

ITC's Innovation Lab held its first Innovation Fair as a virtual event in June 2021 with over 250 registered participants. The Innovation Fair highlighted cases of innovation across the organization; and experts convened for thought-provoking discussions on innovation and the future of trade-related assistance. More than 250 people registered for the virtual event. Among other activities, the Innovation Lab held its fifth Innovation Heroes Awards event. The Lab also engaged with partners, collaborating with the

Engineering School of the University of Lausanne (EPFL) in Switzerland to facilitate an Innovation Session at their Discovery Camp on sustainable innovation. The Lab additionally presented its story to Innovation Movement Training participants including senior managers from ILO, UNAIDS, UNHCR and WHO.

In 2021, ITC made good progress in developing a new website, designed to improve ITC's visibility by enhancing its digital capacity to raise awareness on trade as a tool for global development and prosperity. Research, definition, content & design, development and pre-launch phases were undertaken in 2021; leading to a [new ITC website launched](#) in March 2022.

The overall percentage of women in professional level posts stood at 46% at the end of 2021, falling slightly short of our 50% target. ITC increased efforts to promote gender parity within the organization over the course of the year, developing a new Gender Parity package including a Gender Parity Policy, Action Plan and Strategy. ITC also continued its work on automated gender scorecards and gender parity dashboards to allow for streamlined and up-to-date monitoring of organizational progress towards gender parity targets.

3.4 Tier 3: Efficiency and effectiveness.

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

Table 15: Efficiency and effectiveness KPIs and progress in Jan-Dec 2021

Tier 3: Efficiency and effectiveness			
General management		2021 Target	2021 Actuals
Budget	Regular budget (RB)	\$41 million	\$40 million
	Extrabudgetary budget (XB)	\$100 million	\$107 million
Oversight and compliance	Unqualified financial statements	Target: achieved	Target: achieved
	Percentage of open audit recommendations closed by the Board of Auditors in 2021	60%	48%
Carbon footprint	Achieve a climate-neutral ITC*	Target: achieved	Target: achieved
Operational management	Advanced travel arrangements (16-day rule) compliance rate, in %	100%	69%
Results-based management and risk management			
Client satisfaction	Percentage of clients that rate ITC services positively	≥ 85%	97%
Focus on priority countries	Percentage of country-specific extrabudgetary expenditures dedicated to LDCs, LLDCs, SIDS, sub-Saharan Africa, SVEs, and post conflict states	≥ 80%	88%
Gender mainstreaming	Percentage of UN-SWAP 2.0 indicators met or exceeded	94%	88%**
Risk management	ITC annual report on risk management completed	1	1
Human resources management			
Staff engagement	Average overall rating provided in the annual staff satisfaction survey (out of 5)	≥ 3.3	3.6
Diversity	Percentage of women in professional and senior level positions	50%	46.5%
Talent management	More than 50% of the staff members to have used their established minimum 5 days per year for professional development	75%	75%
	Average time to recruit fixed-term staff (in days)	105	73
	Average vacancy rate as percentage of all posts	≤ 5%	5%
Resource mobilization			
Fundraising	XB funds secured for the following year and beyond	\$280 million	\$316 million
	Total value of projects under development and in discussion with funders (at year-end, for next year and beyond, L2, L3)	\$80 million	\$57 million***
Communications			
Outreach	Growth in ITC audience through social media followership (target: 10% growth rate from 2020 baseline of 157,200 total users:)	10% growth (172,920 total followers)	32% growth 207,356 total followers
	# Of ITC's corporate website views	4,84 million	4,65 million
	# Of registered accounts to ITC Market Analysis Tools	1,125,000	1,227,578

Source: ITC sections – KPI owners.

* Each year, ITC calculates its greenhouse gas emissions and looks for ways to reduce them. To offset any residual emissions, and to maintain its climate neutral status, ITC purchases the same amount of carbon credits. United Nations Framework Convention on Climate Change runs a program enabling a purchase of carbon credits in support of projects in developing countries⁶. Since becoming carbon neutral in 2018, ITC has supported nine development projects and has offset over 7.6 thousand tons of residual carbon emissions.

** Due to the removal of the mandatory gender equality and the women's empowerment (GEWE)-related goal for all staff in the 2021/2022 performance management cycle, the 2021 rating for indicator "Gender-responsive performance management" was downgraded from 'exceeds requirements' to an 'approaches requirements' rating.

*** In November and December 2021, ITC signed grant agreements amounting to over \$20m. This contributed to the higher than planned actuals for the KPI 'XB funds secured for the following year and beyond', and the lower than planned actual for 'total value of projects under development and in discussion with funders'.

⁶ UNFCCC site contains detailed info: <https://offset.climateneutralnow.org>

4. Risk developments in 2021

This chapter presents risk developments in ITC from two angles: first, through an update on key risks to ITC, at the corporate and project levels, and second, through selected examples of ITC’s ongoing work on operationalization and advancing its risk management practices.

Update on key corporate-level risks to ITC

During 2021, risks were mainly triggered by the pandemic or post-pandemic conditions in programming countries, and by other security risks in countries of operation. A crisis management group was formed under the leadership of ITC’s Deputy Executive Director, to enable quick Senior Management decisions with inputs from relevant parties across ITC, when needed. ITC’s proactive risk management and coordinated risk response, involving all key stakeholders, helped the organization maintain its field operations and enabled a smooth transition to contingency plans to ensure a continuous delivery. Key success factors were an active field presence with responsive and collaborative funders and local partners, and hybrid delivery despite widespread travel restrictions and lockdowns in virtually all beneficiary countries.









The assessment of corporate risks and their developments in 2021 are outlined in the table below.

Figure 8: ITC's top corporate risks and mitigating actions, for 2021

Risk ID #	Risk Event - an uncertain event or condition that may or may not happen in the future.	Risk responses and mitigating actions, with examples of initiatives planned in 2021 (as indicated in OP 2021).	2021 update Mitigation actions delivered / additionally planned	Risk rating and 2021 trend vs. 2020	Risk rating 2021
1	2	3	3a	4	4a
R1	Delayed upgrading of project operations and internal processes that are needed to support the timely delivery of the larger project portfolio	Control: <ul style="list-style-type: none"> Targeted and prioritized efficiency and effectiveness actions, such as continuation of the 'Training for Impact and Compliance (TFIC) on core ITC processes. 	Control: <i>TFIC training in Q3 2021 (September).</i>	↔	↔
R2	Inability of ITC to fully deliver on (contractual) commitments in unstable project countries <i>(this includes countries affected by COVID-19 measures which prevented direct contact with stakeholders and beneficiaries).</i>	Control: <ul style="list-style-type: none"> Further development and use of hybrid and remote delivery models, based on the lessons learnt in 2020. Adjustment of COVID-19 contingency plans in affected countries. Establishment of an ITC Crisis Management Committee. Avoid/Terminate: <ul style="list-style-type: none"> In case of extreme instability, ITC may temporarily stop activities, and re-discuss project plans with stakeholders. 	Control: <i>Development and use of hybrid delivery models continued, in the context of COVID-19 waves in many ITC project countries, as evidenced through projects' COVID-19 and risk reporting. An ITC Crisis Management Committee was established in March 2021.</i>	↔	↑

Risk ID #	Risk Event - an uncertain event or condition that may or may not happen in the future.	Risk responses and mitigating actions, with examples of initiatives planned in 2021 (as indicated in OP 2021).	2021 update Mitigation actions delivered / additionally planned	Risk rating and 2021 trend vs. 2020	Risk rating 2021
1	2	3	3a	4	4a
R3	Implementing Partner(s) commit fraud or engage in corruption	Control: <ul style="list-style-type: none"> A harmonized anti-fraud approach, including enhanced due diligence assessments and frequent monitoring of new or risky IPs. 	Control: <p><i>ITC has worked with an increasing number of implementing partners, particularly local business support organizations. Control mechanisms are in use to minimize fraud/corruption: Grant committee reviews of large MoUs; requirements such as: maintaining of separate accounts for ITC funding, signing off on invoices that make reference to ITC, agreements on special audits of partners after implementation; specific results reporting requirements.</i></p>		
R4	Significant reduction in RB funding	Control: <ul style="list-style-type: none"> Advocacy for maintaining current level of RB funding from UN and WTO. Structured dialogues with member states. Corporate reporting to substantiate ITC's value for money. 	Control: <p><i>ITC expects a stable UN/WTO component of the budget, as per the approved 2022 amounts. ITC has submitted special reports to WTO to substantiate the value for money obtained through the RB component and has integrated more RB highlights in the Operational plan and its CCITF reports.</i></p>		
R5	Inability to substantiate and/or aggregate ITC development results	Control: <ul style="list-style-type: none"> Project design quality control and increased emphasis on project inception phases. More resources to be invested in monitoring and verification. Launch of an ITC data management project. 	Control: <p><i>ITC's Data management project is ongoing, making good progress in achieving the current objective of producing more granular and coherent client data; new initiatives in monitoring and evaluation, include pilot support to large new projects on designing their monitoring and evaluation systems, and a review of the 2018-21 Strategic plan and its results.</i></p>		
New 2021 risk:	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: <ul style="list-style-type: none"> Reducing outcome result ambition for some projects in 2021, through discussions with stakeholders. Including the notion of helping enterprises to survive and/or to sustain jobs and maintain operations, in project results discussions with stakeholders. Capturing and communicating results achieved outside the project logframes, through 	Control: <p><i>During 2021, this risk remained high. Some projects had extensive re-negotiations of budgets, activities and results with funders, while some new projects, having started amidst the pandemic, have had challenging inception phases. ITC has been able to mitigate this risk at the project level, through individual discussions with funders,</i></p>		

Risk ID #	Risk Event - an uncertain event or condition that may or may not happen in the future.	Risk responses and mitigating actions, with examples of initiatives planned in 2021 (as indicated in OP 2021).	2021 update Mitigation actions delivered / additionally planned	Risk rating and 2021 trend vs. 2020	Risk rating 2021
1	2	3	3a	4	4a
		adaptation, that offset originally planned results.	<i>who have approved changes in project plans, including adjustments of results. This risk still remains high at the corporate level, where the organization has set ambitious goals, to match its significant budgetary targets. At the end of 2021, A2, C2 and C3 indicator were not achieved.</i>		
R6	Compromised cyber security/data breaches and/or disruptions to the functioning of IT systems.	Control: <ul style="list-style-type: none"> Upgrading of ITC security tools and protocols to shield ITC's assets from cyber-attacks. Investment in hardware and software solutions to support alternative working arrangements and decentralized operations during COVID-19 challenges. 	Control: <i>ITC has benefitted from significant investments in IT equipment and has consolidated its platforms and systems to reduce this risk. At the UN Level, there is now a stronger cybersecurity system (e.g. for Umoja), requiring identity checks through mobile phone (Azure authentication) to enable single sign-on with Office 365.</i>	↔	↔
R7	ITC Staff become exposed to deliberate harm (e.g., terrorism, armed conflict, crime and civil unrest, kidnapping...)	Control: <ul style="list-style-type: none"> Maintenance of existing internal controls: travel rules and regulations. full integration in UN Security System; mandatory safety trainings. Establishment of an ITC Crisis Management Committee. 	Control: <i>ITC maintains all safety and security standards as per the UNDSS recommendations. This risk remains at the moderate level with slight tendency to increase, as ITC operates in several conflict-affected countries where security threats have increased. A Crisis Management Committee was established in March 2021 for fast corporate decision taking in complex security situations.</i>	↔	↔
R8	Insufficient/inadequate in-house knowledge and skills-sets for future client needs	Control: <ul style="list-style-type: none"> Maintenance of existing controls (trainings, secondments; consultant contracts and partnerships for highly specialized, project-specific or new topics; skills and competency-based recruitment processes); development of staff skills database. 	Control: <i>ITC's HR department has conducted inquiries with staff on training needs, to gather customized feedback and ensure training coverage of market-relevant topics. HR is conducting competency based recruitment interviews.</i>	↔	↔
R9	Delayed identification of internal fraud or significant / systemic non-compliance with rules and procedures	Control: <ul style="list-style-type: none"> Enforcement of existing rules and regulations, with zero tolerance and action taken on any presumptive fraud case. 	Control: <i>The 2020 audit of ITC's Financial statements detected no signs of internal fraud or systemic non-</i>	↔	↔

Risk ID #	Risk Event - an uncertain event or condition that may or may not happen in the future.	Risk responses and mitigating actions, with examples of initiatives planned in 2021 (as indicated in OP 2021).	2021 update Mitigation actions delivered / additionally planned	Risk rating and 2021 trend vs. 2020	Risk rating 2021
1	2	3	3a	4	4a
		<ul style="list-style-type: none"> Management leadership dialogues for sensitisation of staff to zero tolerance topics, familiarisation with processes and encouragement to speak up. Mandatory fraud prevention training. 	<i>compliance; enforcement of rules and regulations are ongoing.</i>		
R10	Sharp decline in W2 funding	<p>Control: Proactive funder management and implementation of ITC's Resource Mobilization Strategy, including:</p> <ul style="list-style-type: none"> Regular interaction with W2 funders to capture early signals about changes in development cooperation priorities. Identification of new potential funders for ITC, across all funder categories (OECD DAC, emerging funders, programming countries, private sector). Reinforcement of the role of local offices in resource mobilization. 	<p>Control: <i>Implementation of Resource Mobilization strategy ongoing; dialogues and relationship development with funders advancing as planned.</i></p> <p><i>Nevertheless, this risk is perceived as increasing, due to global developments, such as tightening budgets in many funder countries, re-orientation of ODA and increased humanitarian needs.</i></p>		
R11	ITC's business model is not flexible enough to adapt well to the processes of the repositioned UN development system	<p>Control:</p> <ul style="list-style-type: none"> Proactive engagement with the new UNDS structures and processes (DCO, UNSDG, working groups, country and regional teams). Development of an ITC strategy for engagement with the repositioned UN development system (ongoing). 	<p>Control: <i>ITC has designated focal points that participate actively in consultative meetings and working groups of DCO / UNSDG. In countries with a significant ITC project footprint, ITC has become member of UN Country Teams. ITC participates in the development of Common Country Assessments and Country Cooperation Frameworks.</i></p>		
R12	ITC personnel committing, being exposed to or wrongly accused of discrimination, abuse of authority, harassment, including sexual	<p>Control:</p> <ul style="list-style-type: none"> Zero tolerance. Enforcement of rules and implementation of preventative actions/controls such as mandatory training, awareness raising and sensitization of staff, IPs and contractors / consultants. 	<p>Control: <i>Ongoing enforcement of rules and preventative actions, and training on understanding the rules. Continuous culture improvement by Senior management towards creating and maintaining a zero-tolerance culture.</i></p>		
R13	Disparate ITC identities and messaging	<p>Control:</p> <ul style="list-style-type: none"> Implementation of ITC Communication strategy and identity guidelines; staff training. 	<p>Control: <i>New communication strategy is under development. The new ITC website was launched in Q1 2022. In critical situations – e.g. emerging conflict in an ITC project country – ITC's communication is centralized in OED/CE.</i></p>		

Risk ID #	Risk Event - an uncertain event or condition that may or may not happen in the future.	Risk responses and mitigating actions, with examples of initiatives planned in 2021 (as indicated in OP 2021).	2021 update Mitigation actions delivered / additionally planned	Risk rating and 2021 trend vs. 2020	Risk rating 2021
1	2	3	3a	4	4a
R14	Significant reduction or volatility in W1 funding	Control: Proactive funder management and implementation of RM Strategy: <ul style="list-style-type: none"> ▪ Bilateral annual institutional dialogues with W1 funders to consult on all relevant issues to delivery and funding and explore options for enhanced engagement. ▪ Focus on development results, offering value for money and earning trust. ▪ Identification and engagement with potential new W1 funders. 	Control: <i>Implementation of RM strategy ongoing; dialogues and relationship development with funders advancing as planned.</i>	↔	↔
R15	ITC staff accidents; infections; assaults during missions	Control: <ul style="list-style-type: none"> • Maintenance of internal controls, rules and regulations; mandatory trainings related to safety and security. • Significantly reduced mission activity in the context of COVID-19, and increased learning on effective 'remote delivery'. 	Control: <i>ITC regularly updates staff in the HQ and in the field about the novelties related to the pandemic conditions. Related to missions / travel, the recommendation is for personnel not to undertake any travel unless fully vaccinated</i>	↔	↔

Update on key risks to ITC's projects

At year-end, there were just over 100 red risks – those with high or very high probability, combined with high or very high impact - in ITC's project portfolio. These are risks flagged by project managers in ITC's project portal.

The majority of red-zone risks was related to external, political, socio-economic or pandemic-related risk events in the field, which were likely to trigger a range of risks for ITC's project operations. Projects recorded the most serious red risks (very high probability combined with very high impact) in Colombia, South Sudan, Myanmar, Burundi and Viet Nam– all caused by the pandemic and conflict; followed by The Gambia and Egypt, where specific risks were related to challenging business and political conditions.

In the same period, there were 12 red-zone escalated risks, for the attention of Senior Management, also mostly related to difficulties of conducting activities in the field due to the pandemic or political risks. For this group of risks, there was a need for senior managers' input, on how to handle conversations with the stakeholders, or for deciding on contingency plans. Projects sought additional flexibility in implementation, extensions or reformulation of project scope, in order to be able to de-escalate risks and manage them within project settings.

Update on operationalization of ITC's risk management

In 2021, at the corporate level, ITC explored a more granular approach towards categorizing and expanding its risk universe, based on current best practice in projects and available funder guidance. Going from three

basic risk categories – strategic, external and internal risks – the new proposed categorization expands into functional risk types, such as financial risks, safety and security, contextual risks, or results risks – with the objective to enable a portfolio view of risks through more structured categories (e.g., overall financial risks across multiple projects or in a single programme). In September 2021, within the mandatory corporate trainings for impact and compliance (TFIC), the ITC risk focal point delivered basic and advance risk courses were delivered for ITC staff and consultants in two iterations. The trainings were focused on understanding risk terminology, processes and tools in ITC, risk formulations, risk assessments with examples of “deep dive” risk assessments and deadlines for mitigation, agile risk management through communication and use of risk register as a monitoring tool.

During Q4 2021, ITC’s management carried out corporate risk assessments. Deep dive assessments for prioritized risks were undertaken at the end of 2021, leading to updated risk formulations and risk mitigation measures. In December 2021, middle-management across sections and functional areas met to discuss corporate risks for 2022 as input to the corporate risk register and upgrades to the risk management framework in the Senior Management Committee taking place in the first quarter of 2022.

5. Strategic milestones for 2021: technical assistance and capacity building

In its Strategic Plan 2018-2021, ITC specified key deliverables that the organization has committed to implement in each of its six Focus Areas, over the four years.

In its 2021 Operational Plan, ITC highlighted milestones to achieving the key deliverables of the Strategic Plan in each Focus Area. The narratives that follow outline the status of these milestones as of 31 December 2021.

Providing trade and market intelligence

Milestone	Status as at 31 December 2021	Description of progress
Market Analysis Tools		
An updated Investment Map with new functionalities and a new indicator on investment attractiveness is launched.	Postponed	A mock-up was created. Developing the software requires the work of web designers, developers, etc. for which funding will need to be raised.
A new import taxes module under Market Access Map rolled-out	In progress	The Beta version of the application is available for testing and includes data for 15 pilot countries. The full version is expected to be launched in 2023, when the data coverage will be sufficient.
Integrated Solutions and Competitive Intelligence		
A real-time customs data module is established for 10 countries as part of the African Trade Observatory (ATO) .	In progress	The real-time customs data module is operational in four countries (Zambia, Uganda, Madagascar and Comoros) and the installation of the module in three additional countries (Seychelles, Liberia and Côte d'Ivoire) was confirmed for the first half of 2022. The installation of the module has been delayed due to sanitary conditions that have slowed down the engagement of government authorities on data sharing, leading to a postponement of required field activities.
Two regional trade intelligence portals launched: the Eastern Partnership Trade Helpdesk, with regional trade and market information for Armenia, Azerbaijan, Belarus, Georgia, Moldova, Ukraine and the EU; and the Central Asia Trade Intelligence portal (CATI), with market information to facilitate trade within the Central Asian region (Kazakhstan, Kyrgyzstan, Tajikistan, Uzbekistan) and the EU.	Completed	The Central Asia Trade Intelligence portal (CATI) was launched in February 2021 in collaboration with UNDP. The Eastern Partnership Trade Helpdesk platform was launched at the Eastern Partnership Summit on 15 December 2021.

Milestone	Status as at 31 Dec 2021	Description of progress
Non-tariff measures		
New Trade Obstacles Alert Mechanisms (TOAM) online platform rolled out, including the services sector.	Completed	Development of training material and training of all 13 focal national institutions in the ECOWAS region and members of the ECOWAS commission was completed for the new version of TOAM. In 2021, 185 obstacles faced by businesses were reported in 13 countries; of these 81 were solved and communicated to businesses and stakeholders. A mobile application for easier reporting with offline features and faster processing of obstacles in development.
NTM survey coverage extended to over 80 countries (from currently 73), including interviews with exporters and importers in services trade.	In progress	Under the UKTP project, survey coverage was extended to 76 countries including in Antigua and Barbuda, St Vincent and the Grenadines; NTM Country reports for Tanzania, Sudan and Oman published; Report on Women's participation in Trade in Uganda published; Surveys initiated in Azerbaijan, Armenia, Georgia and Moldova (Goods + Services) – under the EAP project (Ukraine and Belarus have been postponed until further notice). Development of a new methodology to identify constraints to national and continental value chain development (including NTM-related trade barriers); and successful piloting of the method for four continental value chains in Africa involving interviews with over 1,000 businesses and other stakeholders. Preparation for surveys in Israel, Morocco, Algeria under the Euromed Trade and Investment Facilitation Mechanism project, phase II (TIFM II).
SME competitiveness research and analysis		
2021 SME Competitiveness Outlook (SMECO) published, focusing on resilience and sustainability.	Completed	The 2021 SME Competitive Outlook was published on 24 June with the title "Empowering the Green Recovery". It identifies actions MSMEs can take to become more competitive, resilient and sustainable, and the measures business support organizations, lead firms in value chains, governments and international organizations can put in place to support them.
35 country profiles (MSME benchmarking) updated and disseminated (in addition to 25 existing profiles, totaling 60 disseminated profiles.)	Completed	The Competitiveness Country Profiles were published on ITC's website: https://legacy.intracen.org/smeeco2021/
SME Trade Academy		
At least 140,000 enrolments in 250 virtual trainings and workshops reached.	Completed	SME Trade Academy achieved 124 000 unique user registrations and 98 000 course enrolments in 2021. 268 virtual training sessions were completed.
15 new courses launched, including a suite of 8 e-learning modules on selected topics for the creative industries in the Caribbean region.	Completed	Twenty-one new courses were launched. Twenty-seven modules for Entrepreneurship were launched in three languages. Seven modules on 'How to Export under the AfCFTA' were launched in two languages.

Conducive business environment

Milestone	Status as at 31 Dec 2021	Description of progress
Trade facilitation reforms		
10 countries supported in implementing 15 trade facilitation reforms, including through support to National Trade Facilitation Committees.	Completed	In 2021, the Trade Facilitation and Policy for Business (TFPB) section supported 12 countries in implementing 25 trade facilitation reforms (Pakistan, Tajikistan, Kyrgyzstan, Kazakhstan, Burkina Faso, Sri Lanka, Nepal, Kenya, Rwanda, Burundi, Zambia, Jordan) in coordination with national trade facilitation committees. Examples include: Authorized Operators schemes, risk management, time release studies, advance rulings, procedural simplifications, digitalization of trade formalities, trade facilitation portals, and trade information desks at border crossings. TFPB's work in 2021 was characterized by a significant increase in the breadth and depth of its interventions covering more than 15 different reforms of high technical complexity.
1,000 businesses from 10 countries assisted in increasing their compliance with cross-border requirements.	Completed	Over the reporting period, ITC supported some 1'850 businesses to improve their compliance with cross-border requirements in 16 countries: Pakistan, Tajikistan, Kyrgyzstan, Kazakhstan, Turkmenistan, Uzbekistan, Burkina Faso, Sri Lanka, Nepal, Kenya, Rwanda, Burundi, Uganda, Tanzania, Zambia, Jordan. TFPB used a variety of capacity building methodologies including eLearning services, instructor-led workshops, and on-the-job mentoring for SMEs, and empowered national and regional institutions - associations, border agencies, academia - to deliver services to businesses in a sustainable manner.
Investment facilitation		
New sector investment profiles developed for five countries of ECOWAS and Lao PDR.	Completed	ITC completed new investment profiles at the national and regional levels to highlight key investment opportunities and to increase transparency on investment facilitation procedures. These included profiles in Lao PDR (coffee and wood processing sectors), Bhutan (information and communications technology (ICT), agriculture, wood processing, mineral processing, non-alcoholic beverages and construction sectors), Mozambique (cashew and textiles sectors) at the national level and ECOWAS member states (mango, ICT and textiles sectors) at the regional level. The profiles developed for Bhutan were also showcased at the Dubai Expo and widely circulated to Bhutanese embassies to attract and facilitate foreign investments.
Uzbekistan and Iraq supported in WTO accession and trade policy reviews.	Completed	ITC provided support to Uzbekistan to draft/revise its accession documentation to facilitate its 5th working party meeting (Factual Summary, Domestic Support tables on agriculture, revised offer on services, questionnaire on State Trading Enterprises, notification on subsidies). Regulatory assessments of two services sectors (financial and telecommunications) were also carried out. To support Iraq's accession process, ITC organized various capacity building workshops on trade in services and for the private sector on business advocacy.

Milestone	Status as at 31 Dec 2021	Description of progress
20 countries supported through capacity building for WTO negotiations on e-commerce.	Completed	In addition to the milestones reported for January – June 2021 period, a six- week joint training was delivered to delegates in charge of WTO e-commerce negotiations from 21 countries. A series of 5 webinars were also organized on the WTO Joint Statement Initiative negotiations (e-commerce, investment facilitation, services domestic regulation, trade and environment, MSMEs), with a total of over 560 participants. In terms of bilateral assistance, ITC developed e-commerce guides for Lao PDR on 'International Trade Aspects of E-Commerce', 'Online Consumer Protection', 'E-Commerce Transactions', and 'Data Protection and Privacy'. These guides are currently being reviewed by stakeholders. In Malaysia, a gap assessment study started to review domestic e-commerce laws. In Bhutan, ITC reviewed and revised its e-commerce policy and developed an implementation plan. In this context, training workshops were carried out on different e-commerce policy areas including consumer protection, IPR, logistics, taxation, etc. In Zimbabwe, two trainings were delivered for ZimTrade (Zimbabwe Trade Development and Promotion Organization) in Jan, and Mar. 2021, with a total of 80 participants.
National quality strategy and regulatory frameworks		
Quality for Trade platform upgraded with two new modules: 1) Quality Success, which provides success stories of MSMEs in the field of Quality and Food Safety and 2) Quality Insights, which provides tools for MSMEs to facilitate implementation of quality improvement programmes, with 10 new product-market combinations mappings.	Completed	<p>The Quality for Trade platform was upgraded with new modules, and content of the existing two tools was enhanced:</p> <ul style="list-style-type: none"> • Quality Compass tool: 60 Unique origin-product-destination mappings, 16 Unique products mapped. These product mappings are available for public access to both registered and non-registered users. • Quality Connect tool: 286 total registered users, including 108 Expert profiles, 16 institutional profiles - Full profiles are available for viewing by registered users. Non-registered users can only browse. • Quality Success tool: 24 Success Stories published from 15 Countries -Viewable for registered and non-registered users. Registered users may also submit success stories for publishing consideration. • Quality Insights tool: Pilot version and associated content undergoing further development prior to making publicly available
10 quality institutions in 5 African and Asian countries (Burundi, the Comoros, Lao PDR, Malaysia and Thailand) strengthened, towards attaining international accreditation.	In progress	Continuing assistance to 5 institutions in Burundi, 2 institutions in Uzbekistan, 2 institutions in Guinée, 1 in South Sudan, 1 in Gambia, 1 in Bhutan, 2 in Laos, 4 in Tajikistan, 1 in Thailand, 2 in Malaysia, 1 in Vietnam, 3 in Lao PDR and 1 in the Philippines. Examples of types of quality institutions include 2 laboratories in Burundi, 1 product certification institution in Burundi, 1 certification institution in Thailand and 1 testing lab in the Philippines.
Non-tariff barriers related to technical regulations such as SPS or TBT addressed in 13 sectors in 10 countries.	In progress	In Ethiopia, Côte d'Ivoire, Ghana, Guinea, Lao PDR, Malaysia, Myanmar, Pakistan, Rwanda, Tajikistan, Tanzania, the Gambia, Viet Nam) support was provided:

Milestone	Status as at 31 Dec 2021	Description of progress
		<ul style="list-style-type: none"> at enterprise level: Improve transparency on the market technical requirements and training/coaching of enterprises to implement quality management/ food safety systems; at institutional level: capacity building of quality and SPS related institutions to better support enterprises; at policy level: Reviewing TBT and SPS regulatory framework and development of quality related policies completed in Tajikistan. In other countries work is still in progress as the projects are on-going.
Trade and investment development strategies		
The Green strategy methodology upgraded and piloted in SIDS, incorporating environmental sustainability and resilience considerations into national and sector strategies, allowing for broad stakeholder participation and consultation.	In progress	Methodology upgraded. Pilot country under discussion with Caribbean Climate-Smart Accelerator, in collaboration with UNCTAD and Inter-American Development Bank.
Sri Lanka and Curaçao supported in managing the implementation of their export strategy.	In progress	Support to Sri Lanka delivered. In Curaçao, implementation management support postponed due to non-receipt of funding from donor (self-financed by the Curaçaoan government, which introduced financial restrictions due to the pandemic). Agreed on adjustment of the implementation management support period to between April 2022 and March 2024.

Strengthening trade and investment support institutions

Milestone	Status as at 31 Dec 2021	Description of progress
Strengthening trade and investment support institutions		
World Trade Promotion Organisation Conference and Awards held in Accra, Ghana.	Cancelled	The 13th World Trade Promotion Organizations (WTPO) conference was postponed to May 2022 due to ongoing COVID-19 challenges. It will take place in Ghana in May 2022, focusing on solutions for resilience and recovery and delivering opportunities for inspiration and learning on ESG and digitalization for senior-level TPO representatives from more than 30 countries.
New Benchmarking platform for business support organizations launched.	In progress	ITC's Benchmarking platform for BSOs will be launched at the WTPO conference taking place on 17-18 May 2022 in Accra, Ghana. Initially, the conference was scheduled for October 2021.

Milestone	Status as at 31 Dec 2021	Description of progress
MSME business support ecosystems mapped and strengthened in 2 countries.	Completed	9 ecosystem mapping exercises conducted in 2021 with key recommendations validated by key stakeholders in seven countries in the Pacific (Papua New Guinea, Fiji, Togo, Samoa, Solomon Islands, Timor-Leste); Pakistan and Tanzania.
Commercial diplomacy trainings provided in three countries, and e-publication on foreign trade representation launched.	Completed	An e-publication was launched and commercial diplomacy trainings took place remotely. One for Department of Trade and Industry (DTI) Philippines in May for 52 participants and the second one for Turkmenistan (October) for over 40 participants. Due to COVID-19, no in-person training took place.
Impact standard embedded in Business Support Organizations' capacity building portfolio.	Completed	The impact standard is now embedded in our work on assessments, strategy development and results measurement for TPOs in particular. Presentation to SECO impact measurement experts confirmed its usefulness, and they showed interest in adapting elements of it in their projects.

Connecting to international value chains

Milestone	Status as at 31 Dec 2021	Description of progress
Value added to trade		
5 new or expanded partnerships with buyers established to source more sustainable products and services in African, Caribbean and Pacific (ACP) countries and South America.	Completed	<p>Partnerships ongoing and rolled out include:</p> <p>International:</p> <ul style="list-style-type: none"> • Nespresso in Democratic Republic of the Congo for Coffee • OLAM in Democratic Republic of the Congo for Coffee • Committee of French Coffee Roasters in Cameroon for Coffee • List Beisler in Ethiopia for Coffee • Coop-Halba in Ghana and Dominican Republic for Cocoa • Felchin in Dominican Republic for Cocoa • L'Instant cacao/PLAQ (Parisian Speciality Chocolate shop) for cocoa/chocolate for Jamaica and DR • Dave's Coconut Water (Miami) for Coconuts (with Ramotar Investments) • McNulty, Wataru, SC Foods, Kaffa Coffee in Ethiopia for Coffee <p>Regional/national</p> <ul style="list-style-type: none"> • West Indies Rum Distillery (WIRD) in Barbados for Coconuts • RAYO Trades for Coconuts (with regional business partners in Antigua, Dominican Republic (CCD-RICA), Barbados), Consorcio Cítrico Dominicanos (CCD) / Grupo Rica for Coconuts • Sankofa Snack Foods for plantain in Ghana (associated to cocoa) • Niche Cocoa Industry Ltd (Ghana), Rizek Cacao (Dominican Republic), Pure Chocolate (Jamaica), Definite Chocolate (DR), Likkle More Chocolate (Jamaica), and Fairafric (Ghana) for cocoa/chocolate.
Actors in 5 ACP sectors: cocoa, coffee, spices, coconuts and cotton, reduce reliance on sales of commodities by diversification and/or adding value, for instance through processing.	Completed	<p>The Handloom and Textiles Technology Association of Zambia's (HAATAZ) strategic plan is operational. As part of its implementation, 369 persons were trained in handloom operations of whom 99% were women. 86 women were trained in hand spinning. Sales on handloom products in local markets were realized. On increasing yields, in 2021, 150+ farmers participated in field trials and achieved improved yields. Since November 2021, 350+ farmers have been undertaking demonstrations across the cotton-growing areas, showing substantial improvements in yields.</p> <p>In Ghana, 2,688 KKFU cocoa farmers (of which 1,022 are women) implemented dynamic agroforestry and diversification practices, participating actively in on-site and virtual trainings and demonstration plot establishment. By the end of 2021, 306 of these farmers sold associated crops (of whom, 91 are women), with income of more than USD\$50,805 generated and with additional sales to be reported in Q1 2022 for crops planted in 2021. HALBA also paid USD\$115,600 in living income differential payments to 400 Dynamic Agro-Forestry (DAF) farmers (of which 102 women) (at 289 USD/MT). Additionally, Chocolats Halba buys an average</p>

Milestone	Status as at 31 Dec 2021	Description of progress
		<p>of about 2,500 metric tonnes (MT) of UTZ/ Fairtrade certified cocoa beans with an approximate value of more than CHF 7,560,000 each year, resulting in better incomes for KKFU farmers than conventional cocoa beans. Partnership with Niche Cocoa was also strengthened to increase value addition at origin for semi-finished and finished chocolate products.</p> <p>In the Caribbean, 1,192 (of whom, 495 women) coconut farmers/MSMEs and 45 extension officers were trained in climate smart, intercrop & coconut planting product development and marketing, quality management and other topics, allowing coconut farmers and coconut agri-processing MSMEs to make changes to their business operations for improved production, increased productivity, technological upgrading and value-added product development. Nine “Taste online” virtual capacity building sessions were delivered together with Caribbean Export, JAMPRO and private sector partners with 1,023 participants (farmers, agri-MSMEs and support institutions) enhancing capacities in e-commerce, branding and marketing. Nine virtual capacity building sessions were delivered together with the International Coconut Community (ICC) on coconut value added product development including coconut water, flour, oil, husk, etc. with 1,294 participants including smallholder farmers, agri-MSMEs and support institutions participating, enhancing their capacities in the development of new and value-added income streams utilizing the entire coconut. Market linkages facilitated for coconut value-added products included a USD \$30,000 contract between Nicholls Farm, Barbados and the West Indies Rum Distillery for coconut chunks, whilst support to Ramotar Investments helped to secure a contract for the brand Dave's coconut water based in Miami with at least 2 container loads of coconut water sold per month (except during winter when demand drops) with an estimated sales value of over USD 1 m per year.</p> <p>Value-added chocolate makers from Jamaica, Dominican Republic and Ghana participated in Salon du Chocolat in Paris, with two of the Caribbean companies selected by a Parisian speciality chocolate retailer. A Dominican chocolate company secured initial sales of over USD 200,000 with major chocolate brands, including Venchi (Italy) for 2022. All six SMEs completely sold out of the stock they had brought for the exhibition.</p> <p>As part of the ACP Business Friendly project, 3,963 MSMEs, agro-entrepreneurs and farmers, agro-entrepreneurs and MSMEs were trained on skills in relevant areas that increase their competitiveness and capacities to add value to their products.</p>
E-commerce and digital trade		
EcomConnect.org platform expanded to at least 4,000 members.	Completed	EcomConnect.org platform expanded to 4,299 active members.

Milestone	Status as at 31 Dec 2021	Description of progress
One new partnership agreement with a major e-commerce retailer signed, in support of the platform.	Completed	Agreement signed with NOVICA, an e-commerce marketplace that enables artisans to sell their handcrafted goods to customers worldwide on 1 June 2021. The activities in the agreement include: seller training and support, inventory analysis, creation and maintenance of a dedicated landing page featuring ITC project beneficiaries on the NOVICA blog (https://www.novica.com/internationaltradedecentre/) and public relations and marketing (e.g. share success stories of ITC beneficiaries). In addition, 10% of purchases originating from this landing page will be invested back into capacity building, purchases and support of ITC supported artisan groups in current and new regions of the world.

Milestone	Status as at 31 Dec 2021	Description of progress
SheTrades		
3 million women connected to market (cumulative number 2018-21).	In progress	3,018,181 women connected to market by the end of 2021. This number comprises direct delivery from ITC, co-delivery with key partners, hubs and business support organizations, and independent delivery from commitments made from the SheTrades network.
Three new SheTrades hubs, embedding SheTrades data collection and M&E methodology, receiving policy advice and getting access to B2B opportunities to local women entrepreneurs launched in Uruguay, South Africa and Rwanda.	Completed	In 2021, three new SheTrades Hubs were launched in Uruguay, Rwanda and The Gambia. All the Hubs benefitted from capacity building webinars in preparation for SheTrades Global (which was eventually cancelled). Moreover, ITC engaged with additional 3 countries to prepare launches in 2022, including signing a Letter of Intent with Mauritius Economic Development Board in November 2021.
An additional 40,000 women registered on SheTrades.com, ITC's online platform providing information on women and trade and connecting women entrepreneurs to training, networks and business opportunities – reaching a sum of 100,000 users.	Completed	<p>The in-house technical team successfully adapted the platform's technology to ITC's standards and a new version of the platform was launched. By end of 2021, the SheTrades.com platform had 108,000 active users and 38,000 registered members (An active user is a distinct person, or, more accurately, a distinct client ID identified in the Google Analytics tool. They can navigate through content on the public facing website and access information about the SheTrades initiative, access market tools, read success stories, interact with the Policy tool, apply to participate in SheTrades projects and download publications. A registered member is a user who has completed their profile creation. They can either have an individual or company profile on SheTrades.com and are able to benefit from additional functionalities such as business matchmaking, access tenders and offers, etc).</p> <p>A marketing and promotional plan is scheduled to start in May 2022 to improve the visibility of the website and increase the number of users.</p>
Youth and trade		
Market-relevant skills for 100,000 youth built (cumulative, 2018-21).	Completed	<p>Year-end reporting done and 100'000 youth skilled target reached:</p> <ol style="list-style-type: none"> 1. Global network of 31,000 youth supported through the Ye! Community 2. 412,000 youth supported by ITC projects 3. 31,719 youth certified through e-learning courses conducted by the SME Trade Academy.
10 youth-supporting organizations strengthened in Ghana, Rwanda, Cameroon, Zambia, Pakistan, the Philippines, Botswana, Guinea, Kenya and Uganda, through setting up YE! Chapters in partnership with local incubators.	Completed	<p>Completed in the 10 countries as per below:</p> <ol style="list-style-type: none"> 1. Ghana (Kumasi Hive), 2. Rwanda (Impact Hub Kigali 3. Cameroon (ZixTech Hub) 4. Zambia (Jacaranda Hub) 5. Pakistan (Plan9), 6. The Philippines (IdeaSpace Foundation), 7. Botswana (Botswana Innovation Hub (BIH)), 8. Guinea (Toogueda), 9. Kenya (Ashoka East Africa) 10. Uganda (Outbox Hub)

Milestone	Status as at 31 Dec 2021	Description of progress
Poor communities in trade		
Social and environmental RBM tools related to ethical fashion developed into an offering for businesses that aim to operate socially responsible, decarbonized and circular supply chains in fashion.	In progress	EFI completed the guidelines for the ESG due diligence system and continues to refine the suite of tools used to ensure responsible business conduct. These EFI tools extend and apply the principles and values of the Charter of Ethical Business and the Code of Conduct through a series of assessments, starting with the ESG Due Diligence – Supply Chain Assessment Tool that measures the readiness of business partners and suppliers to meet the EFI standards. The focus is on mandatory human rights and environmental due diligence (MHREDD) where EFI makes recommendations for their further development and enhancement. The actual performance is then monitored using tools such as the Task and Risk Mapping Tool and the Fair Labor Monitoring Tool. Finally, the EFI is working on a set of reporting tools to provide the industry with traceability and transparency.
The EFI Business Accelerator and Venture Lab include 15 new businesses from EFI's project network.	In progress	EFI Business Accelerator and Venture Lab collaborated with 16 businesses (increased by 6 more businesses). The Business Accelerator included JIAMINI, Margaux Wong, Lukhanyo Mdingi, Hamaji, Katush, Suave, Laurence Airline, Ohiri, Kente Gentlemen, Oudy K, Atelier VO and Studio Maota. The Venture Lab included Gunakazi, Neutraloop and The Fashion Agent. These organizations directly benefit from mentorship and support to launch and develop their businesses. The ultimate objective is to guide, educate and empower fashion players to own their skills and knowledge as they become leading actors across their communities and countries.
Trade for sustainable development		
Sustainability Map expanded and version 10.0 of Standards Database fully operationalized, hosting 270+ standards, with 15 additional private standards.	Completed	As of December 2021, the Standards Map contains 305 standards publicly available via the latest Standards Map front-end website. The Standards Database (data entry tool) version 10 has been fully updated and criteria has been reviewed and integrated into the back-end of the database, making it fully operational.
T4SD Forum 2021 global event and 10 year anniversary celebration of Standards Map delivered.	Completed	The T4SD Forum was successfully implemented as a hybrid event and attended by almost 1,000 attendees. The richness of the discussions and panels were much appreciated by ITC's T4SD partners, beneficiaries in developing countries, and good visibility was given to the work.
T4SD Executive Programme rolled out to MSMEs.	Completed	T4SD executive programme was successfully implemented with 85 participants and sessions led by professors from the Cambridge Institute for Sustainability Leadership and HEC Lausanne. T4SD executive programme was also piloted in Ghana and in South America (in Spanish).

Milestone	Status as at 31 Dec 2021	Description of progress
Integration of the Transparency and Traceability Tool with existing IT platforms of value chain partners enhanced.	Completed	As of December 2021, the Social & Labor Convergence Program (SLCP) Gateway reached nearly 6,500 users across 54 countries, more than tripling the number of beneficiaries and countries compared with the end of 2020. The Converged Assessment Framework (CAF) contained within the tool has been fully aligned with the ILO Better Work factory compliance assessment, which allowed the integration of Better Work factories from Bangladesh, Cambodia, and Indonesia to begin in 2021, with additional Better Work countries to follow later in 2022.

Promoting and mainstreaming inclusive and green trade

Milestone	Status as at 31 Dec 2021	Description of progress
Green to Compete		
Green approaches incorporated in four key ITC projects (Pakistan, Lao PDR, Iran and Iraq on agri-environmental themes).	Completed	During the first half of the year, in-depth climate change risk assessments were prepared (Pakistan, Iraq and UKTP); Integration of climate smart agriculture training programme in project design (Pakistan) and Preparation of organic agriculture training programme (Lao PDR and Iran). In the second part of the year, green mainstreaming continued in the agricultural and forestry value chain projects (Iran, Lao PDR) through: Preparation of climate competitiveness online training programme. Preparation of sustainable forestry online training programme; Preparation on organic agriculture online training programme ; preparation of report on climate smart technologies in agriculture in Pakistan.
T4SD hub in the Caribbean launched, and lessons learned incorporated to improve sustainability and scale up activities in existing hubs.	Completed	T4SD Hubs renamed to GreenToCompete Hubs to emphasize their focus on environmental sustainability. Caribbean Hub was launched, existing Hubs are currently building the necessary technical and managerial capacities, structures and funding streams to fully integrate the GreenToCompete Hubs' offering into their own services. Reach of Hubs in Ghana, Kenya, Viet Nam and Peru doubled as evidenced by around 200 new clients starting coaching in the first semester of 2021 as compared to 190 clients coached between 2018 – 2020. Green CUBED assessments were undertaken for all seven Hubs as a basis for the development of sustainability strategies for each Hub to integrate the GreenToCompete offering into their services. Strategy and governance workshops as well as customized advisory services delivered in Q3/4 2021. Offering on “Access to Green Finance” and “Online Positioning for Sustainable Products” developed and implemented with ITC experts.

Supporting regional economic integration and South-South links

Milestone	Status as at 31 Dec 2021	Description of progress
Catalysing regional trade and investment		
West Africa Competitiveness Observatory launched.	In progress	West Africa Competitiveness Observatory launch was postponed due to changes in the legal arrangement, requested by the donor, with expected operationalization in 2023.
ITC One Trade Africa programme launched.	Completed	<p>Awareness raising activities on the AfCFTA for the African business community:</p> <ul style="list-style-type: none"> • 2 regional fora organized on a hybrid format in Harare and Rabat, with RECs (AMU Secretariat, SADC). Each event focused on the understanding of the benefits of the AfCFTA and its challenges in terms of implementation. In addition, three mini-thematic sessions were offered based on the request made by each REC. For each regional forum a detailed action plan outlined in a “Call for Action” was adopted. These calls for action have helped ITC to formulate the OTA and to articulate activities that are important to implement to empower the private sector under the AfCFTA. • national workshops in Nairobi, Yaounde, Abidjan, Lomé with the Ministries in charge of trade and African integration, AfCFTA national committees, national business, civil society organizations. • technical contributions: contribution to two AfCFTA regional strategies formulation: EAC AfCFTA regional strategy (completed and validated) and ECOWAS AfCFTA regional strategy (on-going). • contribution to AfCFTA national strategies formulation in Côte d’Ivoire, Niger, Guinea, Mauritius, and Sierra Leone (together with ECA). • development of the ‘How to export under the AfCFTA’ training programme
New ARISE Plus projects launched in Malaysia, Thailand and the Philippines contributing to economic integration in the ASEAN region.	Completed	The three new projects were launched; they contribute to the progressive achievement of the ASEAN AEC Blueprint 2025 and support countries’ national development plans. Projects are implemented in coordination with the EU-ARISE Plus Regional programme. Synergies and complementarities were also developed with other ARISE Plus projects implemented by ITC in Lao PDR and Myanmar.
Fostering South-South trade and investment		
\$70 million in South-South investment facilitated and trade flows between China, India and selected countries increased.	Completed	A total of over \$90 million of South-South trade and investment deals was facilitated over the period.

6. Partnering for sustainable development

In its Operational plan, ITC committed to working on mobilizing deeper partnerships, with the goal of helping beneficiaries generate more inclusive and sustainable business opportunities and optimizing sustainable field operations.

In 2021, ITC formed the internal Partnerships for Purpose Knowledge Community with representatives from each division who are actively involved in identifying and building partnerships in their area of work. The group started monthly meetings to facilitate knowledge exchange and generate discussions around internal processes and best practices on forming and managing partnerships. The meetings were complemented by additional workstreams, which include: 1) undertaking a stocktaking exercise of ITC's existing and planned partnerships; 2) supporting greater corporate outreach and communication around partnerships; 3) identifying and addressing bottlenecks to ensure that internal processes are fit for purpose to establish and scale partnerships. Through the various conversations, the Partnerships for Purpose Knowledge Community has contributed to building a culture of transparency and knowledge sharing among staff working on partnerships. This important work will continue and intensify throughout 2022

ITC and our parent agencies, **the UN and the WTO**, continued partnering through joint events and development projects. For example, we have collaborated on developing a variety of tools to boost transparency in trade. In 2021, the [Global Trade Help desk](#), a joint project of ITC, UNCTAD and WTO became available in Portuguese language. ITC also contributed data to the [SDG Trade Monitor](#) portal, another tool developed by the three agencies, that tracks selected indicators for SDGs: 2, 8, 10 and 17. The SDG Trade Monitor Portal was presented at several events in 2021 including the Knowledge Exchange for 2021 Voluntary National Review (VNR) countries.

[ePing](#) is another tool jointly managed by ITC and the WTO that notifies businesses to sanitary and phytosanitary (SPS) and technical barriers to trade (TBT) measures. ePing was launched in Vietnamese in April 2021 through a pilot project where ITC partnered with a broad number of stakeholders in Viet Nam to ensure systematic translations of notifications for priority sectors in Viet Nam.

ITC also supports WTO initiatives and complements its work by delivering in-country trade-related assistance to countries in the process of acceding to the WTO. Together, the two agencies support governments through accession-related technical assistance and capacity building activities at the global, regional and national levels. In 2021, for example, ITC supported Iraq, Lebanon, Timor-Leste and Uzbekistan in progressing toward WTO accession. In 2021, the WTO and ITC jointly supported the post-accession work following the fifth anniversary of Afghanistan and Liberia's accession to the WTO.

ITC also partnered with the WTO's Informal Working Group on MSMEs and the International Chamber of Commerce on the [Digital Champions for Small Business](#) initiative, which put out a call for prize-winning ideas to help small, exporting, businesses to go digital. Awards were presented to four organizations for their innovative project proposals in December 2021.

Under the framework of the International Gender Champions Trade Impact Group, ITC, WTO and UNCTAD continued their cooperation in implementing the Buenos Aires Declaration on Women and Trade. ITC actively contributed to the discussions of the WTO informal Working Group on Trade and Gender, providing inputs into the Friends of Gender work, and participating in the WTO Trade and Gender Research Hub. ITC also contributed to UNCTAD's eTrade for Women initiative, a network for women leaders in e-commerce.

ITC's cooperation with UN agencies continued through engagement in the UN Sustainable Development Group (UNSDG), joint projects, engagement in an increased number of UN Country Teams and intensified

collaboration at the regional level as well as with the resident coordinators in ITC beneficiary countries. In the 2021, ITC participated in five additional UN Common Country Assessments (CCAs) for Cuba, East Timor, Myanmar, Sri Lanka and Viet Nam, and signed two additional United Nations Sustainable Development Cooperation Frameworks (UNSDCFs) in Comoros and Lao PDR.

ITC also engaged with many organizations at regional and country level that are part of institutional ecosystems for trade and investment support. The following examples give an impression of the different types and purposes of such partnerships.

In Africa, ITC partnered with the International Cotton Advisory Committee to increase yields in Zambia through the development of specific tools and training procedures. ITC also partnered with the Association of Ghana Industries wherein 11 cocoa processing SMEs received individualised support hosting a digital platform to connect support in the product supply chain. ITC collaborated with Amazon Web Services (AWS) to offer free credits for AWS digital assets and training material to tech start-ups. UKTP Cameroon and Penja Pepper Association jointly supported higher productivity initiatives, and the improvement of the quality of the finished Penja Pepper Product, marketing, branding, and commercialization for the member producers with workshops. In association with International Cooperative Alliance, ITC facilitated trade between buyer and supplier cooperatives in the cocoa and coffee sectors in Ghana, Rwanda, and Kenya. Finally, ITC partnered with Youth Alliance for Leadership and Development in Africa as well in 2021 for the AfCFTA Youth Creative Competition to identify gaps and modalities about the awareness among youth on AfCFTA.

In the Asia Pacific region, ITC in partnership with UNCDF worked on mapping the characteristics of the existing entrepreneurship ecosystem in several countries across the Pacific. Additionally, ITC and Ideospace jointly rolled out Ye! Boost Accelerator for youth-led businesses in the Philippines. In 2021, Ideospace merged with QBO, a local innovation hub, which is benefiting from ITC's support. ITC also collaborated with Alibaba Group to launch the digital trade accelerator for developing countries' MSMEs at China International Import Expo 2021 to help MSMEs from developing countries better explore the e-business opportunities worldwide. In Pakistan, ITC partnered with the Pakistan Poverty Alleviation Fund to improve financial accessibility for rural SMEs and with the Food and Agriculture Organization to instill Climate-Smart Agriculture (CSA) practices among rural SMEs and establish Farmer Business Schools.

In Latin America and the Caribbean region, ITC ran a series of initiatives in partnership with various entities. In Colombia, ITC has partnered with Instituto Colombiano Agropecuario to assist Tahiti lime farmers in post-conflict areas to certify their farms for export through Registro Predio Exportador (RPE). ITC, in Colombia itself, partnered with IC Fundación in Tumaco as well to co-invest and develop a new business line of coconut fibre products, for diversifying the commercial offer of small coconut producers. Also, ITC in collaboration with Caribbean Export delivered training to farmers, agri-MSMEs and support institutions to strengthen the capacities of MSMEs. In addition, ITC in association with Caribbean Agricultural Research and Development Institute (CARDI), Coconut Industry Board (CIB), Instituto Dominicano de Investigaciones Agropecuarias y Forestales (IDIAF) and National Agricultural Research & Extension Institute (NAREI) delivered training as well to farmers/MSMEs and extension officers in climate smart, intercrop & coconut planting technical assistance, mother palm selection, pest management in various Latin American and Caribbean regions.

In Eastern Europe and Central Asia region, jointly with Legprom, ITC facilitated the participation of garment companies in the International Fashion Trade Show “Collection Première Moscow” during the summer and autumn seasons in Kyrgyzstan. In Tajikistan, along with the Union of Private Sector Development, ITC conducted a series of roundtables with the Textiles and Clothing (T&C) sector stakeholders in Tajikistan and improved the linkages between the educational institutions and the T&C industry. A sectoral forum and masterclasses were also conducted. The Ukrainian Berries Exporter Guide was also developed by ITC and the Ukrainian Berries Association which provides practical tips, information and necessary conditions for successful exports of berries to the European Union. Further, ITC in collaboration with QazTrade

implemented Ready4Trade Project in Kazakhstan for components related to trade and associated activities and export management. Additionally, ITC in association with UNCTAD developed a comprehensive regulatory framework for E-commerce in Kazakhstan under the Ready4Trade project.

In Middle East and North Africa region we continued to work with ITFC and the World Bank in supporting women entrepreneurs throughout the region and particularly in Egypt, Lebanon, Morocco and Tunisia. Thanks to the financial support of ITFC for two SheTrade Projects (Egypt and Morocco) and that of WeFI (Women entrepreneurs Finance Initiative), managed by the World Bank, for two projects on e-commerce (Lebanon and Tunisia), ITC was able to support women-owned businesses to increase their participation in trade, improve their competitiveness and strengthen their market linkages including by using e-commerce platforms. These projects have prompted closer collaboration with EBRD, GIZ and the ILO, who provided additional training modules, which was really appreciated by the beneficiaries of these projects.

In partnership with Qatar Development Bank, and working with HEC Paris in Qatar, ITC designed and delivered the Export Acceleration Programme (EAP) with the objective to fast-tracking the internationalization of Qatari enterprises and increasing their exports in regional and international markets. In the State of Palestine, ITC partnered with the Food and Agriculture Organization (FAO) to enable the Palestinian agribusiness to generate better income, trade and welfare following an integrated value chain development approach towards more market-oriented, competitive and profitable agribusiness.

At a global level, ITC partnered with the UEFA Foundation to implement sport4dev initiatives for youth across several countries in Africa and the Middle East. Jointly with Meta, ITC organized a Good Ideas Festival which included a live fireside chat between ITC Executive Director Pamela Coke-Hamilton and Elina Vilkkumaa, Director of Small Medium Business Marketing at Meta. ITC and Novica helped onboard artisan women-led businesses onto the Novica platform and promoted them through dedicated web pages. ITC also partnered with eBay to train and promote small businesses through the creation of dedicated landing pages for businesses in Central Asia and Central America. Finally, ITC along with Payoneer extended advisory services on payment solutions and support in creating and managing business accounts as well.

The 4th edition of the [ITC Coffee Guide](#) is the result of highly collaborative process that involved the participation of over 70 partner organizations and sector experts. These partners were involved in every step of the process; among all project partners, four were particularly involved in this process: the Latin American and Caribbean Network of Fair Trade Small Producers and Workers (CLAC), the Brazilian Specialty Coffee Association (BSCA), the International Women in Coffee Alliance (IWCA) and FairTrade Africa. Together, these four stakeholders reported that over 15,000 beneficiaries (mainly coffee producers) will increase their awareness and knowledge of the international coffee trade as a result of this process. They also reported that 449 associations (counting coffee producer associations and individual chapters of a larger organization) are reaping the same benefits, improving their performance as a result of gaining further insights into the international trade of coffee, staying abreast of new developments in the sector, and making new private and public-sector connections

7. Managing for results

Deepening evaluation processes

Evaluation is a vital instrument to account for results achieved and to support organizational learning. The Independent Evaluation Unit (IEU) is the custodian of ITC's evaluation function. The unit directly manages evaluations and reviews and provides advisory services on evaluation matters within the organization.

In 2021, a total of 21 evaluations and reviews and 26 project completion reports were undertaken. Of the 21, the IEU initiated or concluded 12 independent evaluations and reviews. Three self-evaluations were carried out by the by the respective project manager, and six by the funder.

The IEU actively participated in the work of the UN Evaluation Group (UNEG) and contributed to the work of the UNEG working groups related to "Gender, Disability and Human Rights", and "Ethics and Code of Conduct". The Unit contributed to corporate reporting on ITC's involvement with the UN System-wide Action Plan (UN-SWAP) on Gender Equality and the Empowerment of Women, reporting on KPI 4 – Evaluation. It also contributed to ITC's corporate reporting on the implementation of the UN Disability Inclusion Strategy (DIS) through KPI 10 – Evaluation. In addition, the IEU took part in two Office of Internal Oversight Services (OIOS) evaluations and as the focal point for the Joint Inspection Unit (JIU), it contributed to the completion of two JIU reports and facilitated ITC's participation in two additional JIU reviews.

2021 evaluation highlights

Annual Evaluation Synthesis report (AESR)

In the [2021 AESR](#), the IEU analyzed the effectiveness of the Strategic Plan 2018-2021 as a tool to improve the organization's performance in the areas related to vision, planning, measurement, reporting and decision-making. The document was presented to ITC Member States and discussed at the annual ITC Joint Advisory Group meeting in November 2021. The report's recommendations were accepted in full by senior management and a dedicated management response to address the recommendations was prepared. As a result, key learnings of the 2021 AESR have been used and incorporated in the design of the ITC's Strategic Plan 2022-2025.

RBM-related reviews

To address the observation of gaps within projects M&E systems, the IEU, initiated in 2019, a series of review on RBM-related issues. As part of this RBM package, the following were finalized in 2021:

- (i) Review of the M&E systems in the portfolio of new large EU projects,
- (ii) RBM review of the INTEGRA project in Guinea
- (iii) Review of Means of Verification of Results / How ITC Projects Measure Change, and,
- (iv) Review of ITC Monitoring and Evaluation (M&E) Capacity, which, through a participatory approach, provided an assessment of the level of maturity of the ITC in addressing M&E issues at the successive stages of project activity cycle.

To complete this RBM package of Reviews, the IEU initiated in 2021 a developmental evaluation to support three large on-going projects at their inception phase. The objectives of the developmental evaluation are to improve these projects' M&E systems and ultimately enable their capacity to demonstrate the impact of their activities and, to learn from the experience to develop a corporate proposal of good M&E practices to be implemented by ITC large projects at their inception phase closure.

Sustainability Reviews and national evaluation capacity development

Building on the 2020 pilot, the methodology has been further validated and formalized in 2021, and IEU undertook two sustainability reviews with main aim to assess the sustainability of projects results, three to four years after they have ended. IEU has been deepening its partnership with the EIF. For the first time, country evaluation expertise, provided by respective Ministries of Trade, has been instrumental to produce these two sustainability reviews, contributing thus, to IEU's objective to strengthen national evaluation capacities.

Every year, ITC summarizes key findings and lessons learnt from evaluations, in the **Annual Evaluation Synthesis Report** that is presented at the Joint Advisory Group meeting. Beyond the synthesis of key evaluation messages, the 2021 version of the AESR will assess ITC performance in relation to its Strategic Plan 2018-2021 as a tool to enhance ITC's performance.

Strengthening corporate results management

Corporate efficiency/effectiveness area	Status as at 31 Dec 2021	Description of progress
Completion of the new Strategic Plan, to serve as the overarching guidance for the forthcoming four-year period;	Completed	The Strategic Plan 2022-2025 was completed.
Refinement of ITC's results framework and programmatic intervention logic in preparation for the next strategic planning cycle.	Completed	The new results framework was completed, inspired by internationally acknowledged standards (e.g., MOPAN, Centre for Global Development (CGD), and in alignment with UN requirements and best practices (UN QCPR Framework; UN Data Cube, JIU recommendations was finalised and is part of the Strategic Plan. Finalization of the definitions for the new corporate results indicators is ongoing.
Maintenance of the regular International Aid Transparency Initiative (IATI) publishing data aimed at approximately 90% of total XB-budget twice a year;	Completed	ITC published the IATI data for end-year 2020 and Jan-Jun 2021 for approximately 90% of its extrabudgetary planned delivery.
IATI data visualisation on a new ITC Open Data website.	Completed	The beta version of the ITC Open Data website was developed and presented to CCITF members. The website was launched in Q4 2021 and shared at the JAG.

Effective and efficient project design for maximum impact

Corporate efficiency/effectiveness area	Status as at 31 Dec 2021	Description of progress
Project Design Taskforce (PDT) will work with the Strategic Planning, Performance and Governance Section (SPPG) on the management response to the Annual Evaluation Synthesis Report (AESR), and engage with IEU on joint reviews of Project Closure Reports (PCRs);	Completed	PDT provided comments and feedback on the management response to the AESR, giving detailed feedback on all relevant areas. Assessment of PCRs is ongoing with a view to engage with IEU on lessons learned.
PDT will analyze and integrate lessons learned from the COVID-19 experiences, particularly with regards to project structure, governance, and implementing modalities	Completed	PDT asked all project developers to insert a specific section in project document templates related to COVID-19 issues, and regularly reviews/discusses with relevant colleagues about challenges, lessons learned, and how such issues affect project structure, governance, and implementation modalities.
Contribute to Innovation Lab initiatives, both related to project design methodologies and in relation to best practices/lessons learned from ITC field staff.	Completed	Innovation Lab Challenge on Knowledge Sharing between HQ and non-HQ personnel was successfully completed, and lessons learned/key action points were shared in challenge final update.
Disseminate best practices and guidelines for ITC project quality criteria which reflect lessons learnt across all areas of the strategic plan.	In progress	TFIC manual on project development was updated with relevant content. The training was delivered by PDT team and well received, especially by new staff. In addition, PDT is developing a checklist and toolkit to facilitate project development in ITC in collaboration with colleagues from other divisions. PDT is also working on streamlining some aspects of project development based on lessons learned, for review by SMC.

Bolstering human resources management

Corporate efficiency/effectiveness area	Status as at 31 Dec 2021	Description of progress
Development of a new ITC's People Strategy.	In progress	People Strategy drafted and will be finalized by 31 August 2022.
Strengthening of performance management through targeted training and advisory services to staff and managers.	Completed	Trainings have been conducted and advisory services open to all employees.
Implementation of a series of internal measures to improve HR policies, processes and creation of a career development framework.	In progress	Research being conducted and framework will be prepared by 31 December 2022.
Improvement of corporate knowledge of HR processes and topics to enable informed decisions and increase understanding of HR areas of work.	Completed	HR talks were held including knowledge sharing on HR areas and HR briefings were conducted on various topics.

Operational best practices and compliance, data

Corporate efficiency/effectiveness area	Status as at 31 Dec 2021	Description of progress
Launch and inception of a new Corporate Data Management System project.	Completed	ITC's Data Management Initiative successfully completed its first year of implementation. During 2021, applications were developed, data collection was further harmonized and foundations for data governance were built to enable effective data management.
Refinement and publishing of a catalogue of ITC products and services.	In progress	Long-list of ITC products and services was compiled. Due to staff changes and competing priorities the next steps of the project were postponed to 2022/23.
Continuing transformation and automation of internal processes and workflows, with focus on financials, maximizing the capacities and flexibilities provided by Umoja.	Completed	Developed Regular Budget dashboard and ePAY system which is an automated workflow that allows users to track every request from submission to the financial management section to disbursement. Completed automation of Authorization for Field Expenditure process by developing e-AFE.
Implementation of the 2nd phase of the Memorandum of Understanding (MoU) Database project; with emphasis on enhancing the MoU e-tool.	In progress	The enhancements to the MOU Database were ongoing; 2nd phase implementation continued subject to resources. Testing is continuing in 2022 for further enhancements.

Sparking innovation

Corporate efficiency/effectiveness area	Status as at 31 Dec 2021	Description of progress
Facilitation of a corporate innovation strategy implementation.	In progress	The consultations process is continuing incorporating advice from University of Geneva researchers on how to present the information in the strategy document in a more compelling manner.

Corporate efficiency/effectiveness area	Status as at 31 Dec 2021	Description of progress
Development of a strategy for volunteer engagement in the Lab.	Completed	A volunteer engagement plan with multiple actions has been finalized by the Lab.
Conceptualize and implement ITC's first Innovation Fair.	Completed	The first ITC Innovation fair took place on the 9 and 10 of June and highlighted innovation across the organization. In partnership with external partners, it facilitated provoking exchanges about the present and future of innovation for trade-related technical assistance.
Implement at least four pilots related to four core challenges, in close collaboration with the relevant teams at ITC: <ul style="list-style-type: none"> o Improving knowledge sharing in headquarters and between headquarters and country offices; o Greening ITC (in coordination with CSS); o Supporting ITC's inclusion group in piloting new initiatives/launching a pilot based on results from the 100 coffees for inclusion at ITC; o Rethinking our working environment (with participation in the building renovation-working group). 	Completed	The challenge teams completed the cycle successfully by the end of 2021. An additional session of the ITC Shares series took place jointly between the two knowledge sharing teams. The team working on "rethinking the working environment" piloted a zoom fatigue session and produced recommendations. The "fostering an inclusive working culture" team finalized the pilot of its men allyship programme.

Operationalizing risk management

Corporate efficiency/effectiveness area	Status as at 31 Dec 2021	Description of progress
Facilitation of annual corporate risk assessments with middle and senior management.	Completed	Annual risk sessions with middle management took place in December 2021 and with senior management in February 2022.
Deep dive assessments for prioritized (red) corporate risks with focus groups, consisting of risk owners and action owners.	In progress	Deep dives into M&E-related risks with SPPG and HR-related risks with Chief HR took place in March 2022.
Creation of a risk management course intended to inform newcomers about ITC's risk framework and related processes and tools.	Completed	Basic and advanced risk course created, along with supporting materials.
Delivery of at least two risk workshops and briefings for ITC project managers.	Completed	Completed within the TFIC trainings, SPPG risk focal point delivered basic and advance risk courses in two iterations.
Refinement of ITC's risk universe and risk categorizations at the project level.	In progress	In progress, draft developed.
Increasing compliance with the mandatory risk monitoring at the project level.	Completed	After the TFIC trainings on basic and advanced risk management, the compliance rate improved both quantitatively and qualitatively.

Engaging in global conversation

Corporate efficiency/effectiveness area	Status as at 31 Dec 2021	Description of progress
<p>In 2021, ITC will engage on improving its brand and online presence. This will be done through the official publications programme, online engagement, events and media presence. ITC will also invest in giving more voice to the partners, in particular in programming countries.</p> <p>ITC will develop its new communications strategy, harmonized with the new Strategic Plan.</p> <p>Furthermore, ITC will develop a new website that will allow better interaction of all digital communications channels and tools in a coherent digital ecosystem. The new website will play an instrumental role for expanding the reach of the organization.</p>	<p>In progress</p>	<p>The new website planned Phase 4: Development and Testing continued with a focus on extra data visualization for funders' pages and integration of market analysis data for country pages. The go-live of the website was postponed to Q1/2022 to complete planned work delayed by extra scope and data visualization.</p> <p>In 2021, over 1.94 million visitors accessed the ITC corporate website, representing a 10.6% increase compared to 2020. The number of social media followers in 2021 reached 207,356 with a 31.9 % increase compared to 2020. A large number of video statements featuring ED and DED was produced, together with short interviews with key stakeholders.</p> <p>In 2021, ITC produced 36 publications, with insights into trade and investment opportunities targeting youth, women, green trade, e-commerce and more. ITC's flagship publication, <i>SME Competitiveness Outlook 2021</i>, focused on <i>Empowering the Green Recovery</i>. Downloads of ITC publications totalled 42,701.</p> <p>We produced four issues of Trade Forum, which is now fully digital.</p> <p>With regards to country-focused communications, with support from partners and funders, ITC gave voice to local, small businesses, highlighting project activities through success stories in multimedia formats, social media campaigns, media outreach and events. In 2021, we published over 100 web stories, 9 multimedia features, 3 communications plans in addition to guidelines for joint-communications projects with partners.</p>

Annex I: List of projects per focus area⁷ and country/region

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

The global/regional/country information for the OP budget and delivery split is based on the percentages allocated by project/programme managers for each project. These percentages may change during the year for multi-country projects, e.g. if specific activities cannot take place in a country as planned. Projects with 2021 expenditures below \$5k and no OP budget are not listed. The projects highlighted in green were not included in the initial Operational plan 2021.

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus area 2	Focus area 3	Focus area 4	Focus area 5	Focus area 6	Corporate	Funders	Budget 2021 (\$' 000)	Delivery 2021 (\$' 000)	% Delivered	
Afghanistan	■	■	Afghanistan: Advancing trade (Phase II) (B946)		■	■	■	■			European Commission, Directorate-General International Partnerships	2,075	720	35%	
			Afghanistan: Ethical Lifestyle Initiative for the Economic Reintegration of Returnees and Internally displaced people (B439)						■			European Commission, Directorate-General International Partnerships	1,897	1,350	71%
Albania			Support Trade Negotiations (B629)		■						ITF Window 1	13	11	84%	
Albania			CEFTA - Support to regional integration (B973)		■				■		Deutsche Gesellschaft für Internationale Zusammenarbeit	28	17	60%	
Algeria			Euromed: Providing trade and market intelligence for better informed decisions (TIFM 2) (A340)	■							European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	68	29	43%	
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	55	101	182%	
			CARIFORUM: UK Trade Partnerships Programme (B900)	■			■					Foreign, Commonwealth and Development Office of the UK	73	81	111%
			GreenToCompete Hubs (B694)					■				ITF Window 1	10	9	91%
Argentina			Trade Intelligence: UK Trade Partnerships Programme (B906)	■							Foreign, Commonwealth and Development Office of the UK	54	43	81%	
Argentina			SheTrades Latin America: Supporting women businesses' transition towards the post COVID digital age (B999)					■			ITF Window 1	75	12	16%	
Armenia		■	Eastern Partnership: Ready to Trade - an EU4Business initiative (B252)				■		■		European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	58	79	136%	

⁷ ITC's Focus areas with their respective full titles are listed in Table 11 of this document. For simplicity reasons they are quoted only with their numbers in this Annex.

Legend:

- Least developed countries (LDCs)
- Priority countries (LDCs, LLDCs, SIDS, sub-Saharan Africa, conflict affected countries and SVEs)

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus area 2	Focus area 3	Focus area 4	Focus area 5	Focus area 6	Corporate	Funders	Budget 2021 (\$' 000)	Delivery 2021 (\$' 000)	% Delivered
											ITF Window 1	3	4	128%
			Trade and market intelligence for the Eastern Partnership Countries (B802)	■							European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	111	181	164%
Azerbaijan		■	Eastern Partnership: Ready to Trade - an EU4Business initiative (B252)				■		■		European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	58	79	136%
											ITF Window 1	3	4	128%
			Trade and market intelligence for the Eastern Partnership Countries (B802)	■							European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	111	181	164%
Bahamas		■	GreenToCompete Hubs (B694)					■			ITF Window 1	10	9	91%
			Support Trade Negotiations (B629)		■						ITF Window 1	38	32	84%
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■							Foreign, Commonwealth and Development Office of the UK	54	43	81%
Bangladesh	■	■	Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■			European Commission, Directorate-General International Partnerships	34	47	138%
			SheTrades Commonwealth Programme (B578)					■			Foreign, Commonwealth and Development Office of the UK	262	372	142%
Barbados		■	Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)				■				European Commission, Directorate-General International Partnerships	55	101	182%
			GreenToCompete Hubs (B694)					■			ITF Window 1	51	47	91%
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■							Foreign, Commonwealth and Development Office of the UK	54	43	81%
Belarus			Eastern Partnership: Ready to Trade - an EU4Business initiative (B252)				■		■		European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	58	79	136%
											ITF Window 1	3	4	128%
			Trade and market intelligence for the Eastern Partnership Countries (B802)	■							European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	111	181	164%
Belize		■	Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)				■				European Commission, Directorate-General International Partnerships	55	101	182%
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■							Foreign, Commonwealth and Development Office of the UK	54	43	81%
Benin	■	■	ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)				■		■		European Commission, Directorate-General International Partnerships	121	180	149%

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus area 2	Focus area 3	Focus area 4	Focus area 5	Focus area 6	Corporate	Funders	Budget 2021 (\$' 000)	Delivery 2021 (\$' 000)	% Delivered
											ITF Window 1	2	-	0%
			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	-	6	
			ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■		European Commission, Directorate-General International Partnerships	83	85	103%
			Fast Tracking Digital Entrepreneurship in Africa - Phase 1 (B898)				■				ITF Window 1	28	44	157%
			NTF V Programme Coordination (C094)				■				Ministry of Foreign Affairs of the Netherlands	-	12	
Bhutan	■	■	Bhutan Trade Support (B382)		■		■				European Commission, Directorate-General International Partnerships	904	719	80%
											Ministry of Economic Affairs of Bhutan	-	36	
Bolivia (Plurinational State of)		■	Bolivia: Supporting trade capacities of SMEs (C066)	■		■					International Labour Organization	-	55	
Bosnia and Herzegovina			CEFTA - Support to regional integration (B973)		■				■		Deutsche Gesellschaft für Internationale Zusammenarbeit	28	17	60%
			ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)				■		■		European Commission, Directorate-General International Partnerships	121	180	149%
											ITF Window 1	2	-	0%
Burkina Faso	■	■	Burkina Faso et Mali: Création d'emplois équitables et développement durable de microentreprises dans les chaînes de valeur liées au secteur du « lifestyle » (B276)	■			■	■			European Commission, Directorate-General International Partnerships	718	864	120%
			ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■		European Commission, Directorate-General International Partnerships	83	85	103%
			Non-tariff measures programme (W1) (B626)	■							ITF Window 1	12	10	84%
			Trade Facilitation (B628)		■						ITF Window 1	63	44	71%
Burundi	■	■	Burundi: Market Access Upgrade Programme - MARKUP (B718)			■	■		■		European Commission, Directorate-General International Partnerships	553	702	127%
			EU-EAC Market Access Upgrade Programme - MARKUP (B383)		■		■		■		European Commission, Directorate-General International Partnerships	892	730	82%
Cabo Verde		■	ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■		European Commission, Directorate-General International Partnerships	83	85	103%
Cambodia	■	■	Cambodia, Lao PDR, Mongolia and Viet Nam: Conversion of ITC e-learning courses into national language versions (C024)				■		■		Deutsche Gesellschaft für Internationale Zusammenarbeit	13	13	99%

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus area 2	Focus area 3	Focus area 4	Focus area 5	Focus area 6	Corporate	Funders	Budget 2021 (\$' 000)	Delivery 2021 (\$' 000)	% Delivered
			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■			European Commission, Directorate-General International Partnerships	34	47	138%
			ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)				■		■		European Commission, Directorate-General International Partnerships	121	180	149%
											ITF Window 1	2	-	0%
Cameroon		■	AfCTA Export Training Programme for African SMEs (B972)		■						African Export-Import Bank	-	10	
			Cameroon: UK Trade Partnerships Programme (B899)	■			■				Foreign, Commonwealth and Development Office of the UK	185	457	247%
			Programme Management: UK Trade Partnerships Programme (B908)	■			■				Foreign, Commonwealth and Development Office of the UK	66	114	173%
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■							Foreign, Commonwealth and Development Office of the UK	54	43	81%
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	3,798	3,872	102%
Chad	■	■	AfCTA Export Training Programme for African SMEs (B972)		■						African Export-Import Bank	-	10	
Chile			Chile: Enabling policymakers to evaluate new trade agreements (C102)	■							ITF Window 1	-	16	
			SheTrades Latin America: Supporting women businesses' transition towards the post COVID digital age (B999)					■			ITF Window 1	75	12	16%
China			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■			European Commission, Directorate-General International Partnerships	49	67	138%
			Partnership for enhancing export capacity of Africa to China (PEECAC) (C040)	■				■	■		Department of Commerce of Hunan Province China	-	7	
Colombia		■	Colombia PUEDE: Peace and unity through productive development and commercialization (B599)	■			■	■			European Commission, Directorate-General International Partnerships	781	1,098	141%
			SheTrades Latin America: Supporting women businesses' transition towards the post COVID digital age (B999)					■			ITF Window 1	75	12	16%
Comoros	■	■	Comoros: UK Trade Partnerships Programme (B901)	■			■				Foreign, Commonwealth and Development Office of the UK	252	230	92%
			Programme Management: UK Trade Partnerships Programme (B908)	■			■				Foreign, Commonwealth and Development Office of the UK	66	114	173%
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■							Foreign, Commonwealth and Development Office of the UK	27	22	81%
Costa Rica						■	■	■			European Commission, Directorate-General International Partnerships	23	15	65%

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus area 2	Focus area 3	Focus area 4	Focus area 5	Focus area 6	Corporate	Funders	Budget 2021 (\$' 000)	Delivery 2021 (\$' 000)	% Delivered
			Central America: Linking women business enterprises (WBEs) with the global gifts and home decoration market (A314)								ITF Window 1	3	-	0%
			AfCTA Export Training Programme for African SMEs (B972)		■						African Export-Import Bank	-	10	
			Alliance for Product Quality in Africa (B928)				■	■			Deutsche Gesellschaft für Internationale Zusammenarbeit	51	51	100%
			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	-	6	
			Côte D'Ivoire: UK Trade Partnerships Programme (B902)	■			■				Foreign, Commonwealth and Development Office of the UK	492	486	99%
			Culture project: Identity Building and Sharing Business Initiative (B542)					■			European Commission, Directorate-General International Partnerships	361	531	147%
											ITF Window 1	1	-	0%
Côte d'Ivoire		■	ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■		European Commission, Directorate-General International Partnerships	83	85	103%
			Fast Tracking Digital Entrepreneurship in Africa - Phase 1 (B898)				■				ITF Window 1	28	44	157%
			Non-tariff measures programme (W1) (B626)	■							ITF Window 1	6	5	84%
			NTF V Programme Coordination (C094)				■				Ministry of Foreign Affairs of the Netherlands	-	12	
			Programme Management: UK Trade Partnerships Programme (B908)	■			■				Foreign, Commonwealth and Development Office of the UK	66	114	173%
			SheTrades West Africa (B610)					■			Korea International Cooperation Agency	294	435	148%
			Sustainable Investments into Africa (SIA) (B961)					■			Deutsche Gesellschaft für Internationale Zusammenarbeit	-	51	
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■							Foreign, Commonwealth and Development Office of the UK	81	65	81%
Curaçao		■	Curaçao: National Export Strategy and Implementation Management (B896)		■						Ministry of Economic Development of Curaçao	190	240	126%
			ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)				■		■		European Commission, Directorate-General International Partnerships	121	180	149%
											ITF Window 1	2	-	0%
Democratic Republic of the Congo (the)	■	■	COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)	■	■	■					Common Market for Eastern & Southern Africa (COMESA)	108	43	40%
			DRC: Adding value to bamboo, plastic waste and lifestyle goods for sustainable livelihoods (B955)					■			ITF Window 1	-	24	

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus area 2	Focus area 3	Focus area 4	Focus area 5	Focus area 6	Corporate	Funders	Budget 2021 (\$' 000)	Delivery 2021 (\$' 000)	% Delivered	
Dominica		■	Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)				■				European Commission, Directorate-General International Partnerships	55	101	182%	
			CARIFORUM: UK Trade Partnerships Programme (B900)	■			■					Foreign, Commonwealth and Development Office of the UK	73	81	111%
			GreenToCompete Hubs (B694)						■			ITF Window 1	10	9	91%
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■								Foreign, Commonwealth and Development Office of the UK	54	43	81%
Dominican Republic		■	ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)				■		■		European Commission, Directorate-General International Partnerships	121	180	149%	
											ITF Window 1	2	-	0%	
			Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)				■					European Commission, Directorate-General International Partnerships	62	113	182%
			CARIFORUM: UK Trade Partnerships Programme (B900)	■			■					Foreign, Commonwealth and Development Office of the UK	73	81	111%
			GreenToCompete Hubs (B694)						■			ITF Window 1	10	9	91%
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■						Foreign, Commonwealth and Development Office of the UK	81	65	81%		
Ecuador			Ecuador: Promoting new non-traditional exports (NEXT Ecuador) (B452)			■	■	■	■		ITF Window 1 (BDF)	-	41		
			AfCTA Export Training Programme for African SMEs (B972)		■						African Export-Import Bank	-	10		
Egypt			Egypt: Improving the international competitiveness of the textile and clothing sector (GTEX/MENATEX) (B673)				■				State Secretariat for Economic Affairs of Switzerland	277	266	96%	
											Swedish International Development Cooperation Agency	204	237	116%	
			Egypt: SheTrades (AFTIAS) (B821)			■	■	■				International Islamic Trade Finance Corporation	202	173	86%
			Euromed: Providing trade and market intelligence for better informed decisions (TIFM 2) (A340)	■								European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	68	29	43%
			Global: Networking and knowledge management for the textile and clothing sector (GTEX) (B451)						■			State Secretariat for Economic Affairs of Switzerland	54	69	129%
			MENATEX Regional: Regional component of the Textiles and Clothing Programme for the MENA region (B696)				■			Swedish International Development Cooperation Agency	43	52	121%		
			Sustainable Investments into Africa (SIA) (B961)					■			Deutsche Gesellschaft für Internationale Zusammenarbeit	-	51		

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus area 2	Focus area 3	Focus area 4	Focus area 5	Focus area 6	Corporate	Funders	Budget 2021 (\$' 000)	Delivery 2021 (\$' 000)	% Delivered		
El Salvador		■	Central America: Linking women business enterprises (WBEs) with the global gifts and home decoration market (A314)			■	■	■			European Commission, Directorate-General International Partnerships	24	16	65%		
			ITF Window 1									3	-	0%		
			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■			European Commission, Directorate-General International Partnerships	24	34	138%		
Eswatini, Kingdom of		■	Eswatini: Promoting growth through competitive alliances I (B978)	■			■	■			European Commission, Directorate-General International Partnerships	727	1,059	146%		
			Global: A pilot approach to enhancing capacity of cooperatives for sustainable coop-to-coop trade (C068)			■						ITF Window 1	-	22		
			Alliance for Product Quality in Africa (B928)				■	■			Deutsche Gesellschaft für Internationale Zusammenarbeit	51	51	100%		
			COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)	■	■	■					Common Market for Eastern & Southern Africa (COMESA)	108	43	40%		
			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■			European Commission, Directorate-General International Partnerships	10	13	138%		
			Ethiopia: Building Resilient Trade Competitiveness by Fast Tracking the Digital Technology Sector (NTF V) (C149)				■				Ministry of Foreign Affairs of the Netherlands	-	6			
Ethiopia	■	■	Fast Tracking Digital Entrepreneurship in Africa - Phase 1 (B898)				■				ITF Window 1	28	44	157%		
			NTF V Programme Coordination (C094)				■					Ministry of Foreign Affairs of the Netherlands	-	65		
			Partnership for enhancing export capacity of Africa to China (PEECAC) (C040)	■					■	■			Department of Commerce of Hunan Province China	-	6	
			Partnership for Investment and Growth in Africa (Main Phase) (B340)			■				■			Foreign, Commonwealth and Development Office of the UK	27	44	164%
			Supporting Indian trade and investment for Africa (SITA) (A854)								■		Foreign, Commonwealth and Development Office of the UK	304	315	104%
			Sustainable Investments into Africa (SIA) (B961)							■			Deutsche Gesellschaft für Internationale Zusammenarbeit	-	51	
			Textile and Apparel Network for Africa (TANA) (C027)					■			Deutsche Gesellschaft für Internationale Zusammenarbeit	138	77	55%		
Fiji		■	Fiji: UK Trade Partnership Programme (B905)	■			■				Foreign, Commonwealth and Development Office of the UK	281	407	145%		
			Pacific: Entrepreneurship Ecosystem Network Analysis and Mapping to guide entrepreneurship support under UNCDF's Pacific Digital Economy Programme (C077)			■		■				United Nations Capital Development Fund - Fiji	-	9		

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus area 2	Focus area 3	Focus area 4	Focus area 5	Focus area 6	Corporate	Funders	Budget 2021 (\$' 000)	Delivery 2021 (\$' 000)	% Delivered
			Programme Management: UK Trade Partnerships Programme (B908)	■			■				Foreign, Commonwealth and Development Office of the UK	66	114	173%
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■							Foreign, Commonwealth and Development Office of the UK	54	43	81%
Georgia			Eastern Partnership: Ready to Trade - an EU4Business initiative (B252)				■		■		European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	58	79	136%
											ITF Window 1	3	4	128%
			Trade and market intelligence for the Eastern Partnership Countries (B802)	■							European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	111	181	164%
Ghana			ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)				■		■		European Commission, Directorate-General International Partnerships	121	180	149%
											ITF Window 1	2	-	0%
			AfCTA Export Training Programme for African SMEs (B972)		■						African Export-Import Bank	-	10	
			Alliance for Product Quality in Africa (B928)				■	■			Deutsche Gesellschaft für Internationale Zusammenarbeit	51	51	100%
			ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■		European Commission, Directorate-General International Partnerships	83	85	103%
			Ghana: Developing cocoa and associated crops through the Sankofa Project empowered by Alliances for Action (B766)			■	■	■			HALBA - Division of Coop Genossenschaft	242	626	259%
			Ghana: UK Trade Partnerships Programme (B903)	■			■				Foreign, Commonwealth and Development Office of the UK	235	161	69%
		■	Global: A pilot approach to enhancing capacity of cooperatives for sustainable coop-to-coop trade (C068)			■					ITF Window 1	-	22	
			GreenToCompete Hubs (B694)						■		ITF Window 1	133	121	91%
			Non-tariff measures programme (W1) (B626)	■							ITF Window 1	105	88	84%
			NTF V Programme Coordination (C094)				■				Ministry of Foreign Affairs of the Netherlands	-	55	
			Programme Management: UK Trade Partnerships Programme (B908)	■			■				Foreign, Commonwealth and Development Office of the UK	66	114	173%
			SheTrades Commonwealth Programme (B578)						■		Foreign, Commonwealth and Development Office of the UK	262	372	142%
		Sustainable Investments into Africa (SIA) (B961)						■		Deutsche Gesellschaft für Internationale Zusammenarbeit	-	68		
		Textile and Apparel Network for Africa (TANA) (C027)						■		Deutsche Gesellschaft für Internationale Zusammenarbeit	138	77	55%	

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus area 2	Focus area 3	Focus area 4	Focus area 5	Focus area 6	Corporate	Funders	Budget 2021 (\$' 000)	Delivery 2021 (\$' 000)	% Delivered	
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■							Foreign, Commonwealth and Development Office of the UK	54	43	81%	
			Trade Training Hub (TTH) (B736)			■					ITF Window 1	33	31	93%	
Grenada		■	Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)				■				European Commission, Directorate-General International Partnerships	55	101	182%	
			CARIFORUM: UK Trade Partnerships Programme (B900)	■			■				Foreign, Commonwealth and Development Office of the UK	73	81	111%	
			GreenToCompete Hubs (B694)						■			ITF Window 1	10	9	91%
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■								Foreign, Commonwealth and Development Office of the UK	54	43	81%
Guatemala		■	Central America: Linking women business enterprises (WBEs) with the global gifts and home decoration market (A314)			■	■	■			European Commission, Directorate-General International Partnerships	24	16	65%	
			ITF Window 1								3	-	0%		
			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■			European Commission, Directorate-General International Partnerships	24	34	138%	
			Guatemala: Strengthening the business skills and employability of informal entrepreneurs at the Ciudad Pedro de Alvarado Border (B615)			■		■			United States Agency for International Development	98	-1	-1%	
Guinea	■	■	ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■		European Commission, Directorate-General International Partnerships	83	85	103%	
			Guinea: Improving sustainable livelihoods for border communities (C035)		■		■					International Organization for Migration	-	15	
			Guinea: Relance de la filière ananas (REFILA) (B803)				■			■		United Nations Industrial Development Organization	171	99	57%
			Guinée: Programme d'appui à l'integration socio-economique des jeunes (INTEGRA) (B463)				■	■	■			European Commission, Directorate-General International Partnerships	3,388	3,861	114%
			Mano River: Value Chain Development for Cocoa (NTF IV) (B586)					■	■	■		Ministry of Foreign Affairs of the Netherlands	162	198	122%
			NTF IV Programme Management (B584)						■	■		Ministry of Foreign Affairs of the Netherlands	16	25	155%
			SheTrades West Africa (B610)					■			Korea International Cooperation Agency	294	435	148%	
Guinea-Bissau	■	■	ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■		European Commission, Directorate-General International Partnerships	83	85	103%	
Guyana		■	Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)				■				European Commission, Directorate-General International Partnerships	62	113	182%	
			GreenToCompete Hubs (B694)						■			ITF Window 1	61	56	91%

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus area 2	Focus area 3	Focus area 4	Focus area 5	Focus area 6	Corporate	Funders	Budget 2021 (\$' 000)	Delivery 2021 (\$' 000)	% Delivered
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■							Foreign, Commonwealth and Development Office of the UK	54	43	81%
Haiti	■	■	Haiti: Feasibility study exports of mango, horticulture and cereals (B964)				■		■		Enhanced Integrated Framework	84	105	126%
Honduras			Central America: Linking women business enterprises (WBEs) with the global gifts and home decoration market (A314)			■	■	■			European Commission, Directorate-General International Partnerships	24	16	65%
			ITF Window 1								ITF Window 1	3	-	0%
			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■			European Commission, Directorate-General International Partnerships	24	34	138%
India			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■			European Commission, Directorate-General International Partnerships	34	47	138%
			Supporting Indian trade and investment for Africa (SITA) (A854)						■		Foreign, Commonwealth and Development Office of the UK	380	394	104%
Indonesia			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■			European Commission, Directorate-General International Partnerships	34	47	138%
Iran (Islamic Republic of)			Culture project: Identity Building and Sharing Business Initiative (B542)					■			European Commission, Directorate-General International Partnerships	120	177	147%
			Iran: Trade-Related Technical Assistance (B782)		■	■		■			European Commission, Directorate-General International Partnerships	2,553	1,871	73%
Iraq		■	Iraq: Strengthening the Agriculture and Agri-Food Value Chain and Improving Trade Policy (B960)		■		■	■			European Commission, Directorate-General International Partnerships	3,991	2,795	70%
			SheTrades: Accelerator Programme for women entrepreneurs in the Apparel, Accessories and Home Décor sector (C052)					■			Deutsche Gesellschaft für Internationale Zusammenarbeit	-	64	
Jamaica			ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)				■		■		European Commission, Directorate-General International Partnerships	121	180	149%
			ITF Window 1								ITF Window 1	2	-	0%
			Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)				■				European Commission, Directorate-General International Partnerships	69	126	182%
		■	CARIFORUM: UK Trade Partnerships Programme (B900)	■			■				Foreign, Commonwealth and Development Office of the UK	73	81	111%
			GreenToCompete Hubs (B694)					■			ITF Window 1	10	9	91%
			Programme Management: UK Trade Partnerships Programme (B908)	■			■				Foreign, Commonwealth and Development Office of the UK	72	124	173%
		Trade Intelligence: UK Trade Partnerships Programme (B906)	■							Foreign, Commonwealth and Development Office of the UK	54	43	81%	

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus area 2	Focus area 3	Focus area 4	Focus area 5	Focus area 6	Corporate	Funders	Budget 2021 (\$' 000)	Delivery 2021 (\$' 000)	% Delivered
Jordan		■	Euromed: Providing trade and market intelligence for better informed decisions (TIFM 2) (A340)	■							European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	68	29	43%
			Jordan: Improving the international competitiveness of the textile and clothing sector (MENATEX) (B811)				■				Swedish International Development Cooperation Agency	263	369	141%
			Jordan: Trade for Employment Project: "Improving Business Environment for SMEs Through Trade Facilitation" (B639)		■						Deutsche Gesellschaft für Internationale Zusammenarbeit	622	549	88%
			MENATEX Regional: Regional component of the Textiles and Clothing Programme for the MENA region (B696)					■			Swedish International Development Cooperation Agency	43	52	121%
			SheTrades: Accelerator Programme for women entrepreneurs in the Apparel, Accessories and Home Décor sector (C052)						■		Deutsche Gesellschaft für Internationale Zusammenarbeit	-	51	
Kazakhstan		■	Central Asia: Developing entrepreneurial skills and providing access to international market to lifestyle sector artisans, micro-producers (Ethical Fashion Initiative) (C084)					■			United Nations Educational, Scientific and Cultural Organization - Almaty Cluster Office	-	14	
			Central Asia: Ready4Trade (R4TCA) (B723)		■		■				European Commission, Directorate-General International Partnerships	622	776	125%
Kenya		■	ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)				■		■		European Commission, Directorate-General International Partnerships	121	180	149%
										ITF Window 1	2	-	0%	
			AfCTA Export Training Programme for African SMEs (B972)		■						African Export-Import Bank	-	10	
			COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)	■	■	■					Common Market for Eastern & Southern Africa (COMESA)	108	43	40%
			Culture project: Identity Building and Sharing Business Initiative (B542)						■		European Commission, Directorate-General International Partnerships	341	501	147%
											ITF Window 1	1	-	0%
			EU-EAC Market Access Upgrade Programme - MARKUP (B383)		■		■			■	European Commission, Directorate-General International Partnerships	892	730	82%
			GreenToCompete Hubs (B694)						■		ITF Window 1	133	121	91%
			Kenya: Supporting refugees to trade through digital agents model (B776)						■		Norwegian Refugee Council	22	32	145%
			Partnership for enhancing export capacity of Africa to China (PEECAC) (C040)	■					■	■	Department of Commerce of Hunan Province China	-	6	
Partnership for Investment and Growth in Africa (Main Phase) (B340)			■		■			Foreign, Commonwealth and Development Office of the UK	27	44	164%			
							■		Danish Refugee Council – Kenya	-	102			

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus area 2	Focus area 3	Focus area 4	Focus area 5	Focus area 6	Corporate	Funders	Budget 2021 (\$' 000)	Delivery 2021 (\$' 000)	% Delivered		
			Refugee Employment and Skills Initiative: Building Solutions for Somali Refugees in a Fragile Protracted Displacement Scenario (RESI Dadaab II) (B864)								Ministry of Foreign Affairs of Japan	69	96	139%		
											Norwegian Refugee Council	307	411	134%		
			RESI High Skills (B839)							■			ITF Window 1	50	34	68%
			SheTrades Commonwealth Programme (B578)							■			Foreign, Commonwealth and Development Office of the UK	262	372	142%
			SheTrades: Accelerator Programme for women entrepreneurs in the Apparel, Accessories and Home Décor sector (C052)							■			Deutsche Gesellschaft für Internationale Zusammenarbeit	-	51	
			Supporting Indian trade and investment for Africa (SITA) (A854)									■	Foreign, Commonwealth and Development Office of the UK	304	315	104%
			Trade Training Hub (TTH) (B736)						■				ITF Window 1	34	32	93%
Kyrgyzstan		■	Central Asia: Developing entrepreneurial skills and providing access to international market to lifestyle sector artisans, micro-producers (Ethical Fashion Initiative) (C084)							■	United Nations Educational, Scientific and Cultural Organization - Almaty Cluster Office	-	14			
			Central Asia: Ready4Trade (R4TCA) (B723)		■		■					European Commission, Directorate-General International Partnerships	622	776	125%	
			Global: Networking and knowledge management for the textile and clothing sector (GTEX) (B451)					■				State Secretariat for Economic Affairs of Switzerland	54	69	129%	
			Kyrgyzstan: Improving the international competitiveness of the textile and clothing sector (GTEX) (B676)				■	■				State Secretariat for Economic Affairs of Switzerland	235	328	140%	
Lao People's Democratic Republic	■	■	Cambodia, Lao PDR, Mongolia and Viet Nam: Conversion of ITC e-learning courses into national language versions (C024)							■	Deutsche Gesellschaft für Internationale Zusammenarbeit	13	13	99%		
			GreenToCompete Hubs (B694)							■		ITF Window 1	122	112	91%	
			Lao PDR: ASEAN Regional Integration Support (Laos-ARISE Plus) (B505)		■		■				■	European Commission, Directorate-General International Partnerships	1,023	1,228	120%	
			Systematic Mechanism for Safer Trade (SYMST) (B695)	■			■	■	■			European Commission, Directorate-General International Partnerships	361	181	50%	
Lebanon		■	Euromed: Providing trade and market intelligence for better informed decisions (TIFM 2) (A340)	■							European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	68	29	43%		
			Lebanon - E-Commerce for Women Entrepreneurs (B820)					■	■			World Bank	195	229	117%	
			SheTrades: Accelerator Programme for women entrepreneurs in the Apparel, Accessories and Home Décor sector (C052)							■		Deutsche Gesellschaft für Internationale Zusammenarbeit	-	51		
Lesotho	■	■	Lesotho: Empowerment of public and private stakeholders on the implementation of NES Roadmap (C064)		■					■	Enhanced Integrated Framework	-	36			

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus area 2	Focus area 3	Focus area 4	Focus area 5	Focus area 6	Corporate	Funders	Budget 2021 (\$' 000)	Delivery 2021 (\$' 000)	% Delivered	
Liberia	■	■	ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)				■		■		European Commission, Directorate-General International Partnerships	121	180	149%	
											ITF Window 1	2	-	0%	
			ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■			■		European Commission, Directorate-General International Partnerships	83	85	103%
			Liberia: Developing the tourism sector with a focus on surfing and destinations (B555)				■					Enhanced Integrated Framework	217	101	47%
			Mano River: Value Chain Development for Cocoa (NTF IV) (B586)				■	■	■			Ministry of Foreign Affairs of the Netherlands	197	240	122%
			NTF IV Programme Management (B584)						■	■		Ministry of Foreign Affairs of the Netherlands	16	25	155%
			SheTrades West Africa (B610)								■		Korea International Cooperation Agency	294	435
			Support Trade Negotiations (B629)		■						ITF Window 1	13	11	84%	
Libya		■	Libya: Increasing trade transparency through the EuroMed Trade Helpdesk (B951)	■							Expertise France	100	84	84%	
Madagascar	■	■	Madagascar: UK Trade Partnerships Programme (B904)	■			■				Foreign, Commonwealth and Development Office of the UK	260	385	148%	
			Partnership for enhancing export capacity of Africa to China (PEECAC) (C040)	■				■	■		Department of Commerce of Hunan Province China	-	6		
			Programme Management: UK Trade Partnerships Programme (B908)	■			■					Foreign, Commonwealth and Development Office of the UK	66	114	173%
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■							Foreign, Commonwealth and Development Office of the UK	54	43	81%	
Malawi	■	■	COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)	■	■	■					Common Market for Eastern & Southern Africa (COMESA)	108	43	40%	
Malaysia			Malaysia: Trade-Related Assistance (Arise + Malaysia) (B872)		■			■	■		European Commission, Directorate-General International Partnerships	723	570	79%	
Mali	■	■	Benin, Côte d'Ivoire, Mali and Uganda: Building Resilient Trade Competitiveness by Fast Tracking the Digital Technology Sector (NTF V) (C154)				■				Ministry of Foreign Affairs of the Netherlands	-	6		
			Burkina Faso et Mali: Création d'emplois équitables et développement durable de microentreprises dans les chaînes de valeur liées au secteur du « lifestyle » (B276)	■			■	■				European Commission, Directorate-General International Partnerships	718	864	120%
			Culture project: Identity Building and Sharing Business Initiative (B542)							■		European Commission, Directorate-General International Partnerships	281	413	147%
											ITF Window 1	1	-	0%	

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus area 2	Focus area 3	Focus area 4	Focus area 5	Focus area 6	Corporate	Funders	Budget 2021 (\$' 000)	Delivery 2021 (\$' 000)	% Delivered
			ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■		European Commission, Directorate-General International Partnerships	83	85	103%
			Fast Tracking Digital Entrepreneurship in Africa - Phase 1 (B898)				■				ITF Window 1	28	44	157%
			Non-tariff measures programme (W1) (B626)	■							ITF Window 1	12	10	84%
			NTF V Programme Coordination (C094)				■				Ministry of Foreign Affairs of the Netherlands	-	12	
			Trade Facilitation (B628)		■						ITF Window 1	63	44	71%
Mauritania	■	■	ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■		European Commission, Directorate-General International Partnerships	83	85	103%
Mauritius		■	Partnership for enhancing export capacity of Africa to China (PEECAC) (C040)	■				■	■		Department of Commerce of Hunan Province China	-	6	
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■							Foreign, Commonwealth and Development Office of the UK	107	87	81%
Mexico			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■			European Commission, Directorate-General International Partnerships	24	34	138%
Micronesia (Federated States of)		■	Micronesia: Coconut Export Strategy (C058)		■	■		■			Federated States of Micronesia Petroleum Corporation	-	43	
Mongolia		■	Cambodia, Lao PDR, Mongolia and Viet Nam: Conversion of ITC e-learning courses into national language versions (C024)				■		■		Deutsche Gesellschaft für Internationale Zusammenarbeit	13	13	99%
Montenegro			CEFTA - Support to regional integration (B973)		■				■		Deutsche Gesellschaft für Internationale Zusammenarbeit	28	17	60%
			AfCTA Export Training Programme for African SMEs (B972)		■						African Export-Import Bank	-	10	
			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■			European Commission, Directorate-General International Partnerships	24	34	138%
			Euromed: Providing trade and market intelligence for better informed decisions (TIFM 2) (A340)	■							European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	68	29	43%
Morocco			Global: Networking and knowledge management for the textile and clothing sector (GTEX) (B451)				■				State Secretariat for Economic Affairs of Switzerland	54	69	129%
			MENATEX Regional: Regional component of the Textiles and Clothing Programme for the MENA region (B696)				■				Swedish International Development Cooperation Agency	43	52	121%
			Morocco: Improving the international competitiveness of the textile and clothing sector (GTEX/MENATEX) (B674)				■				State Secretariat for Economic Affairs of Switzerland	138	207	150%
											Swedish International Development Cooperation Agency	73	64	87%

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus area 2	Focus area 3	Focus area 4	Focus area 5	Focus area 6	Corporate	Funders	Budget 2021 (\$' 000)	Delivery 2021 (\$' 000)	% Delivered	
			SheTrades Morocco (B937)			■	■	■			International Islamic Trade Finance Corporation	173	92	53%	
			Sustainable Investments into Africa (SIA) (B961)					■			Deutsche Gesellschaft für Internationale Zusammenarbeit	-	51		
			Textile and Apparel Network for Africa (TANA) (C027)						■			Deutsche Gesellschaft für Internationale Zusammenarbeit	138	77	55%
Mozambique	■	■	AfCTA Export Training Programme for African SMEs (B972)		■						African Export-Import Bank	-	10		
			Partnership for enhancing export capacity of Africa to China (PEECAC) (C040)	■				■	■		Department of Commerce of Hunan Province China	-	6		
			Partnership for Investment and Growth in Africa (Main Phase) (B340)			■				■		Foreign, Commonwealth and Development Office of the UK	27	44	164%
Myanmar	■	■	Dealing with crises and sustaining project results during crises: the case of Myanmar (C065)							■	ITF Window 1	-	45		
			Myanmar Trade and Investment Project (TIP) (B494)	■	■	■						Foreign, Commonwealth and Development Office of the UK in Burma	600	179	30%
			Myanmar: Inclusive tourism development with focus on Kayah state (consolidation) & Tanintharyi (extension) (NTF IV) (B386)					■				Ministry of Foreign Affairs of the Netherlands	135	195	145%
			Myanmar: Trade-Related Technical Assistance (ARISE+ Myanmar) (B567)							■		European Commission, Directorate-General International Partnerships	642	677	106%
			Myanmar: Upgrading horticulture supply and sustainable tourism to develop business linkages (B566)						■			State Secretariat for Economic Affairs of Switzerland	184	212	115%
			NTF IV Programme Management (B584)						■	■		Ministry of Foreign Affairs of the Netherlands	20	31	155%
			NTF V Programme Coordination (C094)						■			Ministry of Foreign Affairs of the Netherlands	-	17	
Nepal	■	■	GreenToCompete Hubs (B694)					■			ITF Window 1	122	112	91%	
			Nepal Trade-Related Assistance (B731)		■	■	■					European Commission, Directorate-General International Partnerships	1,269	1,269	100%
Nicaragua			Central America: Linking women business enterprises (WBEs) with the global gifts and home decoration market (A314)			■	■	■			European Commission, Directorate-General International Partnerships	24	16	65%	
											ITF Window 1	3	-	0%	
			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)						■			European Commission, Directorate-General International Partnerships	24	34	138%
Niger	■	■	ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■		European Commission, Directorate-General International Partnerships	83	85	103%	
			Non-tariff measures programme (W1) (B626)	■								ITF Window 1	90	76	84%

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus area 2	Focus area 3	Focus area 4	Focus area 5	Focus area 6	Corporate	Funders	Budget 2021 (\$' 000)	Delivery 2021 (\$' 000)	% Delivered	
			Trade Facilitation (B628)		■						ITF Window 1	63	44	71%	
Nigeria		■	AfCTA Export Training Programme for African SMEs (B972)		■						African Export-Import Bank	-	10		
		■	ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■		European Commission, Directorate-General International Partnerships	138	142	103%	
			SheTrades Commonwealth Programme (B578)						■		Foreign, Commonwealth and Development Office of the UK	262	372	142%	
			Trade Training Hub (TTH) (B736)			■					ITF Window 1	33	31	93%	
	North Macedonia		■	CEFTA - Support to regional integration (B973)		■				■		Deutsche Gesellschaft für Internationale Zusammenarbeit	28	17	60%
Pakistan		■	Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)						■		European Commission, Directorate-General International Partnerships	24	34	138%	
		■	Pakistan: Growth for rural advancement and sustainable progress (GRASP) (B466)		■		■	■			European Commission, Directorate-General International Partnerships	9,676	7,134	74%	
			Pakistan: Revenue Mobilisation for Investment and Trade (ReMIT) (B938)		■						ITF Window 1	88	7	8%	
Panama			Pakistan: Revenue Mobilisation for Investment and Trade (ReMIT) (B938)		■						Foreign, Commonwealth and Development Office of the UK	1,500	2,041	136%	
			Central America: Linking women business enterprises (WBEs) with the global gifts and home decoration market (A314)			■	■	■			European Commission, Directorate-General International Partnerships	23	15	65%	
			Central America: Linking women business enterprises (WBEs) with the global gifts and home decoration market (A314)								ITF Window 1	3	-	0%	
Papua New Guinea		■	ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)				■		■		European Commission, Directorate-General International Partnerships	121	180	149%	
			ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)								ITF Window 1	2	-	0%	
		■	Pacific: Entrepreneurship Ecosystem Network Analysis and Mapping to guide entrepreneurship support under UNCDF's Pacific Digital Economy Programme (C077)			■			■			United Nations Capital Development Fund - Fiji	-	9	
			PNG: UK Trade Partnerships Programme (B967)	■	■	■	■	■				Foreign, Commonwealth and Development Office of the UK	244	238	98%
			Programme Management: UK Trade Partnerships Programme (B908)	■			■					Foreign, Commonwealth and Development Office of the UK	66	114	173%
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■								Foreign, Commonwealth and Development Office of the UK	54	43	81%
Peru			GreenToCompete Hubs (B694)						■		ITF Window 1	122	112	91%	
Philippines			Philippines: Trade-Related Assistance (Arise + Philippines) (C007)	■	■			■	■		European Commission, Directorate-General International Partnerships	830	647	78%	
Qatar			Qatar: Export Acceleration Pilot Programme to improve SME competitiveness and market access (Qatar EAP) (B996)				■				Qatar Development Bank	-	208		

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus area 2	Focus area 3	Focus area 4	Focus area 5	Focus area 6	Corporate	Funders	Budget 2021 (\$' 000)	Delivery 2021 (\$' 000)	% Delivered	
Republic of Moldova (the)		■	CEFTA - Support to regional integration (B973)		■				■		Deutsche Gesellschaft für Internationale Zusammenarbeit	28	17	60%	
			Eastern Partnership: Ready to Trade - an EU4Business initiative (B252)				■		■		European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	58	79	136%	
			ITF Window 1									3	4	128%	
			Trade and market intelligence for the Eastern Partnership Countries (B802)	■							European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	138	227	164%	
Rwanda	■	■	AfCTA Export Training Programme for African SMEs (B972)		■						African Export-Import Bank	-	10		
			Alliance for Product Quality in Africa (B928)				■	■			Deutsche Gesellschaft für Internationale Zusammenarbeit	51	51	100%	
			EU-EAC Market Access Upgrade Programme - MARKUP (B383)		■		■		■		European Commission, Directorate-General International Partnerships	892	730	82%	
			Fast Tracking Digital Entrepreneurship in Africa - Phase 1 (B898)				■				ITF Window 1	28	44	157%	
			Global: A pilot approach to enhancing capacity of cooperatives for sustainable coop-to-coop trade (C068)				■				ITF Window 1	-	22		
			Partnership for enhancing export capacity of Africa to China (PEECAC) (C040)	■					■	■		Department of Commerce of Hunan Province China	-	6	
			SheTrades Rwanda (B950)				■	■				Enhanced Integrated Framework	342	461	135%
			Supporting Indian trade and investment for Africa (SITA) (A854)							■		Foreign, Commonwealth and Development Office of the UK	304	315	104%
			Sustainable Investments into Africa (SIA) (B961)							■		Deutsche Gesellschaft für Internationale Zusammenarbeit	-	51	
Saint Kitts and Nevis		■	GreenToCompete Hubs (B694)					■			ITF Window 1	10	9	91%	
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■							Foreign, Commonwealth and Development Office of the UK	54	43	81%	
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	55	101	182%	
			CARIFORUM: UK Trade Partnerships Programme (B900)	■			■				Foreign, Commonwealth and Development Office of the UK	73	81	111%	
			GreenToCompete Hubs (B694)						■			ITF Window 1	61	56	91%
			St. Lucia: Strengthening the institutional infrastructure for export promotion (A332)	■	■	■	■					Export Saint Lucia	104	32	31%
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■								Foreign, Commonwealth and Development Office of the UK	54	43	81%

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus area 2	Focus area 3	Focus area 4	Focus area 5	Focus area 6	Corporate	Funders	Budget 2021 (\$' 000)	Delivery 2021 (\$' 000)	% Delivered		
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	55	101	182%		
			CARIFORUM: UK Trade Partnerships Programme (B900)	■			■					Foreign, Commonwealth and Development Office of the UK	83	92	111%	
			GreenToCompete Hubs (B694)						■			ITF Window 1	10	9	91%	
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■								Foreign, Commonwealth and Development Office of the UK	54	43	81%	
Samoa		■	Pacific: Entrepreneurship Ecosystem Network Analysis and Mapping to guide entrepreneurship support under UNCDF's Pacific Digital Economy Programme (C077)			■		■		United Nations Capital Development Fund - Fiji	-	10				
Sao Tome and Principe	■	■	AfCTA Export Training Programme for African SMEs (B972)		■						African Export-Import Bank	-	10			
Saudi Arabia			Saudi Arabia: Development of dates sector in Medina region (AfTIAS) (B605)				■				International Islamic Trade Finance Corporation	43	45	104%		
Senegal	■	■	ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■		European Commission, Directorate-General International Partnerships	83	85	103%		
			NTF IV Programme Management (B584)				■	■				Ministry of Foreign Affairs of the Netherlands	16	25	155%	
			NTF V Programme Coordination (C094)				■					Ministry of Foreign Affairs of the Netherlands	-	55		
			Senegal: Building Resilient Trade Competitiveness by Fast Tracking the Digital Technology Sector (NTF V) (C153)				■					Ministry of Foreign Affairs of the Netherlands	-	75		
			Senegal: Export development of IT and IT-enabled services (NTF IV) (B390)				■	■				Ministry of Foreign Affairs of the Netherlands	134	174	129%	
			Sénégal: Programme d'appui à la Compétitivité de l'Afrique de l'Ouest (PACAO) (B461)			■	■	■					European Commission, Directorate-General International Partnerships	502	1,798	358%
			SheTrades: Accelerator Programme for women entrepreneurs in the Apparel, Accessories and Home Décor sector (C052)							■			Deutsche Gesellschaft für Internationale Zusammenarbeit	-	51	
			Sustainable Investments into Africa (SIA) (B961)							■			Deutsche Gesellschaft für Internationale Zusammenarbeit	-	51	
			Textile and Apparel Network for Africa (TANA) (C027)					■			Deutsche Gesellschaft für Internationale Zusammenarbeit	138	77	55%		
Serbia			CEFTA - Support to regional integration (B973)		■				■		Deutsche Gesellschaft für Internationale Zusammenarbeit	35	21	60%		
Seychelles		■	Trade Intelligence: UK Trade Partnerships Programme (B906)	■							Foreign, Commonwealth and Development Office of the UK	27	22	81%		

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus area 2	Focus area 3	Focus area 4	Focus area 5	Focus area 6	Corporate	Funders	Budget 2021 (\$' 000)	Delivery 2021 (\$' 000)	% Delivered	
Sierra Leone	■	■	ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■		European Commission, Directorate-General International Partnerships	83	85	103%	
			Mano River: Value Chain Development for Cocoa (NTF IV) (B586)			■	■	■				Ministry of Foreign Affairs of the Netherlands	220	268	122%
			NTF IV Programme Management (B584)				■	■				Ministry of Foreign Affairs of the Netherlands	16	25	155%
			SheTrades West Africa (B610)							■		Korea International Cooperation Agency	294	435	148%
			Sierra Leone: West Africa Competitiveness Programme (B457)		■	■	■			■		United Nations Industrial Development Organization	609	535	88%
Solomon Islands	■	■	Pacific: Entrepreneurship Ecosystem Network Analysis and Mapping to guide entrepreneurship support under UNCDF's Pacific Digital Economy Programme (C077)			■		■		United Nations Capital Development Fund - Fiji	-	9			
Somalia	■	■	Somalia: Economic self-reliance through digital work for displacement affected communities (C019)					■		Ministry of Foreign Affairs of Japan	-	151			
South Africa		■	AfCTA Export Training Programme for African SMEs (B972)		■						African Export-Import Bank	-	28		
			SheTrades: Accelerator Programme for women entrepreneurs in the Apparel, Accessories and Home Décor sector (C052)						■			Deutsche Gesellschaft für Internationale Zusammenarbeit	-	51	
South Sudan	■	■	South Sudan: Jobs Creation and Trade Development (B910)	■	■		■	■			European Commission, Directorate-General International Partnerships	779	626	80%	
			South Sudan: National Export and Investment Strategy (AfCFTA) (C029)		■	■			■			African Export-Import Bank	284	357	126%
Sri Lanka			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■			European Commission, Directorate-General International Partnerships	24	34	138%	
			Sri Lanka: Trade Facilitation for SMEs (B986)		■							Deutsche Gesellschaft für Internationale Zusammenarbeit	328	335	102%
			Sri Lanka: Trade related assistance (A306)		■		■					European Commission, Directorate-General International Partnerships	227	281	124%
			Support Trade Negotiations (B629)		■							ITF Window 1	25	21	84%
State of Palestine		■	Euromed: Providing trade and market intelligence for better informed decisions (TIFM 2) (A340)	■							European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	68	29	43%	
			State of Palestine: Enhancing self-employment of refugees and youth in Gaza through digital channels (C055)						■			Ministry of Foreign Affairs of Japan	-	607	
			State of Palestine: Reform and Development of Markets, Value Chains and Producers' Organizations (B580)	■			■	■				Food and Agriculture Organisation Palestine	106	149	141%

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus area 2	Focus area 3	Focus area 4	Focus area 5	Focus area 6	Corporate	Funders	Budget 2021 (\$' 000)	Delivery 2021 (\$' 000)	% Delivered		
Suriname		■	Caribbean: Development of value added products and intra-regional trade to enhance livelihoods from coconuts II (B407)				■				European Commission, Directorate-General International Partnerships	55	101	182%		
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■								Foreign, Commonwealth and Development Office of the UK	54	43	81%	
Tajikistan		■	Central Asia: Ready4Trade (R4TCA) (B723)		■		■				European Commission, Directorate-General International Partnerships	622	776	125%		
			Culture project: Identity Building and Sharing Business Initiative (B542)					■			European Commission, Directorate-General International Partnerships	281	413	147%		
			ITF Window 1									1	-	0%		
			Global: Networking and knowledge management for the textile and clothing sector (GTEX) (B451)					■				State Secretariat for Economic Affairs of Switzerland	54	69	129%	
			Support Trade Negotiations (B629)			■						ITF Window 1	13	11	84%	
			Tajikistan: Enabling market access for agricultural products through improved food safety system (STDF) (B312)				■	■	■				Standards and Trade Development Facility	145	146	101%
			Tajikistan: Improving the international competitiveness of the textile and clothing sector (GTEX) (B675)				■	■	■	■			State Secretariat for Economic Affairs of Switzerland	316	442	140%
Thailand			Thailand: Trade-Related Assistance (Arise + Thailand) (B873)		■			■	■		European Commission, Directorate-General International Partnerships	795	895	113%		
The Gambia	■	■	ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■		European Commission, Directorate-General International Partnerships	83	85	103%		
			SheTrades Gambia (B751)	Enhanced Integrated Framework									55	74	133%	
				ITF Window 1						■			138	139	101%	
				OPEC Fund for International Development									118	56	48%	
			Support Trade Negotiations (B629)			■						ITF Window 1	25	21	84%	
			The Gambia: Build 4 Good (C028)							■			European Commission, Directorate-General International Partnerships	-	45	
			The Gambia: COVID-19 recovery through digitalisation and market access for women horticulture producers (C022)	Enhanced Integrated Framework							■			-	63	
				ITF Window 1										20	12	62%
				ITF Window 1										-	13	
The Gambia: Jobs, Skills and Finance (JSF) for Women and Youth (B664)				■	■		■			European Commission, Directorate-General International Partnerships	899	1,335	149%			
The Gambia: Localizing SDGs - Improving the livelihoods of vulnerable women and youth around the Senegambia Bridge (C036)						■		■		United Nations Population Fund	-	31				

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus area 2	Focus area 3	Focus area 4	Focus area 5	Focus area 6	Corporate	Funders	Budget 2021 (\$' 000)	Delivery 2021 (\$' 000)	% Delivered
			The Gambia: PBF, Strengthening Sustainable and Holistic Reintegration of Returnees (B786)				■	■			MPTF - Peacebuilding Fund	201	367	183%
			The Gambia: Strengthening community coping mechanisms to mitigate risks of conflicts and reduce climate-related tensions (B945)					■			MPTF - Peacebuilding Fund	270	379	141%
			The Gambia: Youth empowerment project (YEP) (B179)		■		■	■			European Commission, Directorate-General International Partnerships	1,729	2,607	151%
											ITF Window 1	15	-184	-1229%
Timor-Leste	■	■	Pacific: Entrepreneurship Ecosystem Network Analysis and Mapping to guide entrepreneurship support under UNCDF's Pacific Digital Economy Programme (C077)			■		■			United Nations Capital Development Fund - Fiji	-	9	
			Support Trade Negotiations (B629)		■							ITF Window 1	25	21
Togo	■	■	ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■		European Commission, Directorate-General International Partnerships	83	85	103%
Tonga		■	Pacific: Entrepreneurship Ecosystem Network Analysis and Mapping to guide entrepreneurship support under UNCDF's Pacific Digital Economy Programme (C077)			■		■			United Nations Capital Development Fund - Fiji	-	9	
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	55	101	182%
			GreenToCompete Hubs (B694)					■			ITF Window 1	10	9	91%
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■								Foreign, Commonwealth and Development Office of the UK	54	43
Tunisia			AfCFTA: Identifying sustainable regional value chains at continental scale (C087)	■							European Commission, Directorate-General International Partnerships	-	227	
			AfCTA Export Training Programme for African SMEs (B972)		■						African Export-Import Bank	-	10	
			Alliance for Product Quality in Africa (B928)				■	■			Deutsche Gesellschaft für Internationale Zusammenarbeit	51	51	100%
			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■			European Commission, Directorate-General International Partnerships	24	34	138%
			Euromed: Providing trade and market intelligence for better informed decisions (TIFM 2) (A340)	■							European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	77	33	43%
			Global: Networking and knowledge management for the textile and clothing sector (GTEX) (B451)				■				State Secretariat for Economic Affairs of Switzerland	54	69	129%
			MENATEX Regional: Regional component of the Textiles and Clothing Programme for the MENA region (B696)				■				Swedish International Development Cooperation Agency	43	52	121%

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus area 2	Focus area 3	Focus area 4	Focus area 5	Focus area 6	Corporate	Funders	Budget 2021 (\$' 000)	Delivery 2021 (\$' 000)	% Delivered
			Sustainable Investments into Africa (SIA) (B961)					■			Deutsche Gesellschaft für Internationale Zusammenarbeit	-	51	
			Textile and Apparel Network for Africa (TANA) (C027)					■			Deutsche Gesellschaft für Internationale Zusammenarbeit	138	77	55%
			Tunisia: E-Commerce for Women Entrepreneurs (B971)				■	■			World Bank	137	146	106%
			Tunisia: Improving the international competitiveness of the textile and clothing sector (GTEX/MENATEX) (B672)					■			State Secretariat for Economic Affairs of Switzerland	346	353	102%
											Swedish International Development Cooperation Agency	83	268	323%
Turkey			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■			European Commission, Directorate-General International Partnerships	24	34	138%
Turkmenistan		■	Central Asia: Developing entrepreneurial skills and providing access to international market to lifestyle sector artisans, micro-producers (Ethical Fashion Initiative) (C084)					■			United Nations Educational, Scientific and Cultural Organization - Almaty Cluster Office	-	14	
			Central Asia: Ready4Trade (R4TCA) (B723)		■		■				European Commission, Directorate-General International Partnerships	622	776	125%
			AfCTA Export Training Programme for African SMEs (B972)		■						African Export-Import Bank	-	10	
			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	-	6	
			Culture project: Identity Building and Sharing Business Initiative (B542)					■			European Commission, Directorate-General International Partnerships	321	472	147%
											ITF Window 1	1	-	0%
			EU-EAC Market Access Upgrade Programme - MARKUP (B383)		■		■		■		European Commission, Directorate-General International Partnerships	892	730	82%
Uganda	■	■	NTF IV Programme Management (B584)				■	■			Ministry of Foreign Affairs of the Netherlands	16	25	155%
			NTF V Programme Coordination (C094)				■				Ministry of Foreign Affairs of the Netherlands	-	12	
			Partnership for enhancing export capacity of Africa to China (PEECAC) (C040)	■				■	■		Department of Commerce of Hunan Province China	-	6	
			Supporting Indian trade and investment for Africa (SITA) (A854)						■		Foreign, Commonwealth and Development Office of the UK	304	315	104%
			Uganda: Export development of IT and IT-enabled services (NTF IV) (B387)				■	■			Ministry of Foreign Affairs of the Netherlands	225	400	178%
			Uganda: Handicraft and Souvenir Development Project (HSDP) (B764)			■	■	■			Enhanced Integrated Framework	111	162	146%

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus area 2	Focus area 3	Focus area 4	Focus area 5	Focus area 6	Corporate	Funders	Budget 2021 (\$' 000)	Delivery 2021 (\$' 000)	% Delivered		
			Uganda: Youth Startup Academy in Africa (C026)				■	■			ITF Window 1 (BDF)	54	48	89%		
Ukraine			Eastern Partnership: Ready to Trade - an EU4Business initiative (B252)				■		■		European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	72	98	136%		
											ITF Window 1	4	5	128%		
			Trade and market intelligence for the Eastern Partnership Countries (B802)	■								European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations	111	181	164%	
			Ukraine: Linking SMEs in the fruit and vegetables industry to global and domestic value chains (A303)		■		■					Swedish International Development Cooperation Agency	35	125	354%	
			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	-	411		
										ITF Window 1 (BDF)	-	7				
United Republic of Tanzania (the)	■	■	COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)	■	■	■					Common Market for Eastern & Southern Africa (COMESA)	108	43	40%		
			EU-EAC Market Access Upgrade Programme - MARKUP (B383)		■		■		■			European Commission, Directorate-General International Partnerships	892	730	82%	
			Fast Tracking Digital Entrepreneurship in Africa - Phase 1 (B898)				■					ITF Window 1	32	50	157%	
			Global: A pilot approach to enhancing capacity of cooperatives for sustainable coop-to-coop trade (C068)				■					ITF Window 1	-	22		
			Supporting Indian trade and investment for Africa (SITA) (A854)								■		Foreign, Commonwealth and Development Office of the UK	304	315	104%
			Tanzania: Developing the Beekeeping Value Chain (B924)				■	■			■		Enabel – Agence Belge de développement	-	7	
			Tanzania: Kigoma Joint Programme under UNDAF II (B727)						■	■			MPTF - MDG Achievement Fund	148	394	266%
Uruguay			SheTrades Latin America: Supporting women businesses' transition towards the post COVID digital age (B999)					■			ITF Window 1	75	12	16%		
Uzbekistan		■	Central Asia: Ready4Trade (R4TCA) (B723)		■		■				European Commission, Directorate-General International Partnerships	622	776	125%		
			Culture project: Identity Building and Sharing Business Initiative (B542)						■			European Commission, Directorate-General International Partnerships	301	442	147%	
											ITF Window 1	1	-	0%		
			Uzbekistan: Facilitating the Process of Accession to the WTO (B915)		■						European Commission, Directorate-General for Trade	553	846	153%		
Vanuatu		■	ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)				■		■		European Commission, Directorate-General International Partnerships	398	593	149%		

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus area 2	Focus area 3	Focus area 4	Focus area 5	Focus area 6	Corporate	Funders	Budget 2021 (\$' 000)	Delivery 2021 (\$' 000)	% Delivered		
											ITF Window 1	6	-	0%		
			Pacific: Entrepreneurship Ecosystem Network Analysis and Mapping to guide entrepreneurship support under UNCDF's Pacific Digital Economy Programme (C077)			■		■			United Nations Capital Development Fund - Fiji	-	9			
Viet Nam			Cambodia, Lao PDR, Mongolia and Viet Nam: Conversion of ITC e-learning courses into national language versions (C024)				■		■		Deutsche Gesellschaft für Internationale Zusammenarbeit	13	13	99%		
			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)						■			European Commission, Directorate-General International Partnerships	34	47	138%	
			GreenToCompete Hubs (B694)							■		ITF Window 1	122	112	91%	
			Non-tariff measures programme (W1) (B626)	■								ITF Window 1	75	63	84%	
			Systematic Mechanism for Safer Trade (SYMST) (B695)	■		■	■	■					European Commission, Directorate-General International Partnerships	261	131	50%
			Trade Facilitation (B628)			■							ITF Window 1	63	44	71%
			Vietnam: Trade Policy and Promotion Project (B888)			■							State Secretariat for Economic Affairs of Switzerland	553	314	57%
Zambia	■	■	ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)				■		■		European Commission, Directorate-General International Partnerships	121	180	149%		
											ITF Window 1	2	-	0%		
			COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)	■	■	■							Common Market for Eastern & Southern Africa (COMESA)	124	50	40%
			Fast Tracking Digital Entrepreneurship in Africa - Phase 1 (B898)				■						ITF Window 1	28	44	157%
			Partnership for enhancing export capacity of Africa to China (PEECAC) (C040)	■						■	■		Department of Commerce of Hunan Province China	-	6	
			Partnership for Investment and Growth in Africa (Main Phase) (B340)				■				■		Foreign, Commonwealth and Development Office of the UK	27	44	164%
			SheTrades Zambia (B785)						■		Enhanced Integrated Framework	12	18	157%		
Zimbabwe		■	AfCTA Export Training Programme for African SMEs (B972)		■						African Export-Import Bank	-	10			
			COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)	■	■	■						Common Market for Eastern & Southern Africa (COMESA)	108	43	40%	
			Programme Management: UK Trade Partnerships Programme (B908)	■			■						Foreign, Commonwealth and Development Office of the UK	66	114	173%
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■									Foreign, Commonwealth and Development Office of the UK	54	43	81%
			Zimbabwe: UK Trade Partnerships Programme (B907)	■			■	■					Foreign, Commonwealth and Development Office of the UK	336	274	81%

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus area 2	Focus area 3	Focus area 4	Focus area 5	Focus area 6	Corporate	Funders	Budget 2021 (\$' 000)	Delivery 2021 (\$' 000)	% Delivered	
Africa			Alliances for Action Service Centre (Core Network) (C032)				■				ITF Window 1	66	59	89%	
			Implementation of the African Trade Observatory within the AUC (B353)	■	■				■		European Commission, Directorate-General International Partnerships	1,037	1,357	131%	
			ITC's contribution to the AfCFTA (B942)							■		ITF Window 1	100	103	103%
			ONE TRADE AFRICA: Connecting the African business community with the AfCFTA (C088)							■		ITF Window 1	-	313	
			SheTrades: Empowering Women in the African Continental Free Trade Area (AfCFTA) (B832)						■			Deutsche Gesellschaft für Internationale Zusammenarbeit	277	325	118%
			Trade Promotion between China and other Developing Countries along the Belt and Road Initiative (B568)	■						■		Ministry of Commerce of China	153	187	122%
Asia and the Pacific			Alliances for Action Service Centre (Core Network) (C032)				■				ITF Window 1	68	61	89%	
			Trade Promotion between China and other Developing Countries along the Belt and Road Initiative (B568)	■					■		Ministry of Commerce of China	153	187	122%	
Latin America and the Caribbean			Alliances for Action Service Centre (Core Network) (C032)				■				ITF Window 1	66	59	89%	
Global			Alliances for Action: Coffee Guide (B930)				■				ITF Window 1	-	6		
											ITF Window 1	-	59		
			Benchmarking Platform Update (B891)			■	■					ITF Window 1	194	194	100%
			Business Development Fund (BDF 2021) (C034)							■		ITF Window 1 (BDF)	400	-	0%
			Business, trade and market intelligence: SME Competitiveness Survey and Outlook (C120)	■								ITF Window 1	-	39	
			Business, trade and market intelligence: Trade for Sustainable Development (T4SD) database (C122)						■			ITF Window 1	-	40	
			Collecting data on women in extra-EU services trade in selected EU Member States (B922)	■					■			European Commission, Directorate-General for Trade	57	38	66%
			Corporate Data Management System (C039)								■	ITF Window 1	894	628	70%
			CRM (B852)								■	ITF Window 1	189	19	10%
			DCP Partnership and Coordination (B650)								■	ITF Window 1	260	141	54%
			DEI Coordination and Innovation Fund (B647)								■	ITF Window 1	200	202	101%
			DMD Partnership & Coordination (B620)								■	ITF Window 1	25	18	71%
			DMD/TMI Core Staff (B849)	■								ITF Window 1	204	210	103%
			E-commerce (C136)				■					ITF Window 1	-	6	

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus area 2	Focus area 3	Focus area 4	Focus area 5	Focus area 6	Corporate	Funders	Budget 2021 (\$' 000)	Delivery 2021 (\$' 000)	% Delivered
			Economic Partnership Agreements (EPAs) worldwide and rules of origin (B725)	■							National Graduate Institute for Policy Studies	41	148	360%
			E-Learning (B648)	■							ITF Window 1	108	115	107%
			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■			European Commission, Directorate-General International Partnerships	15	20	138%
			E-solutions (B636)				■				ITF Window 1	350	321	92%
			Export Potential Map (A341)	■							Boston Consulting Group - Greece	2	3	149%
		Centre for the Promotion of Imports from Developing Countries, Netherlands (the)									28	29	102%	
		China Council for the Promotion of International Trade – Hengshui Training Center									11	18	157%	
		International Labour Organization									69	83	121%	
		Ministère de l'Économie et de l'Innovation du Québec									-	8		
		Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States									-	20		
		Revolving Fund MAR									9	14	154%	
			Export strategy design and management (B630)		■						ITF Window 1	415	479	115%
			Fellowship: Mo Ibrahim Foundation (B203)							■	Mo Ibrahim Foundation	79	171	217%
			Fibre, Clothing, Textiles: Developing a more resilient and fairer post COVID-19 value chain governance structure for T+C (C033)				■				ITF Window 1	96	68	71%
			Global Trade Helpdesk (Coordination and Staff) (C031)	■							ITF Window 1	100	102	102%
			Global: Development of innovative e-commerce support (C075)				■				United States Agency for International Development	-	14	
			Global: Support for Innovative Methods and Tools (understanding NTMs and accessing e-Commerce) (B678)	■			■				United States Agency for International Development	24	36	149%
			Green Trade (C135)	■	■	■		■		■	ITF Window 1	-	83	
			GreenToCompete (G2C) (C041)		■			■			ITF Window 1	500	498	100%
			I 4 IMPACT (AIM): Improving institutional performance for SME internationalization (B633)			■					ITF Window 1	655	593	91%
			Improving transparency in trade through embedded market analysis tools (B352)	■							TradeMalta	10	5	44%

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus area 2	Focus area 3	Focus area 4	Focus area 5	Focus area 6	Corporate	Funders	Budget 2021 (\$' 000)	Delivery 2021 (\$' 000)	% Delivered							
			Improving transparency in trade through market analysis tools as a global public good (B336)	■							European Commission, Directorate-General International Partnerships	910	796	87%							
			Inclusive trade: SheTrades initiative (C131)					■			ITF Window 1	-	17								
			Inclusive trade: Youth and Trade initiative (C132)					■			ITF Window 1	-	48								
			Information Technology Services & Support (B625)							■	ITF Window 1	601	474	79%							
			Innovation Lab (B788)							■	ITF Window 1	200	175	87%							
			Investment Facilitation for Development (B929)		■						Ministry of Commerce of China	207	164	79%							
			Managing for impact and results: Data Management initiative (C143)							■	ITF Window 1	-	18								
			Managing for impact and results: DCP/OD Partnership, coordination and business development (C140)							■	ITF Window 1	-	16								
			Managing for impact and results: Information Technology (C138)							■	ITF Window 1	-	65								
			MLS-SCM Revolving Fund (B189)				■				Revolving Fund MLS-SCM	138	80	58%							
			New ITC website (B824)							■	ITF Window 1	709	322	45%							
			NY Office (B624)							■	ITF Window 1	120	97	81%							
			OED Cabinet (B623)							■	ITF Window 1	250	11	4%							
			Quality and SPS standards (B427)		■						ITF Window 1	306	293	96%							
			RBM (B622)							■	ITF Window 1	120	124	103%							
			RESI High Skills (B839)					■			ITF Window 1	50	34	68%							
			SEC Revolving Fund (B190)				■				The Swiss Platform for Sustainable Cocoa	-	10								
			SheTrades (B641)					■			ITF Window 1	472	458	97%							
			SheTrades and Mary Kay (B957)					■			Mary Kay Foundation	211	288	137%							
			SheTrades and UPS (B956)					■			UPS Foundation	35	386	1116%							
			SheTrades Connect (Japan) (B516)					■			Ministry of Foreign Affairs of Japan	17	27	157%							
			SheTrades Coordination (B642)					■			ITF Window 1	90	91	101%							
			SheTrades: Trade Impact Group - WTO (C056)					■			European Commission, Directorate-General for Trade	-	54								
			SME Competitiveness Survey and Outlook (B631)	■							ITF Window 1	1,000	937	94%							
			Support Trade Negotiations (B629)		■						ITF Window 1	100	84	84%							

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus area 2	Focus area 3	Focus area 4	Focus area 5	Focus area 6	Corporate	Funders	Budget 2021 (\$' 000)	Delivery 2021 (\$' 000)	% Delivered	
			Supportive business ecosystem: Institutions and supporting ecosystems (C130)			■					ITF Window 1	-	26		
			Sustainable and resilient value chains (C133)				■				ITF Window 1	-	10		
			TIS Revolving Fund / E-learning (B155)	■							Revolving Fund TS	-	80		
			Trade competitiveness: Piloting artificial intelligence to automate the analysis of trade-related policies and projects (C080)		■						ITF Window 1	-	118		
			Trade for Sustainable Development (T4SD) - Database (B645)					■			ITF Window 1	750	751	100%	
			Trade for Sustainable Development (T4SD) (B036)								Deutsche Gesellschaft für Internationale Zusammenarbeit	29	123	426%	
												European Commission, Directorate-General for Trade	164	195	119%
												Fédération Européenne des Fabricants d'Aliments Composés	-	12	
												Finance in Motion	51	74	145%
									■			State Secretariat for Economic Affairs of Switzerland	346	257	74%
												Stichting IDH Sustainable Trade Initiative	-	11	
												Sustainable Agriculture Initiative	33	44	134%
												United Nations Conference on Trade and Development	-	10	
												United States Agency for International Development	104	145	140%
			Trade in services (B026)		■						Ministry of Commerce of China	138	58	42%	
			Trade in services (B632)		■						ITF Window 1	100	12	12%	
			TS Revolving Fund (B205)			■					Revolving Fund TS	-	70		
			UN-SWAP 2.0 (B962)							■	ITF Window 1	192	190	99%	
			Youth & Trade: Entrepreneurship and Employability (B840)					■			ITF Window 1	425	366	86%	
Regional/Global			Associate expert - SheTrades (B825)					■			Federal Ministry for Economic Cooperation and Development of Germany	108	164	152%	
			Associate expert External Relations (C006)							■	Federal Ministry for Economic Cooperation and Development of Germany	50	139	281%	
			Associate expert - Strengthening TISIs (B886)			■					China Scholarship Council	38	50	130%	

Country / Region	LDCs	Priority countries	Project Title	Focus area 1	Focus area 2	Focus area 3	Focus area 4	Focus area 5	Focus area 6	Corporate	Funders	Budget 2021 (\$' 000)	Delivery 2021 (\$' 000)	% Delivered
			Associate expert - Sector and Enterprise Competitiveness (C030)				■				Ministry of Foreign Affairs and International Cooperation of Italy	92	159	173%
			Associate expert - E-solutions (B800)				■				Federal Ministry for Economic Cooperation and Development of Germany	75	109	145%
			Associate Expert - Sector and Enterprise Competitiveness (B947)				■				Centre for the Promotion of Imports from Developing Countries, Netherlands (the)	98	138	142%
			Associate Expert - Sustainable and Inclusive Value Chains (B948)					■			Centre for the Promotion of Imports from Developing Countries, Netherlands (the)	90	141	157%
			Associate Expert - Sustainable and Inclusive Value Chains (C009)					■			Department for External Economic Relations of Finland	53	132	250%
			Associate Expert: Trade facilitation and policy for business (B699)		■						Federal Ministry for Economic Cooperation and Development of Germany	13	13	103%
			Associate Expert - Office for Latin America and the Caribbean (C053)				■	■		■	Ministry of Foreign Affairs of Japan	132	158	120%
			Secundee from Republic of Korea (C051)	■							Public Procurement Service of the Republic of Korea	-	251	
			Secundee from Republic of Korea (B985)				■				Ministry of SMEs and Startups of the Republic of Korea	221	285	129%

ITC is grateful for contributions to the ITC Trust Fund Window 1 (ITF Window 1) in 2021 from Canada, Finland, Germany, Iceland, India, Ireland, Norway, Sweden and Switzerland.

Annex II: ITC's direct contribution to SDG monitoring

10 REDUCED INEQUALITIES



Goal 10: Reduce inequality within and among countries

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

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

17 PARTNERSHIPS FOR THE GOALS



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

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

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

Target 17.11: Significantly increase the exports of developing countries, in particular with a view to doubling the least developed countries' share of global exports by 2021

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

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

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

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

ITC reports

Report recipients	Type	Link	Description of the content
All funders, member states, general public (Public information available online to all)	Strategic Plan (every 4 years)	https://intracen.org/about-us/governance/corporate-documents/strategic-plan-2022-2025	ITC’s Strategic Plan sets out our understanding of the drivers that will shape the future of trade and international business, identifies the approach we will take within the strategic context, and highlights our priorities in providing integrated solutions for our clients in the mid-term.
	Operational Plan (annual)	https://intracen.org/about-us/governance/corporate-documents/itc-operational-plan	The ITC Operational Plan establishes annual performance targets and specifies the resources needed to achieve results on an annual basis. As the name suggests, it operationalizes the ITC Strategic Plan by specifying concrete actions and milestones to meet the organization’s commitments to clients, partners, governments and funders.
	CCITF reports (bi-annual – they speak directly to the Operational Plan)	Consultative committee on ITC Trust fund (intracen.org)	The CCITF reports (bi-annual) present ITC’s financial and development results performance for the half and full year, comparing them with the targets that were set in the Operational Plan.
	Bi-annual or annual proposed programme plan and programme performance report, proposed programme budget and performance against the previous budget.	Proposed programme budget for 2021 a 75 6(Sect.13) E.pdf (intracen.org)	Proposed programme plan, budget and performance against the previous plan, budget submitted to the UN/WTO. In the Annex it contains a summary of follow-up action taken to implement relevant recommendations of the oversight bodies
	Supplementary information Proposed programme budget for 2021	A_75_6 (Sect.13)_Add.1.pdf	This plan and report are submitted to the UN and WTO budget submission. It is mandatory and has a template defined by ITC’s parent bodies.
	Annual financial report	Financial reports (intracen.org)	ITC’s financial statements. This report called in full “Financial report and audited financial statements” also includes the Report of the Board of Auditors – see below.
	ITC contribution to the CEB report: “ Budgetary and financial situation of the organizations of the United Nations system ”	https://unsceb.org/A-75-373	It is a UN-mandatory report with a defined template Report of the United Nations System Chief Executives Board for Coordination on the budgetary and financial situation of the organizations of the United Nations system, to which ITC contributes with its own organisational data as required.
	ITC Annual Report	Annual report (intracen.org)	The Annual Report offers a comprehensive review of the organization’s activities and detailed information on the results and effectiveness of our work during the year. It is submitted to the JAG, and also distributed to a wider public.
	JAG report	The Joint Advisory Group (JAG) 55th session (intracen.org)	A written report on the JAG meeting, reviewing statements and points raised or commented on by the JAG members, as well as contributions pledged. It is prepared in six languages. The Report of the JAG is submitted to the governing bodies of WTO and UNCTAD by the Chairperson of the JAG; i.e., to the UNCTAD Trade and Development Board and to the WTO Committee on Trade and Development.
	Bi-annual reports to IATI	https://d-portal.org/ctrack.html?reporting_ref=XM-DAC-45001#view=main	ITC publishes the IATI data for all TRTA projects with budgets/delivery above \$500,000, which together represent approximately 90% of its extrabudgetary planned delivery. The data can be accessed through IATI’s d-portal. ITC’s own IATI data visualisation website is under development.

Report recipients	Type	Link	Description of the content
	Annual reporting to the OECD Development Assistance Committee (DAC) to contribute to the DAC ODA statistical database		ITC reports the commitments and disbursements data on Aid for Trade flows to the OECD-DAC Creditor Reporting System (CRS).
	Contributions to a range of UN-system wide reports of the Secretary General,		Regular contributions to the reports, e.g. on LDCs, Financing for Development, QCPR, Funding Compact etc.
	Information on ITC's website, Twitter, Facebook, Instagram etc.		Wide range of information. Many links have been provided in the text of this CCITF report.
In addition: For W1 funders	Annual review meetings		The agenda of meetings / information provided is customized to the respective W1 funders' interests.
	Ad-hoc information sharing / meetings as per the W1 funders' requests		
In addition: For W2 funders	Project-specific plans and reports / news-updates as agreed in the W2 grant agreements		

Oversight reports

Report recipients	Type	Link	Description of the content
All funders, member states, general public (Information available online for all)	ITC Board of Auditor reports (UN external auditors – when published, this document comes together with the ITC financial statement, see above)	2020 - Financial report and audited financial statements.pdf (intracen.org)	Financial statements and the auditor's report (usually published in July of the following year)
	OIOS audit reports	https://oios.un.org/audit-reports (please enter 'ITC' as the entity)	OIOS is the internal oversight body of the UN Secretariat, operationally independent under the authority of the Secretary General. It is mandated to perform internal audits, evaluations, inspections and investigations, and can initiate, carry out work and report on any topics that it considers falling within its purview.
	OIOS evaluation reports	https://oios.un.org/inspection-evaluation-reports (please enter 'ITC' as the entity)	
	JIU reports (UN-system wide external reports. Topical information on ITC, among other agencies)	https://www.unjiu.org/content/reports	ITC is a participating entity of the Joint Inspection Unit (JIU), an external oversight body that answers to the UN General Assembly. The JIU is mandated to perform inspections and evaluations and is charged with helping to improve management and coordination of those UN organizations that have accepted its purview. It conducts system-wide reviews on specific management and governance topics.
	IEU – ITC independent evaluation unit reports, including the annual evaluation synthesis report	Evaluation (intracen.org)	ITC's own Independent Evaluation Unit (IEU) promotes learning and accountability through objective and independent assessments of ITC's project, programme and functional performance in achieving the strategic objectives of ITC. Through its Annual Evaluation Synthesis report, the IEU provides a consolidated view of organization-wide risk and success factors in achieving programmatic results at outcome levels, along with key learning points and recommendations for improvement.

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

Street address: ITC
54-56, rue de Montbrillant
1202 Geneva, Switzerland

Postal address: ITC
Palais des Nations
1211 Geneva 10, Switzerland

Telephone: +41 22 730 0111

Fax: +41 22 733 4439

E-mail: itcreg@intracen.org

Internet: <http://www.intracen.org>

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

