
REPORT TO THE CONSULTATIVE COMMITTEE OF THE ITC TRUST FUND

(1 JANUARY – 30 JUNE 2021)

ITC mission:

To enhance inclusive and sustainable growth and development in developing countries, especially least developed countries, and countries with economies in transition through improving the international competitiveness of MSMEs.

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CONSULTATIVE COMMITTEE
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Foreword

ITC is pleased to submit the 2021 mid-year report to the Consultative Committee of the ITC Trust Fund (CCITF). The report contains information on ITC's budgets, delivery and performance, covering the period of 1 January to 30 June 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 and gives an account of ITC's mid-year performance against the targets set in the Operational Plan 2021, as well as updates on ITC's risk profile.

ITC's implementation of Strategic Plan 2018-2021 will end this year. We have tracked our results in the CCITF and Annual Reports since 2018 and are preparing a specific summary report on the achievements during the entire Strategic Plan period, to be shared at the end of this year. We have also engaged in developing the new strategic plan for 2022-2025, which will be finalized by the end of the year.

At mid-year 2021, ITC had received \$37.9 million of cash contributions from extrabudgetary funders, had signed \$20.9 million worth of new grant agreements, and had delivered \$58 million of extrabudgetary technical assistance. Despite the prolonged pandemic, delivery was at a higher level than at mid-year 2020, against a higher XB budget of \$100 million.

COVID-19 has continued to affect ITC operations, through uncertainty, impediments to operations and the challenges it has created for our clients. We have also faced new challenges in the first half of 2021, with deteriorating security situations in some priority countries such as Afghanistan, Myanmar, or Mali. Despite the difficult conditions in the field, ITC managed to improve operations or facilitate international business transactions of over 7 thousand MSMEs by the end of June 2021.

Development priorities that emerged last year continue to be high-up on our agenda – inclusive and environmentally sustainable recovery and increased resilience. Our flagship report, [the SME Competitiveness Outlook 2021](#), *Empowering the Green Recovery* applies the lessons of the pandemic to pathways for tackling climate change and fostering resilient and sustainable MSMEs. Our Green2Compete initiative and our institutional support network, the Green2Compete hubs, support MSMEs in developing countries to acquire the resources, expertise, and networks for developing a competitive advantage by going green. Digital empowerment is another important area of ITC's work. We strive to ensure equal access to new technologies for MSMEs, women and youth entrepreneurs, and rural farmers. At the same time, we work to increase investment in women's economic empowerment, especially through our SheTrades initiative that continues to drive the growth of women led MSMEs.

We have strengthened our partnerships, including through better integration of our operations with the UN Resident Coordinator system, we have progressed in the delivery of our 2021 milestones, and we have continued to manage our risks. This report provides a wealth of information in its tables, narrative and hyperlinks to more detailed sources of 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

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 30 June 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 June 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-Jun 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 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 the first half of 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 agreements.

Table 1: XB funding received in 2020 and from 1 Jan to 30 Jun 2021, in \$ thousand

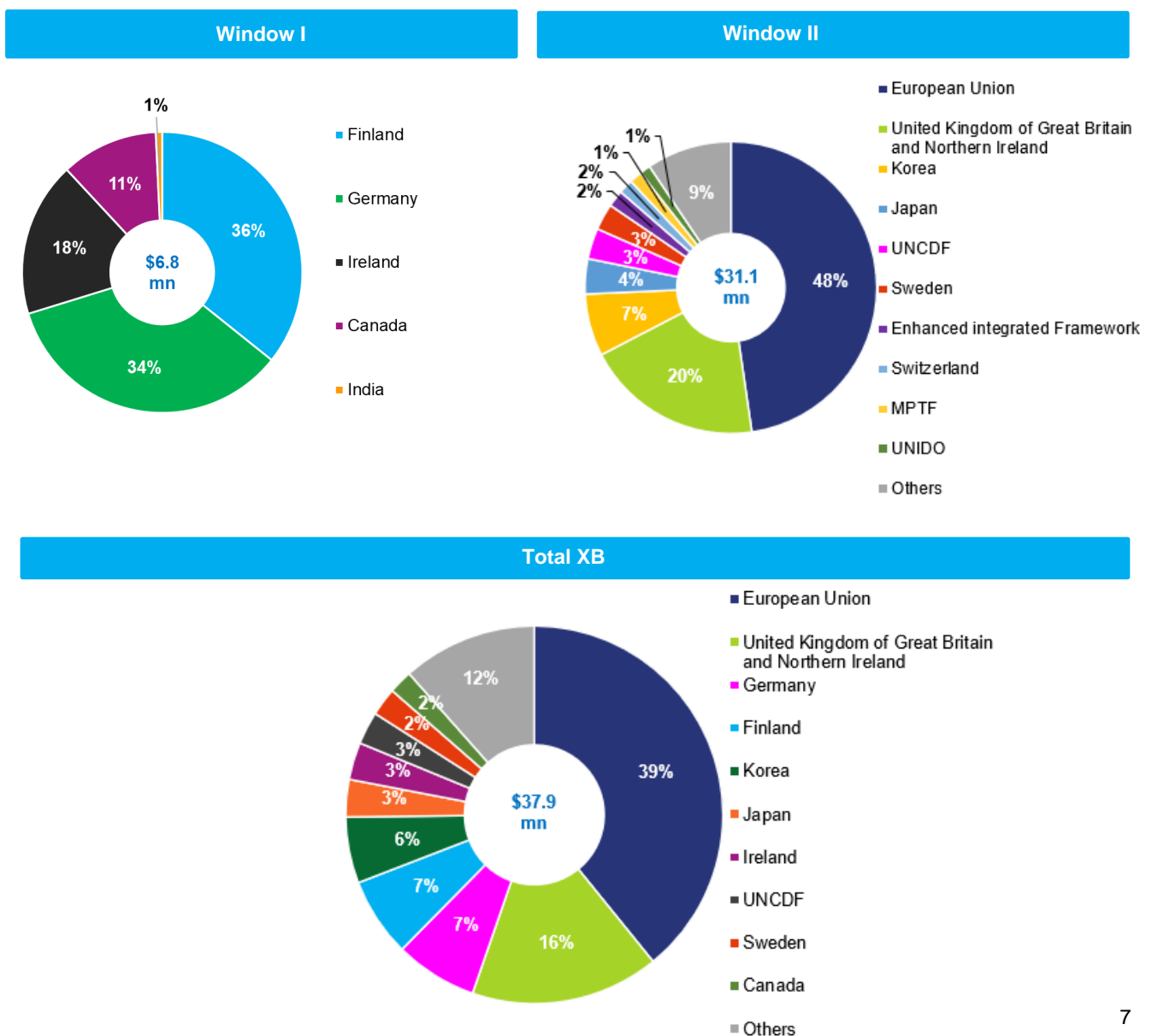
Funders	Jan - Dec 2020 (\$ '000)			Jan - Jun 2021 (\$ '000)		
	Window I	Window II	Total	Window I	Window II	Total
Governments and national development agencies	16,441	27,454	43,895	6,793	12,448	19,241
Australia	-	47	47	-	-	-
Bhutan	-	-	-	-	56	56
Canada	682	12	694	760	8	769
Chile	50	-	50	-	-	-
China	-	658	658	-	-	-
Curaçao	-	285	285	-	-	-
Denmark	5,514	-	5,514	-	-	-
Finland	648	177	825	2,427	140	2,568
France	-	230	230	-	135	135
Germany	2,205	3,188	5,393	2,345	333	2,678
Iceland	100	-	100	-	-	-
India	50	-	50	50	-	50

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: <http://www.intracen.org/itc/about/working-with-itc/corporate-documents/financial-reports/>

Funders	Jan - Dec 2020 (\$ '000)			Jan - Jun 2021 (\$ '000)		
	Window I	Window II	Total	Window I	Window II	Total
Governments and national development agencies	16,441	27,454	43,895	6,793	12,448	19,241
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
Micronesia	-	-	-	-	180	180
Netherlands (the)	-	2,615	2,615	-	196	196
Norway	1,697	-	1,697	-	-	-
Qatar Development Bank	-	-	-	-	327	327
Sweden	4,402	1,551	5,953	-	914	914
Switzerland	-	3,844	3,844	-	497	497
United Kingdom of Great Britain and Northern Ireland	-	12,996	12,996	-	6,126	6,126
United States	-	318	318	-	175	175
International organizations including financial institutions, partnerships and funds, regional organisations, UN system and related	-	74,165	74,165	-	17,764	17,764
African Export Import Bank	-	555	555	-	-	-
Enhanced integrated Framework	-	660	660	-	574	574
European Union	-	69,552	69,552	-	14,844	14,844
FAO	-	-	-	-	51	51
ILO	-	-	-	-	102	102
International Islamic Trade Finance Corporation	-	290	290	-	-	-
MPTF	-	1,133	1,133	-	441	441
OPEC Fund for International Development	-	350	350	-	-	-
UEMOA	-	254	254	-	-	-
UNESCO	-	-	-	-	57	57
UNIDO	-	237	237	-	370	370
UNCDF	-	971	971	-	1,061	1,061
UN-OHRLLS	-	-	-	-	20	20
World Bank	-	163	163	-	244	244
Academia, training and research institutions, non-profit organizations, and businesses	-	1,967	1,967	-	744	744
AMC Ernst & Young	-	33	33	-	-	-
Boston consulting group	-	3	3	-	-	-
Chocolats Halba/ Coop Genossenschaft	-	265	265	-	281	281
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	-	24	24
Norwegian Refugee Council	-	468	468	-	206	206
Physikalisch-Technische Bundesanstalt (PTB)	-	40	40	-	-	-
SHI	-	-	-	-	25	25
Swisscontact	-	139	139	-	-	-
UPS foundation	-	392	392	-	-	-

Business support organizations	-	248	248	-	61	61
ChileCame	-	70	70	-	-	-
China Council for the Promotion of International Trade	-	16	16	-	-	-
Enterprise Greece	-	17	17	-	6	6
FEFAC	-	6	6	-	30	30
New Zealand Trade and Enterprise	-	12	12	-	-	-
PromPeru	-	20	20	-	-	-
Spirit Slovenia	-	12	12	-	-	-
Sustainable Agriculture Initiative (SAI Platform)	-	72	72	-	25	25
Swiss Platform for Sustainable Cocoa	-	11	11	-	-	-
Switzerland Global Enterprises	-	13	13	-	-	-
Revolving funds	-	282	282	-	102	102
Total XB funding received	16,441	104,116	120,557	6,793	31,118	37,911

Figure 1: Funder contributions to W1 and W2 of the ITC Trust Fund as of 30 June 2021



2. Delivery of technical assistance in Jan-Jun 2021

2.1 Budget overview

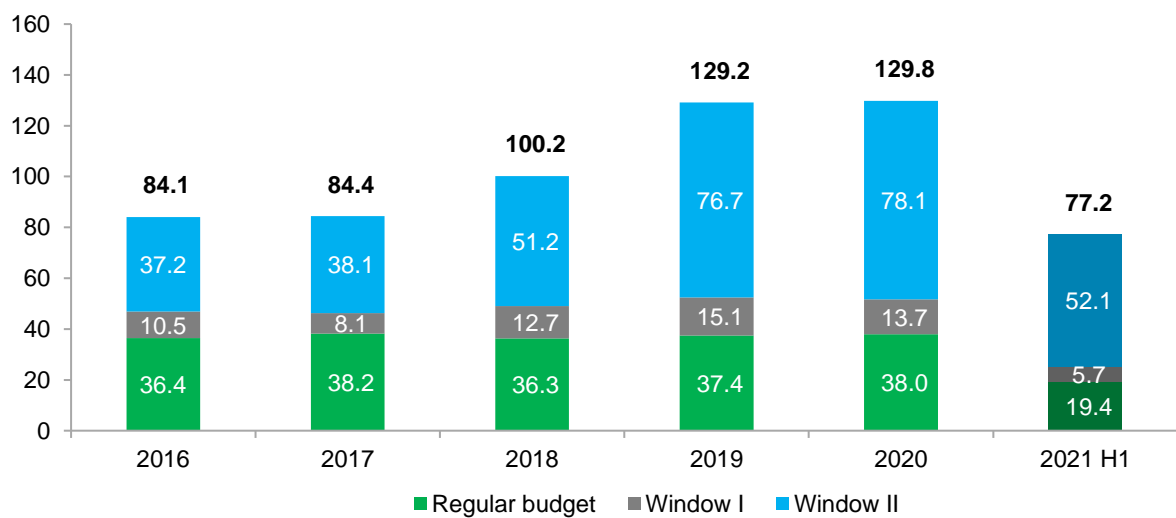
ITC's overall budget for 2021, as per ITC's Operational Plan 2021 (OP budget), amounts to \$141 million, with an RB of \$41 million. For gross XB delivery, which includes PSC charges, the delivery planned for 2021 at the beginning of the year was \$100 million.

At the end of June 2021, actual delivery of XB stood at 58% and RB delivery stood at 47% of the planned 2021 budget.

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

Budget	OP Budget	Delivery	% Spent
Extrabudgetary funds	100.0	57.8	58%
Regular Budget	41.2	19.5	47%
Total	141.2	77.3	55%

Figure 2: ITC delivery pattern from 2011 to Jun 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 and ensured alignment with country needs. ITC uses the RB contribution to fund: a) core expertise; b) development, maintenance and expansion of ITC's intangible assets and global offering (core components of ITC's Global Public Goods offering, databases, tools, publications); c) programme development, including monitoring and evaluation; and d) 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 RB for 2021 was approved as part of the annual budget approval by the United Nations General Assembly and the World Trade Organization (WTO) General Council. The UN General Assembly approved, on a trial basis, a shift from a biennial to an annual budget for the UN Secretariat and its entities, for the period 2020-2023.

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

Item	2014-15	2016-17	2018-2019	2020**	2021H1
Appropriations for a biennium/ year*	78.2	73.6	75.1	38.0**	41.5
Delivery	77.5	74.6	73.8	38.0	19.5
% spent	99%	101%	98%	100%	47%

*The appropriation 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 – Jun 2021, \$mln

Focus area	OP budget	Delivery
1 Providing Trade and Market Intelligence	6.6	3.1
2 Building a Conducive Business Environment	7.5	3.5
3 Strengthening Trade and Investment Support Institutions	3.4	1.6
4 Connecting to International Value Chains	8.5	4.0
5 Promoting and Mainstreaming Inclusive and Green Trade	7.3	3.4
6 Supporting Regional Economic Integration and South-South Links	1.7	0.8
Alignment with country needs	6.6	3.1
Total	41.5	19.5

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

Categories	Delivery	%
Staff and Other Personnel Costs	15.2	78%
Operating and Other Direct Costs	3.0	16%
Equipment Vehicles and Furniture	0.7	3%
Contractual Services	0.5	3%
Supplies, Commodities and Materials	0.1	0%
Travel*	-	0%
Total	19.5	100%

* Travel expenditure amounts to \$520.

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 - Jun 2021, \$ million

Focus area	OP budget	Delivery
1 Providing Trade and Market Intelligence	0.8	0.4
2 Building a Conducive Business Environment	1.6	0.7
3 Strengthening Trade and Investment Support Institutions	0.5	0.2
4 Connecting to International Value Chains	1.9	0.8
5 Promoting and Mainstreaming Inclusive and Green Trade	1.9	0.8
6 Supporting Regional Economic Integration and South-South Links	0.4	0.2
Alignment with country needs	0.4	0.2
Total	7.5	3.3

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

Categories	Spent	%
Staff and other personnel costs	2.8	84%
Operating and Other Direct Costs	0.5	15%
Contractual Services*	0.0	1%
Total	3.3	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 internal rules and procedures. The volume of XB funds depends on agreements reached with funders on an ongoing basis, often for multiple years. The 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 made by ITC's Senior Management Committee (SMC) during the preparation of the annual Operational Plan and throughout the year. When deciding on W1 allocations, SMC takes into account 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 in pursuit of 'good trade'. 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 follow the budget earmarking that is specified in the grant agreements signed with funders for specific projects. The projects must fall within the scope of ITC's Strategic Framework.

Some examples of 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; funding from other UN agencies. Window II also covers contributions for JPOs and secondees, as well as a small amount of funds channelled through 'Revolving Funds'. Governed by specific terms of reference, Revolving Funds enable the delivery of activities which are of a recurring nature and generate financial income on a cost-recovery basis, e.g. by provision of specific services (trainings, webinars).

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

In the Operational Plan 2021, the planned XB budget was set at \$100 million, an increase of 9 per cent compared to the 2020 XB delivery of \$91.8 million. Mid-year 2021, XB delivery stood at \$57.8 million (58% of the plan). W1 delivery was \$5.7 million (42% of the plan) and W2 delivery was \$52.1 million (60% of the plan).

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

Window	OP budget	Delivery	% spent
Window I	13.7	5.7	42%
Window II	86.3	52.1	60%
Total XB	100.0	57.8	58%

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

Categories	XB	%
Technical experts and other personnel	39.7	69%
Transfers and Grants issued to Implementing Partners	7.4	13%
Operating and Other Direct Costs	4.6	8%
Contractual Services	3.2	5%
Travel	1.7	3%
Equipment Vehicles and Furniture	1.2	2%
Supplies Commodities and Materials	0.1	0%
Total	57.8	100%

2.1.4. ITC cash position

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

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

	W1	W2	Total XB
Balance as of 1 January 2021	12,009	101,774	113,783
Add: Contributions received	6,793	28,041	34,834
Funds from international organizations ⁽¹⁾	-	2,920	2,920
Contributions from services rendered ⁽²⁾	-	157	157
Sub-total Contributions ⁽³⁾	6,793	31,118	37,911
Less: Expenditures	5,042	48,242	53,284
Programme Support Costs	650	3,821	4,471
Sub-total Expenditure	5,692	52,064	57,755
Refund to donors	-	(572)	(572)
Transfers to/(from) other funds	50	(50)	-
Balance available	13,161	80,206	93,367
Add: Operating reserves			10,824
Total available balance as of 30 June 2021			104,191

1) EIF, One UN and other international organizations

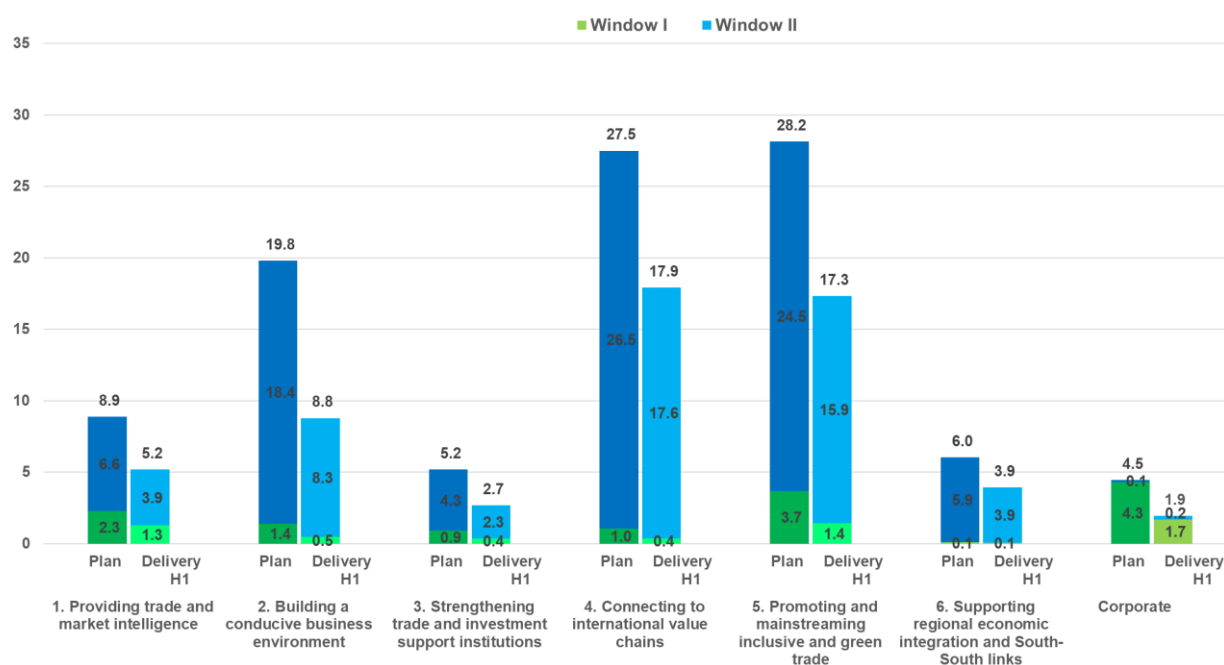
2) Contributions from sales of publications and statistical tools and licenses

3) Excludes interest and transfers to operating reserves

2.2 Extrabudgetary delivery by focus area and programme

At the level of focus areas, mid-year XB delivery ranged from 44%-65% against the 2021 Operational Plan targets.

Figure 3: XB plan vs. delivery by focus area and Window, Jan - Jun 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.

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

Focus area and programme	OP budget 2021	Jan-Jun 2021	% delivered
1. Providing trade and market intelligence	8.9	5.2	58%
1.1 Transparency in Trade	5.4	3.4	64%
1.2 Non-Tariff Measures in Goods and Services	1.9	1.0	53%
1.3 Competitive Intelligence	1.6	0.7	46%
2. Building a conducive business environment	19.8	8.8	44%
2.1 Trade Development Strategies	4.4	1.6	37%
2.2 Trade Facilitation	7.5	3.9	53%
2.3 Supporting Trade Negotiations and Policy Reform	7.9	3.2	40%
3. Strengthening trade and investment support institutions	5.2	2.7	52%
3.1 Strengthening Trade and Investment Support Institutions	5.2	2.7	52%
4. Connecting to international value chains	27.5	17.9	65%
4.1 Value Added to Trade	25.2	16.5	65%
4.2 E-Solutions: Linking Businesses to Markets	2.3	1.4	63%

5. Promoting and mainstreaming inclusive and green trade	28.2	17.3	62%
5.1 Empowering Women to Trade	8.1	5.4	67%
5.2 Empowering Poor Communities to Trade	9.0	6.3	70%
5.3 Youth and Trade	6.3	3.4	54%
5.4 Trade for Sustainable Development	4.7	2.2	46%
6. Supporting regional economic integration and South-South links	6.0	3.9	65%
6.1 Boosting Regional Trade	3.7	2.0	56%
6.2 South-South Trade and Investment	2.4	1.9	79%
Corporate	4.5	1.9	43%
7.1 Corporate	4.5	1.9	43%
Total	100.0	57.8	58%

The comparatively low delivery in Focus area 2 “Building a conducive business environment“ is mainly due to large projects like “Iraq: Strengthening the Agriculture and Agri-Food Value Chain and Improving Trade Policy– SAAVI”, “Iran: Trade-Related Technical Assistance” and “Afghanistan: Advancing trade (Phase II)” that were more affected by the COVID-19 crisis in the first half of the year.

Relatively higher delivery for programmes “Empowering Women to Trade” and “South-South Trade and Investment” was due to project extensions, and to higher spending, as planned in the first half of the year.

2.3 Extrabudgetary delivery by region, country outreach and project design

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 mid-year delivery status against the planned 2021 budget, by region.

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

Region	OP W1	Delivery W1	%	OP W2	Delivery W2	%	Total OP budget	Total Delivery	%
Sub-Saharan Africa	1.4	0.6	44%	35.4	24.6	69%	36.9	25.2	68%
Asia-Pacific	0.7	0.3	48%	28.8	13.7	48%	29.5	14.1	48%
Arab States	-	-	-	8.2	3.4	41%	8.2	3.4	41%
Eastern Europe Central Asia*	0.0	0.0	27%	6.3	4.5	70%	6.4	4.5	70%
Latin America and the Caribbean	0.8	0.2	28%	3.9	3.1	79%	4.7	3.3	70%
Global	10.8	4.5	42%	3.6	2.8	78%	14.4	7.3	51%
Total	13.7	5.7	41%	86.3	52.1	60%	100.0	57.8	58%

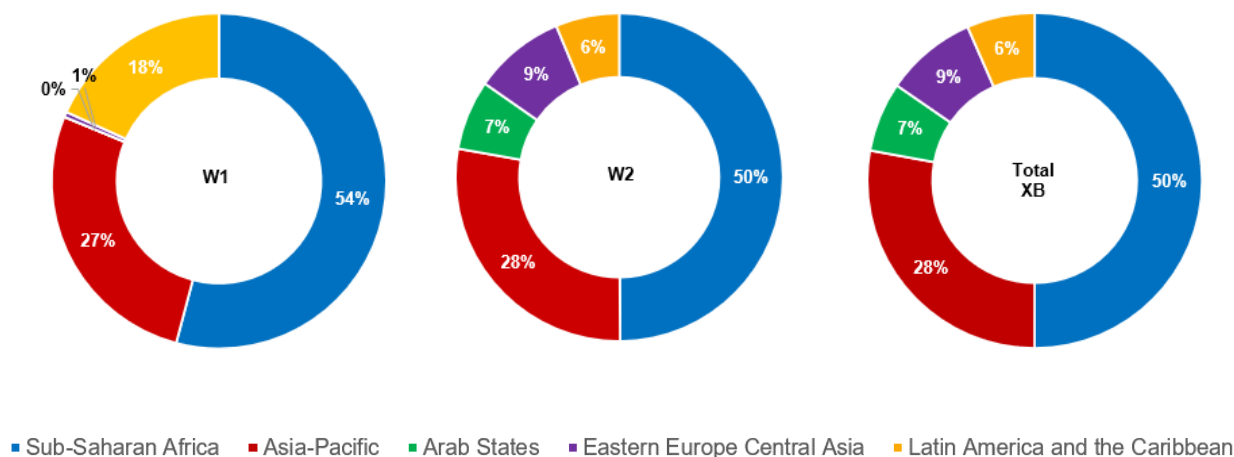
* The Window I initial allocation was \$22k and delivery is \$6k.

The ratio of global versus regional and country specific XB 2021 mid-year delivery was 21% to 79%. Sub-Saharan Africa and Asia-Pacific- accounted for 78% of region-specific delivery. In Africa, large projects were implemented in Guinea, Central African Republic, The Gambia and Uganda. In Asia-Pacific, large initiatives took place in Pakistan, Afghanistan, Myanmar and Lao People's Democratic Republic.

Delivery in the Arab States region (41% of budgets delivered), was most impacted by COVID-19 developments and the largest project in the region, ‘Strengthening the agriculture and agri-food value chain and improving trade policy in Iraq’ – SAAVI, is still in the inception phase.

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

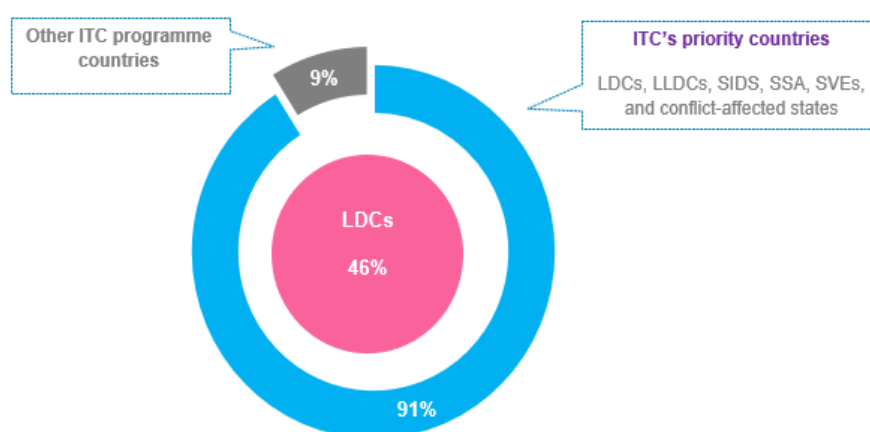
Figure 4: XB, W1 and W2 region-specific delivery (excluding global projects), for Jan-Jun 2021



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 the first half of 2021, more than 90% of country-specific technical assistance was provided to ITC’s priority countries, and 46% (target>45%) was delivered to LDCs.

Figure 5: XB delivery by priority countries for the period Jan - Jun 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 half-year 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 their micro-, small and medium-sized enterprises (MSMEs).

In its [Strategic Plan 2018-2021](#), ITC has set targets in the form of 'key deliverables', reflecting how the organisation intends to meet its goals. In each annual [Operational Plan](#), these targets are broken down further, both in the form of targets for the ITC Corporate Scorecard, and in form of specifying 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), ITC's corporate outcomes and outputs (Tier 2), and key performance indicators for ITC's operations (Tier 3). The following sections present the results achieved for in the first half of 2021 and provide a Q2 snapshot of delivery data.

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

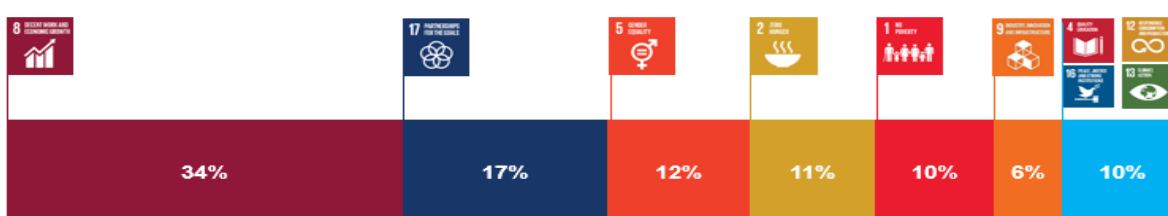
In Tier 1 of ITC's results framework, ITC aims to track its contribution to the 2030 Agenda for Sustainable Development through the contributions to the Sustainable Development Goals (SDGs).

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 contributes to the 2030 Agenda with a focus on 11 global goals, with 35 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 by mid-year 2021. Impact narratives will be provided in the annual CCITF report.

Figure 6: ITC financial delivery distribution by SDG for Jan – June 2021, in percentages



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

Figure 7: Frequency of ITC project linkages to SDG goals and targets in Jan – June 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 established during 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 - Jun 2021

Corporate outcomes	Outcome indicators	Annual targets 2021	Actuals, as of 30 June 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	62,312	16%
	(A2) Number of trade-related policies, strategies or regulations developed or changed with business sector input, as a result of ITC support	110	38	35%
(B) Improved performance of TISIs for the benefit of enterprises	(B1) Number of institutions having improved operational and managerial performance as a result of ITC support	350	189	54%
(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	6,691	42%
	(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%	44% (equiv. 2,974)	not met
	(C3) Number of MSMEs having transacted international business as a result of ITC support	10,000	1,001	10%
	(C4) Percentile share of MSMEs that are owned, operated and controlled by women having transacted international business as a result of ITC support	40%	53% (equiv. 532)	met

Source: ITC’s New Project Portal, as of Q2, 2021;

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

The report reflects the usual mid-year picture, with most outcome indicators below 50%. The reason is that many projects conduct outcome surveys on an annual basis. This year, the low results for C3 also reflects the difficult business environment for MSMEs due to COVID, with fewer international business transactions. ITC usually achieves a significant number of results in this area through buyer-seller meetings, which could not happen in first half of the year. Online trade/fairs compensate to some extent but do not achieve the same results. It is unlikely that the C3 target will be achieved by the end of the year.

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 - Jun 2021

Outputs (Quantified deliverables)	Corporate outputs and indicators	Annual targets 2021	Actuals as of 30 June 2021	% achieved
A. Facilitation of intergovernmental processes and expert bodies	Substantive servicing of meetings: ⁴			
	• Joint Advisory Group (annual, 6 hours)	2	0	0%
	• Consultative Committee of the ITC Trust Fund (every six months, 2x3hours)	2	1	50%
	• Meetings of the Advisory Committee on Administrative and Budgetary Questions	1	1	100%
	• Meetings of the Fifth Committee	1	0	0%
	• Meetings of the Committee for Programme and Coordination	1	1	100%
	• Meetings of the WTO Committee on Budget, Finance and Administration (CBFA)	1	1	100%
• TPO Advisory Board	1	0	0%	
	Parliamentary documentation:			
	• Annual report on the activities of ITC and annexes	1	0	0%
	• Reports of the Joint Advisory Group	1	0	0%
	• Reports of the Consultative Committee of the ITC Trust Fund	2	1	50%
B. Generation and transfer of knowledge	Publications produced or substantially updated			
	• Flagship: SME Competitiveness Outlook	1	1	100%
	• Books on trade related subjects	4	1	25%
	Papers on trade related subjects, such as on Inclusive and Sustainable trade, Trade and Market Intelligence, MSME Competitiveness, Competitiveness of women owned MSMEs, and others	25	11	44%
	Number of trade-related technical assistance field projects*	130	118	98%
	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	3,470	107%

*Some projects are grouped into programmes

⁴ This indicator counts sessions of three hours as one meeting as per UN planning requirements.

Output delivery has been as planned. In the 'parliamentary documentation' category, the Annual report will be published in the second half of the year, and in the 'servicing of meetings' category, the JAG meeting will take place in Q4 this year. The books produced were the SMECO flagship report and a SheTrades guidebook titled "Raising funds for your business", along with many papers addressing topics like e-commerce, youth, sustainable investments or policymaking and investment facilitation.

Tier 2: Development results OUTPUTS (Non-quantified Deliverables)	2021 Description of Corporate outputs and indicators and targets	Comments
C. Substantive deliverables	<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 Map, a firm-level database on SME competitiveness and others.</p>	<p>Approximately 30 databases, websites and tools will be substantially updated, maintained or produced during 2021</p>
D. Communication deliverables	<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 :</p> <p>World Export Development Forum – not planned for 2021</p> <p>SheTrades Global event – will take place on 13-15 February 2022</p> <p>Trade for Sustainable Development Forum – will take 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 soft earmark 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 environments. Window I fund 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.

Many results achieved with Window I fund in the first half of 2021 were related to post-pandemic recovery initiatives. ITC ensured that robust trade intelligence reached its clients, for example through extensions and customizations of its tools. ITC engaged with partners in the field on (re)building or strengthening BSO support – in particular through establishing a support infrastructure for youth (YE! Community and chapters), women (SheTrades hubs) and in "green" area (Green2Compete 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. As an example, the Market Access Map became available in [Russian](#) language (in addition to English, Spanish and French). The translation covered the web user interface, as well as terminology, explanations and glossaries. ITC's Global Trade Helpdesk became available in [Portuguese](#), also as a result of collaboration with APEX-Brazil. Tariffs for 95 countries became available in Market Access Map as of end of June 2021. Trade remedies for 45 countries have been updated for 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, for example, with 16,000 newly added companies located in China and 45,000 new companies in the Russian Federation. Users can now access the contact details and related information of more than 2 million companies trading internationally. Trade data for 2020 is now available for 100 countries, accounting for 93% of global trade in goods.

Mainstreaming sustainability, strengthening women-owned MSME networks and boosting youth entrepreneurship communities

In first half of 2021, ITC's [Standards Map](#) reached a landmark of over 300 voluntary standards initiatives applicable to more than 80 sectors and 180 countries.

ITC's [Shetrades.com](#) platform has undergone technical revamping. Some awareness-raising activities, including the SheTrades Global event, have been delayed due to pandemic-related causes. This has

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 and Sweden.

contributed to a slower than anticipated growth of new women-owned businesses that have joined the platform membership.

ITC continues to expand its 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 has grown stronger, with over 27 thousand members, in 18 country chapters by mid-year. The new, improved Ye! Community [platform](#) was launched officially on 7 April 2021, during the first day of the Economic and Social Council (ECOSOC) Youth Forum.

Innovation in strategy support tools and methodologies and responding to clients' needs

In relation to development of its strategy tools, ITC has initiated an update to the Green Trade Strategy methodology. Research was ongoing on results measurement for inclusion in Strategy Implementation Management Tool. Trade Information and Creative Industries methodology project proposals were prepared, with a focus on SIDS.

Empowering the green recovery

The [SME Competitiveness Outlook 2021](#) examines 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 identifies key areas where small firms with limited resources can invest to seize the opportunities in the green transition. While supporting MSMEs in their green transition, ITC wants to ensure that its partners in developing, and least developed countries have the capacity and resources to respond to the climate challenge and pivot successfully.

To this end, ITC has adopted the [GreenToCompete strategy](#) and has started implementation through the Green2Compete initiative. The goal is to enable MSMEs from developing countries to become more competitive through green production and trade. The Green2Compete initiative ensures coherence among ITC's interventions in relation to the green transition. The work of the initiative is structured in the following areas, namely: (1) mainstreaming of green competitiveness into ITC's work, (2) establishment of a consistent corporate reporting mechanism, (3) development of tools and approaches that can be used by MSMEs and related multipliers, (4) dialogues and inputs for a mutually supportive trade and environment agenda, and (5) partnerships and outreach to achieve scale. This strategy brings together ITC's diverse offering on environmental sustainability in a holistic and coherent manner. It allows ITC to support partner countries more effectively in leveraging the green transition to increase their trade competitiveness.

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-Jun 2021

Tier 3: Efficiency and effectiveness			
General management		2021 Target	Jan – Jun 2021 Actuals
Budget	Regular budget (RB)	\$41 million	\$19.5 million
	Extrabudgetary budget (XB)	\$100 million	\$57.8 million
Oversight and compliance	Unqualified financial statements	Target: achieved	achieved
	Percentage of open audit recommendations closed by the Board of Auditors in 2021	60%	48% (11 out of 23)
Carbon footprint	Achieve a climate-neutral ITC*	Target: achieved	End-year monitoring
Operational management	Advanced travel arrangements (16-day rule) compliance rate, in %	100%	54.5%
Results-based management and risk management			
Client satisfaction	Percentage of clients that rate ITC services positively	≥ 85%	End-year monitoring
Focus on priority countries	Percentage of country-specific extrabudgetary expenditures dedicated to LDCs, LLDCs, SIDS, sub-Saharan Africa, SVEs, and post conflict states	≥ 80%	91%
Gender mainstreaming	Percentage of UN-SWAP 2.0 indicators met or exceeded	94%	94%
Risk management	ITC annual report on risk management completed	1	End-year monitoring
Human resources management			
Staff engagement	Average overall rating provided in the annual staff satisfaction survey (out of 5)	≥ 3.3	End-year monitoring
Diversity	Percentage of women in professional and senior level positions	50%	47%
Talent management	More than 50% of the staff members to have used their established minimum 5 days per year for professional development	75%	76%
	Average time to recruit fixed-term staff (in days)	105	79
	Average vacancy rate as percentage of all posts	≤ 5%	5%
Resource mobilization			
Fundraising	XB funds secured for the following year and beyond	\$280 million	\$271 million
	Total value of projects under development and in discussion with funders (at year-end, for next year and beyond, L2, L3)	\$80 million	End-year monitoring
Innovation	Number of innovation actions	15	End-year monitoring
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 users)	16% growth (183,191 total users)
	# Of ITC's corporate website visitors	4,84 million	2,38 million
	# Of registered accounts to ITC Market Analysis Tools	1,125,000	1,100,000

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 countries⁵. Since becoming carbon neutral, ITC has supported six development projects and has offset over 6 thousand tons of residual carbon emissions.

⁵ UNFCCC site contains detailed info: <https://offset.climateutralnow.org>

4. Risk developments in the first half of 2021







This chapter presents risk developments in ITC from two angles: first, through an update on key risks to ITC, at corporate and project level, 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

The preliminary assessment of corporate risks and their developments in first half of 2021 are outlined in the table below. The final assessments are due to be done by year-end 2021, also considering the mitigation actions that were taken.

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).	Q2 update Mitigation actions delivered / additionally planned	Risk rating and 2021 trend vs. 2020	Risk rating mid-year 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 to take place in Q3 2021 (September).</i>	↔	↔
R2	Inability of ITC to fully deliver on (contractual) commitments in unstable project countries <i>(In 2020, many ITC project countries became 'unstable' due to COVID-19, i.e., no direct contact with stakeholders and beneficiaries was possible).</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.</i> Avoid/Terminate: <i>Project activities in Myanmar have been partially suspended or terminated. The situation in Afghanistan is under discussion.</i>	↔	↑
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: <i>ITC continues to work with implementing partners, particularly local business support organisations. Control mechanisms are in use to minimize fraud/corruption: Grant committee reviews of large MoUs; requirements such as: maintaining of separate accounts for ITC</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).	Q2 update Mitigation actions delivered / additionally planned	Risk rating and 2021 trend vs. 2020	Risk rating mid-year 2021
1	2	3	3a	4	4a
			<i>funding, signing off on invoices that make reference to ITC, agreements on special audits of partners after implementation; specific results reporting requirements.</i>		
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. In first half of 2021, 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 adaptation, that offset originally planned results. 	Control: <p><i>At the end of Q2, this risk remains 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, who have approved changes in project plans, including adjustments of results.</i></p> <p><i>This risk still remains high at the corporate level, where the organization has set ambitious goals, to match its significant budgetary targets. It looks unlikely that the C3 indicator will be achieved.</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).	Q2 update Mitigation actions delivered / additionally planned	Risk rating and 2021 trend vs. 2020	Risk rating mid-year 2021
1	2	3	3a	4	4a
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.</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. W1 funds have allowed flexible responses to unexpected client and skills-requirements.</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. Management leadership dialogues for sensitisation of staff to zero tolerance topics, familiarisation with processes and encouragement to speak up. Mandatory fraud prevention training. 	Control: <i>Through 2020 audit of ITC's Financial statements, no internal fraud or systemic non-compliance was detected; enforcement of rules and regulations are ongoing.</i>		
R10	Sharp decline in W2 funding	Control: Proactive funder management and implementation of ITC's Resource Mobilization Strategy, including: <ul style="list-style-type: none"> Regular interaction with W2 funders to capture early signals 	Control: <i>Implementation of RM strategy ongoing; dialogues and relationship development with funders advancing as planned.</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).	Q2 update Mitigation actions delivered / additionally planned	Risk rating and 2021 trend vs. 2020	Risk rating mid-year 2021
1	2	3	3a	4	4a
		<p>about changes in development cooperation priorities.</p> <ul style="list-style-type: none"> • 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><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. interacted.</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.</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. In critical situations – e.g. emerging conflict in an ITC project country – ITC's communication is centralized in OED/CE.</i></p>	↔	↔
R14	Significant reduction or volatility in W1 funding	<p>Control: Proactive funder management and implementation of RM Strategy:</p> <ul style="list-style-type: none"> ▪ Bilateral annual institutional dialogues with W1 funders to consult on all relevant issues to delivery and funding and explore options for enhanced engagement. ▪ Focus on development results, offering value for money and earning trust. ▪ Identification and engagement with potential new W1 funders. 	<p>Control: <i>Implementation of RM strategy ongoing; dialogues and relationship development with funders advancing as planned.</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).	Q2 update Mitigation actions delivered / additionally planned	Risk rating and 2021 trend vs. 2020	Risk rating mid-year 2021
1	2	3	3a	4	4a
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 mid-year, there were just over 130 red risks – those with high or very high probability, combined with high or very high impact - in ITC's project portfolio. This number has slowly decreased, compared to 2020, when the current risk documentation functions in ITC's project portal were established. Projects are becoming better in the formalization of risk management, and staff has had risk trainings and guidance on the application of newly introduced or improved risk management tools.

The largest part 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 and Burundi – 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 20 red-zone escalated risks, for attention of the Senior Management, also mostly related to difficulties of conducting activities in the field due to the pandemic outbreaks 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 the first half of 2021, at the corporate level ITC has explored a more granular approach towards categorizing and expanding its risk universe. 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). At the outset of 2021, ITC conducted an assessment of improvements in risk management practices after the 2020 corporate trainings for impact and compliance (TFIC). Significant improvements were recorded in risk formulations, with necessary work to be done on mitigation techniques, determination of risk ownership and deadlines for mitigation, as an example. Based on the lessons learned, more emphasis on these elements will be put during this year's TFIC risk trainings.

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 30 June 2021.

Providing trade and market intelligence

Milestone	Status as at 30Jun 2021	Description of progress
Market Analysis Tools		
An updated Investment Map with new functionalities and a new indicator on investment attractiveness is launched.	In progress	The mock-up of Investment Map including new functionalities and indicators is being validated.
A new import taxes module under Market Access Map rolled-out	In progress	More than 100 countries' tax documents collected; more than 30 countries taxes have been analyzed and codified; Tax module mock-up has been designed and implemented; Tax methodology note, and taxonomy is ready ('Methodology page'); Development of the application is ongoing.
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 4 countries. The installation of the module is delayed in some countries because of current sanitary conditions that have made discussions on data sharing with national customs authorities more difficult and/or led to postponements of the installation of the module.
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.	In progress	The Central Asia Trade Intelligence portal (CATI) was launched in February 2021 in collaboration with UNDP. The beta version of the Eastern Partnership Trade Helpdesk is under development and will be launched in September 2021.

Non-tariff measures		
New Trade Obstacles Alert Mechanisms online platform rolled out, including the services sector.	In progress	The development of the online platform is completed. It has been thoroughly tested by peers, particularly in the ECOWAS region, including among national focal points and institutions as well as regional partners (Commission of the ECOWAS). It will be available online as of 22 September 2021 under the following link: www.tradeobstacles.org . The new platform represents the first comprehensive online reporting mechanism for trade obstacles encountered by businesses in the services sectors. In addition to the roll-out in individual countries, an official regional launch event for ECOWAS is under discussion.
NTM survey coverage extended to over 80 countries (from currently 73), including interviews with exporters and importers in services trade.	In progress	Surveys in Antigua and Barbuda, St Vincent and the Grenadines as well as Grenada rolled out and nearing completion. The surveys in other Caribbean countries (Jamaica, Dominican Republic, Guyana, Suriname, Dominica, Belize, St Lucia) were cancelled due to the significant budget cut in the UKTP project. Surveys in Armenia, Azerbaijan, Moldova, Georgia and Ukraine planned for Q4 2021. These surveys will cover barriers to trade in goods as well as services.
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 June 24 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.)	In progress	Country profiles on competitiveness are being updated, to be released in Q3. They will be released electronically and separately from SMECO.
SME Trade Academy		
At least 140,000 enrolments in 250 virtual trainings and workshops reached.	In progress	54,700 new course enrolments and 160 virtual trainings and workshops.
15 new courses launched, including a suite of 8 e-learning modules on selected topics for the creative industries in the Caribbean region.	In progress	7 new courses launched, including one course on Climate Change and one on Blockchain for Trade .

Conducive business environment

Milestone	Status as at 30 Jun 2021	Description of progress
Trade facilitation reforms		
10 countries supported in implementing 15 trade facilitation reforms, including through support to National Trade Facilitation Committees.	In progress	<ul style="list-style-type: none"> • Implementation / strengthening of 10 trade facilitation portals in 10 countries: Burkina, Burundi, Jordan, Sri Lanka, Afghanistan, Pakistan, Kyrgyzstan, Kazakhstan, Turkmenistan and Uzbekistan • Implementation of trade information desk to assist informal cross border traders in their cross-border operations in Niger and Guinea • Implementation of authorized Operator scheme and EU-REX system in Tajikistan • Operationalization of a time release study in Pakistan • Strengthening of advance ruling mechanism as well as the implementation of an integrated risk management scheme in Jordan • Digitalization of the certificate of origin in Sri Lanka • In addition, the project supported the simplification of trade formalities in 3 countries: Tajikistan, Burkina Faso and Sri Lanka
1,000 businesses from 10 countries assisted in increasing their compliance with cross-border requirements.	In progress	<ul style="list-style-type: none"> • Coach 124 businesses, including 58 women-led business across the 5 central Asian countries • Train 82 businesses to use EU – REX system in Tajikistan • Train 39 businesses to comply with Uzbekistan customs formalities • 954 businesses were trained on TFA, including 215 women through its eLearning programme • 192 businesses were trained on the TFA, including 51 women • Raised awareness of 167 businesses on the EAC Trade Facilitation Portals (47 on Burundi Portal, 77 on Uganda Portal, 29 on Tanzania Portal, 14 on Rwanda Portal)
Investment facilitation		
New sector investment profiles developed for five countries of ECOWAS and Lao PDR.	In progress	ITC has supported Lao PDR to develop an investment profile for the coffee sector; for Benin, Ghana, Nigeria, Côte d'Ivoire, Sierra Leone, Togo, Liberia, Burkina Faso, Senegal, Cap Verde, Gambia, Mali: to develop investment profiles for mangoes, cassava, ICT and textiles. Also finalized two sector investment profiles in Mozambique (cashew and textiles).
Uzbekistan and Iraq supported in WTO accession and trade policy reviews.	In progress	ITC has supported Uzbekistan and Iraq in their respective WTO accession progress. Areas of support include technical input and advisory services (e.g., documentations, negotiations), capacity building of policy makers and negotiators, etc.
20 countries supported through capacity building for WTO negotiations on e-commerce.	In progress	Lao PDR, Bhutan, Sri Lanka, Myanmar: support was provided on E-commerce regulatory reforms. A webinar was organized on the WTO joint statement initiative on e-commerce gathering representatives from 50 countries. In addition, the ITC-Diplo-CUTS course on digital commerce gathered participants from 21 countries.
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.	In progress	<p>Quality Success: Development of the Quality Success module is complete and the tool has been officially launched. We have a total of 13 Success Stories published from 11 countries. The stories are viewable for registered and non-registered users. Registered users may also submit success stories for publishing consideration.</p> <p>Quality Insights: Development of the Quality Insights module is complete. The pilot version of this tool is currently being populated prior to launching the tool for public access. The tool will serve as a repository for quality- related information/ materials.</p>
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 and 1 in Malaysia.
Non-tariff barriers related to technical regulations such as SPS or TBT addressed in 13 sectors in 10 countries.	In progress	NTB related work in progress in Burundi, Uganda, Kenya, Rwanda, Tanzania (tea, coffee, cocoa, spices, vegetables and fruits); Ethiopia (coffee, textile & apparel and spices); Ghana (natural cosmetics, fruits and vegetables); Tajikistan (honey, fruits and vegetables); Pakistan (live animals and meat, dairy products, fruits and vegetables); Gambia (nuts, fruits and vegetables, live animals and meat, textile and clothing); Lao PDR (vegetables, fruits, spices, rice, wood and wood products); Vietnam (fruits and spices); Thailand (rice, fruits); Malaysia (fish and fishery products, livestock and meat, all other agricultural products, medical devices and other manufactured products, chemicals); Myanmar (honey, fruits and vegetables); Nepal (coffee); Bhutan (tea, spices, dairy products); South Sudan (fruits and vegetables); Comoros (spices : vanilla and cloves); Guinée (all agricultural products) and Ivory Coast (fruits and vegetables, nuts, natural cosmetics)
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	Initial research conducted and scope of upgrade of methodology determined in line with ITC strategy.
Sri Lanka and Curaçao supported in managing the implementation of their export strategy.	In progress	Support to Sri Lanka delivered. Support to Curaçao initiated (establishment of Curaçao Export Council within country's legal framework and operationalized – 3 council meetings held – NES Secretariat established and operational) and ongoing.

Strengthening trade and investment support institutions

Milestone	Status as at 30 Jun 2021	Description of progress
Strengthening trade and investment support institutions		
World Trade Promotion Organisation Conference and Awards held in Accra, Ghana.	Cancelled	Conference postponed once more and now scheduled for 2022, due to ongoing COVID-19 challenges. Format will depend on pandemic status and any travel restrictions.
New Benchmarking platform for business support organizations launched.	In progress	Final stages of new ITC Benchmarking platform bringing a refreshed model of performance excellence for a broad set of business support organizations and including digital readiness and mainstreaming of sustainability and inclusiveness. Also providing additional value by connecting BSO partners to ITCs firm level assessment tool, (aligned with ITCs SMECS competitiveness model.)
MSME business support ecosystems mapped and strengthened in 2 countries.	In progress	Mapping done and validated in Tanzania. Ongoing mappings in Pakistan and 7 countries in the Pacific.
Commercial diplomacy trainings provided in three countries, and e-publication on foreign trade representation launched.	In progress	Under COVID-19 conditions our commercial diplomacy was delivered through the SME Academy, and complemented by an e-book, and some specific coaching sessions.
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 30 Jun 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.	In progress	Expanded partnerships with 5 international buyers for coffee - Nespresso, Olam International, Gimme! Coffee, Falcon Coffees, Matthew Algie, and three (3) international buyers for cocoa - Valrhona, Nestlé, and Lindt.
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.	In progress	The Handloom and Textiles Technology Association of Zambia strategic plan elaborated by stakeholder to move forward to adding value to Zambia cotton. - 749 MSMEs, farmer organizations and support institutions from Africa and Latin America and the Caribbean participated and training in over 14 technical sessions on export markets, market linkages, branding and marketing. - 15 coffee roasters in Cameroon, Ghana, Liberia and DRC trained on Coffee Tasting, Cupping and Profiling, in partnership with ACRAM and Inter-African Coffee Organization. - 6 farmer organizations assessed in Dominican Republic for establishing climate smart demonstration plots for increased resilience and income diversification.
E-commerce and digital trade		
EcomConnect.org platform expanded to at least 4,000 members.	In progress	The platform had 3,800 members by end June 2021, of which many from the following countries: Nigeria (10%), Morocco (10%), Kenya (8,3%), Tunisia (6,3%) and Rwanda (3,4%). Most of the users are between 25 and 44 years old. More than half (58,7%) are women. 65,44% are businessowners, 13% are employees y 12,1% are freelancers.
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 1st 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/internationaltradecentre/) 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 30 Jun 2021	Description of progress
SheTrades		
3 million women connected to market (cumulative number 2018-21).	In progress	Cumulative figure to date 2,806,339. The number of women connected to markets was verified on three different levels: 1) ITC Delivery (through in-country projects); 2) Partners and Hubs (provision of services and solutions to enable trade, foster financing to meet buyers' orders and enhancing sourcing from women, and 3) Commitments (institutions that committed and embedded women's economic empowerment within their action plans).
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.	In progress	SheTrades Uruguay Hub was launched in April 2021. For SheTrades Rwanda Hub, the host institution was finalized in April 2021. The launch was postponed due to COVID-19 and will now be launched in August 2021 For SheTrades South Africa Hub, the Memorandum of Understanding was finalized in June 2021. The launch was postponed due to the Minister's request and will tentatively now launch in September 2021. All SheTrades Hubs were mobilized in Q2 to register and prepare a delegation to attend and exhibit at SheTrades Global. SheTrades Hub members benefited from the SheTrades Road to Global programme and ITC organized two capacity building webinars specifically for SheTrades Hubs in Q2.
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.	In progress	The work plan is being implemented but it's unlikely that the target will be achieved for two main reasons: 1. The in-house technical team had to dedicate time and resources to adapt the platform's technology to ITC's standards instead of improving the registration and profile's functionalities (as planned) that would increase outreach. 2. The postponement of our annual event (SheTrades Global Dubai) and its related promotional activities due to COVID-19 restrictions.
Youth and trade		
Market-relevant skills for 100,000 youth built (cumulative, 2018-21).	In progress	Ongoing verification of cumulative figures to be reported at year-end.
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	Completed in the 10 countries as per below: 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)

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	The EFI Responsible Sustainable Ethical Trade ReSET Fashion and the Environmental Social and Governance implementation and reporting framework has been enriched with additional guidelines and tools on chemical usage and tracking energy sources and usage. EFI has also reached out to Value Change Initiative (VCI) - a spinoff of the Gold Standards - of which EFI is a registered member, with the aim of establishing partnerships with major industry actors and regulators. To date, at least 15 tools have been developed and are being tested across the program for Environmental Social and Governance (ESG) accounting and reporting. The tools are posted on EFI website ReSET Fashion - Ethical Fashion Initiative for local EFI-ESG due diligence officers accessible via password.
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 10 businesses (JIAMINI, Margaux Wong, Lukhanyo Mdingi, Gunakazi, Neutraloop, The Fashion Agent, Maité Oucéni, Hamaji, Katush, Suave). These organizations directly benefit from the mentorship and support to help the launch and development of their new businesses through the EFI Business Accelerator and Venture Lab. The ultimate objective is to guide, educate and empower the 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 June 2021, the Standards Map contains 302 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 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.	In progress	As of June 2021, the T4SD Forum planning was well advanced (hybrid event, one full day - 27 Sept - accompanied by a high-level session at the WTO Public Forum and a celebration of the Standards Map 10th anniversary). Further consultations with Standards Map stakeholders ongoing on the 10th anniversary format; drafting of a publication is well advanced (to be launched at the T4SD Forum).
T4SD Executive Programme rolled out to MSMEs.	In progress	As of June 2021, the content of 2021 edition of the Executive Programme has been developed: one edition is organized for the agri-food sector in close collaboration with the Cambridge Institute for Sustainability Leadership and SAI Platform, the second is organized for Central and South American MSMEs and developed in close collaboration with T4SD Hub Peru partners, Costa Rica Procomer and other organizations from the region. Full roll-out is planned for the second half of 2021.
Integration of the Transparency and Traceability Tool with existing IT platforms of value chain partners enhanced.	In progress	As of June 2021, the Social & Labor Convergence Program (SLCP) Gateway reached nearly 4,300 users across 54 countries, more than doubling the number of beneficiaries and countries compared with the end of 2020. Additionally, the Converged Assessment Framework (CAF) contained within the tool was fully aligned with the ILO Better Work factory compliance assessment. This allowed the integration of Better Work factories from Bangladesh, Cambodia, and Indonesia to begin in Q2 2021, with additional Better Work countries to follow later in 2022.

Promoting and mainstreaming inclusive and green trade

Green to Compete		
Green approaches incorporated in four key ITC projects (Pakistan, Lao PDR, Iran and Iraq on agri-environmental themes).	In progress	<p>A green mainstreaming approach was implemented through the following actions:</p> <ul style="list-style-type: none"> • Development of a mainstreaming strategy in the project design and reflected in the Inception Report (Pakistan). • Preparation of in-depth climate change risk assessments (Pakistan, Iraq and UKTP) <p>Integration of climate smart agriculture training programme in project design (Pakistan)</p> <ul style="list-style-type: none"> • Preparation of organic agriculture training programme (Lao PDR and Iran)
T4SD hub in the Caribbean launched, and lessons learned incorporated to improve sustainability and scale up activities in existing hubs.	Completed	<p>T4SD Hubs renamed to GreenToCompete Hubs to emphasize their focus on environmental sustainability. Caribbean Hub is 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 an increase of around new 200 more clients started coaching in the first semester of 2021 as compared to 190 clients coached between 2018 – 2020.</p> <p>Green CUBED assessment undertaken for all 7 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 by the I&E team will follow in Q3/4 2021.</p> <p>Offering on “Access to Green Finance” and “Online Positioning for Sustainable Products” developed and implemented with ITC experts.</p>

Supporting regional economic integration and South-South links

Milestone	Status as at 30 Jun 2021	Description of progress
Catalysing regional trade and investment		
West Africa Competitiveness Observatory launched.	In progress	West Africa Competitiveness Observatory launch was postponed to Q1 2022 due to changes in the legal arrangement, requested by the donor.
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 These regional events were organized with RECs (AMU Secretariat, SADC). Each event was focusing on the understanding of the benefits of the AfCFTA and its challenges in terms of implementation. In addition, 3 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: Nairobi, Yaounde, Abidjan, Lomé with the Ministries in charge of trade and African integration, AfCFTA national committees, national business, Civil Society organizations such as the Togo AfCFTA voice • technical contributions: contribution to 2 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 and aim at contributing to the progressive achievement of the ASEAN AEC Blueprint 2025 and supporting countries’ national development plans. Projects are implemented in coordination with the EU-Arise Plus Regional programme. Synergies and complementarities are 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 \$80 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.

ITC and its parent agencies, the UN and the WTO, continued partnering through joint events and development projects. A joint project of ITC, UNCTAD and WTO, the Global Trade Helpdesk, became available in Portuguese language. ITC has contributed data for the SDG Trade Monitor portal, that tracks selected indicators for SDGs: 2, 8, 10 and 17. In another example of collaboration, in March 2021, WTO Director-General Ngozi Okonjo-Iweala delivered a keynote address at the Aid for Trade and Women's Empowerment Roundtable in Abuja, Nigeria. The event was organized by the Nigerian Export Promotion Council and ITC and brought together women entrepreneurs, international business leaders and policymakers for a roundtable that explored how to bring women into the Nigerian economy through connecting them to trade opportunities.

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 first half of 2021, ITC participated in five additional UN Common Country Analyses (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 organisations 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 engaged with the African Union Commission (AUC) and the AfCFTA Secretariat to support the operationalization of the AfCFTA, through implementation of the African Trade Observatory ([ATO](#)), which provides African policymakers and entrepreneurs with analysis, data, and tools. The [ATO Steering Committee](#) held in first half of 2021, brought together AUC, the AfCFTA Secretariat, the European Union (EU), United Nations Economic Commission for Africa (UNECA), and the Regional Economic Communities (RECs). The dashboard, currently in beta version, launched at the end of 2020 with targeted information for African entrepreneurs, is soon to be enriched with an analytical module for policy makers.

ITC continued its work with the UEFA foundation for children through the Kick for Trade initiative in The Gambia, with a plan to launch a similar initiative targeting youth employability and entrepreneurship in Iraq. In The Gambia, ITC also collaborated with Young People Without Borders, specifically on training youth in job-relevant skills. ITC's SheTrades initiative and UPS continued their partnership to build the capacities of women-owned businesses from selected countries through offering virtual trainings and tailored services. With Absa Bank Kenya, that designed financial and non-financial (e.g., training) solutions for women-owned businesses, ITC expanded work on the mobilization of financial resources and enabling the participation of women-owned MSME's in global trade. In Zambia, in a comprehensive value chain approach, ITC is partnering with the International Cotton Advisory Committee, the Cotton Board of Zambia, the Cotton Development Trust, the Cotton Association of Zambia, the Zambia Cotton Ginners Association and the Handloom Textiles and Technologies Association of Zambia, among others, to increase the incomes of 50,000 smallholder cotton farmers by January 2024.

In Eastern Europe and Central Asia, ITC partnered with UNCTAD and UNDP to develop trade intelligence portals. In February, the Central Asia Trade Intelligence (CATI) portal was launched - providing up-to-date

market information that facilitates trade- and investment-related decisions. The portal is a single-entry point to trade statistics, tariffs, export and import requirements and business contacts in Tajikistan, Kyrgyzstan, Kazakhstan, and Uzbekistan, as well as the countries of the European Union. Under the Global Textile and Clothing Programme (GTEX) ITC facilitated the launch of a second [Garment Training Centre](#) in Tajikistan. Developed in partnership with the Khujand Polytechnic Institute of the Tajik Technical University (KPITTU), the Khujand Garment Training Centre at KPITTU educates Tajik youth in textile and clothing sector knowledge.

In Asia and the Pacific, ITC continued its partnerships in Pakistan, under the framework of the GRASP project, with the Pakistan Poverty Alleviation Fund, specifically in the areas of Rural Mobilization, Access to Finance, and Monitoring and Evaluation (M&E). Under the same project, the Food and Agriculture Organization (FAO) engaged in the project's Integrated Household Food System intervention, which distributes supplies to support women and their household food systems. A new partnership with KPMG was established to facilitate access to finance by administering matching grants. KPMG will serve as the Grant Management Office (GMO) of GRASP. The organization will design, monitor, and administer the Emergency Support Fund (ESF) under the guidance of ITC.

In the Arab States, ITC launched the 8th edition of SheTrades Global, to be co-hosted by the International Trade Centre (ITC) and Dubai Exports, in collaboration with Expo 2020 Dubai, as a hybrid event. A six-month training programme to prepare for SheTrades Global began in March 2021.

In Latin America and the Caribbean, ITC's ongoing partnership with the Caribbean Agricultural Research & Development Institute (CARDI), Coconut Industry Board, and with implementing partner Instituto Dominicano de Investigaciones Agropecuarias y Forestales (IDIAF) in the Dominican Republic, helps increase smallholder farmer productivity, income diversification and integration into formal markets.

7. Managing for results

Deepening evaluation processes

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

The Independent Evaluation Unit (IEU) conducts and supports evaluations in ITC and ensures that they meet recognized professional standards. The IEU also provides trainings and advisory services for ITC colleagues, on external evaluations, self-evaluations and project completion reports. It coordinates the reviews of the Joint Inspection Unit (JIU) and supports the work of the United Nations Evaluation Group (UNEG).

During the first six months of the year, the unit worked on the following evaluations and reviews:

Evaluation	Evaluation type
Evaluation of ITC's Performance in Trade and Market Information	Strategic / Programme
Evaluation of the ITC SheTrades Initiative	Programme
Final Evaluation of the NTF IV Programme	Programme
Developmental Evaluations (South Sudan, Eswatini and Iraq)	Adaptive / real-time
Sustainability Reviews for completed ITC Projects	Review
Annual Evaluation Synthesis Report 2021	Strategic / Meta-evaluation

Evaluation of ITC's Performance in Trade and Market Information: This evaluation has examined how well the organization succeeds in providing trade and market information as part of its core mandate. To this end, the evaluation has assessed the effectiveness of ITC's market analysis tools and analyzed the organization's positioning in this area.

Evaluation of the ITC SheTrades Initiative: The evaluation seeks to summarize findings on SheTrades interventions' quality and achievements to date to support future implementation.

Final Evaluation of the NTF IV Programme: The Netherlands Trust Fund Phase IV (NTF IV) - Export Sector Competitiveness Programme was implemented by ITC from October 2017 to June 2021 with the purpose to increase the competitiveness of producers and exporters in selected sectors in Myanmar, Senegal, Uganda, and the Manu River Union – Sierra Leone, Liberia, and Guinea. The evaluation will assess the programme's overall performance and is currently in inception phase.

Developmental Evaluations: These evaluations aim to support projects in complex environments in the planning, implementation and monitoring of outcomes. They focus on the results-based monitoring systems of three large projects in South Sudan, Eswatini and Iraq that are currently in their inception phase. The evaluations will culminate in suggestions for good RBM practices and requirements for such projects.

Sustainability Reviews for completed ITC Projects: Sustainability Reviews are a new approach to assess the sustainability of results for ITC projects that ended 3-4 years earlier. In early 2021 the evaluation unit finalized three pilots with different target groups for this new type of assessment. Following this experience, another set of projects in two countries is currently being assessed, this time in cooperation with the Enhanced Integrated Framework (EIF).

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 30 Jun 2021	Description of progress
Completion of the new Strategic Plan, to serve as the overarching guidance for the forthcoming four-year period;	In progress	External stakeholder survey launched. Internal working groups on various thematic areas presented their results and recommendations to a core team of divisional focal points.
Refinement of ITC's results framework and programmatic intervention logic in preparation for the next strategic planning cycle;	In progress	Development of the new (updated) results framework ongoing, 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).
Maintenance of the regular International Aid Transparency Initiative (IATI) publishing data aimed at approximately 90% of total XB-budget twice a year;	Completed	ITC has published the IATI data for end-year 2020 for approximately 90% of its extrabudgetary planned delivery. The Jan-Jun 2021 IATI data will be published by the end of this year.
IATI data visualisation on a new ITC Open Data website.	In progress	The beta version of the ITC Open Data website was developed and presented to CCITF members. The website will be launched in Q4 2021.

Effective and efficient project design for maximum impact

Corporate efficiency/effectiveness area	Status as at 30 Jun 2021	Description of progress
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	Project Design Taskforce (PDT) provided comments and feedback on the management response to the AESR, giving detailed feedback on all relevant areas.
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.	In progress	PDT has contributed to Innovation Lab initiatives by leading the Innovation Lab Challenge on Knowledge Sharing between HQ and non-HQ personnel, in order to gather best practices, lessons learned, and share information at all levels.
Disseminate best practices and guidelines for ITC project quality criteria which reflect lessons learnt across all areas of the strategic plan.	In progress	Preparation of best practices and guidelines for ITC project quality criteria for the manual on Project Development, to be disseminated in the related annual training courses under the 'Training for Impact and Compliance' week in Q3.

Bolstering human resources management

Corporate efficiency/effectiveness area	Status as at 30 Jun 2021	Description of progress
Development of a new ITC's People Strategy.	In progress	Preparatory steps undertaken towards the formulation of ITC's People Strategy in first half of 2021 were: interviews with senior leadership, sessions with staff-at-large (HR Talks) and the HR Team, as well as focus groups with CICs, interns, and the Diversity and Inclusion group.
Strengthening of performance management through targeted training and advisory services to staff and managers.	In progress	Preparations ongoing, as ITC will conduct two just-in-time trainings for the mid-point review in September/October 2021 and the HR section plans to have a Management Clinic on how to deal with under-performance.
Implementation of a series of internal measures to improve HR policies, processes and creation of a career development framework.	In progress	HR section has been conducting preliminary research and comparing best practices in organizations for ITC to formulate its own framework.
Improvement of corporate knowledge of HR processes and topics to enable informed decisions and increase understanding of HR areas of work.	In progress	HR section is working on updating of the HR Delegation of Authority, including a review of ITC's HR policies.

Operational best practices and compliance, data

Corporate efficiency/effectiveness area	Status as at 30 Jun 2021	Description of progress
Launch and inception of a new Corporate Data Management System project.	In progress	The Corporate Data Management System project went into its first year of implementation in January 2021.
Refinement and publishing of a catalogue of ITC products and services.	In progress	Long-list of ITC products and services was compiled.
Continuing transformation and automation of internal processes and workflows, with focus on financials, maximizing the capacities and flexibilities provided by Umoja.	In progress	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. Commenced work on the automation of Authorization for Field Expenditure process and on a new workflow for financial project closure.
Implementation of the 2nd phase of the Memorandum of Understanding (MoU) Database project; with emphasis on enhancing the MoU e-tool.	In progress	Legal Unit is closely working with IT in the implementation of the 2nd phase, which takes into account also requirements from other ITC sections.

Sparking innovation

Corporate efficiency/effectiveness area	Status as at 30 Jun 2021	Description of progress
Facilitation of a corporate innovation strategy implementation.	In progress	The Innovation Lab has facilitated discussions and the consolidation of the first Corporate Innovation Strategy of ITC that will be presented for Senior Management approval.
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. Together with external partners, it allowed 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). 	In progress	The challenges pilots are in progress. The Knowledge Sharing teams have joined forces to organize the ITC Shares sessions. The Rethinking working environment team is planning a session on zoom fatigue in Q4, resulting in a set of recommendations for best practices on handling online meetings. The Inclusive working culture team has already implemented learnings from their 100 coffees for inclusion initiative. The learnings were that inclusion goes beyond gender, and this highlighted the need to designate a diversity focal point and also to onboard more men as allies to reach gender equality for women.

Operationalizing risk management

Corporate efficiency/effectiveness area	Status as at 30 Jun 2021	Description of progress
Facilitation of annual corporate risk assessments with middle and senior management.	Not started	Annual sessions to take place in second half of the year (Q4).
Deep dive assessments for prioritized (red) corporate risks with focus groups, consisting of risk owners and action owners.	Not started	Deep dives to take place in second half of the year, following the corporate risk re-assessment sessions.
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.	In progress	Preparation of four workshops ongoing, two on basic and two on advanced risk management.
Refinement of ITC's risk universe and risk categorizations at the project level.	In progress	Draft completed; internal discussions are ongoing.
Increasing compliance with the mandatory risk monitoring at the project level.	In progress	Compliance targets set, to be measured after 2 nd TFIC training in September (after 2021 Q4 reporting)

Engaging in global conversation

Corporate efficiency/effectiveness area	Status as at 30 Jun 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 project is ongoing, and all planned activities have been completed namely Phase 1: Research; Phase 2: Definition of information architecture, functional and technical workshops, user testing on navigation and content; and part of Phase 3: Content & Design (definition of the look and feel, design of templates for desktop, tablet and mobile).</p> <p>The overall social media outreach performance is measured by follower growth – the annual target is 10% increase. Given that in 2020 ITC’s social media followership reached 157,207, the 2021 target is 172,920. As of 30 June 2021, the total number of followers was 180,033, already exceeding the annual target.</p> <p>ITC country-focused communications is a strategic entry point for promoting the success of small businesses. With support from partners and funders, country-focused communications give a voice to local, small businesses, highlighting project activities through success stories in multimedia formats, social media campaigns, media outreach and events. Moreover, as storytellers and content creators, the team on country-focused communications is supporting ITC project teams across the world in connecting with target audiences by telling human interest stories that demystify complex, global trade issues. The stories told from the angle of the beneficiary demonstrate the impact of ITC’s work on people’s lives.</p>

Annex I: List of projects per focus area⁶ and country/region

Note: The projects highlighted in green were not included in the initial Operational plan 2021.

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	7 Corporate	Funders	Budget 2021 (\$' 000)	Delivery H1 2021 (\$' 000)	% Delivered
Afghanistan	■	■	Afghanistan: Ethical Lifestyle Initiative for the Economic Reintegration of Returnees and Internally displaced people (B439)					■			European Union	1,897	800	42%
			Afghanistan: Advancing trade (Phase II) (B946)		■	■	■	■				European Union	2,075	275
Albania			CEFTA - Support to regional integration (B973)		■				■		Germany	35	0	0%
Algeria			Euromed: Providing trade and market intelligence for better informed decisions (TIFM 2) (A340)	■							European Union	68	8	11%
Antigua and Barbuda		■	CARIFORUM: UK Trade Partnerships Programme (B900)	■			■				United Kingdom of Great Britain and Northern Ireland	57	46	80%
			Caribbean: Development of value-added products and intra-regional trade to enhance livelihoods from coconuts II (B407)				■				European Union	55	58	104%
			Trade for Sustainable Development (T4SD) - Hubs (B694)					■			ITF Window 1	10	4	42%
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■							United Kingdom of Great Britain and Northern Ireland	54	34	63%
Argentina			SheTrades Latin America: Supporting women businesses' transition towards the post COVID digital age (B999)					■		ITF Window 1	75	0	0%	
Armenia		■	Trade and market intelligence for the Eastern Partnership Countries (B802)	■							European Union	111	103	93%
			Eastern Partnership: Ready to Trade - an EU4Business initiative (B252)				■		■		European Union	58	49	85%
			ITF Window 1								ITF Window 1	3	-	0%
Azerbaijan		■	Trade and market intelligence for the Eastern Partnership Countries (B802)	■							European Union	111	103	93%

⁶ 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	7 Corporate	Funders	Budget 2021 (\$' 000)	Delivery H1 2021 (\$' 000)	% Delivered
			Eastern Partnership: Ready to Trade - an EU4Business initiative (B252)				■		■		European Union	58	49	85%
											ITF Window 1	3	-	0%
Bahamas		■	Trade for Sustainable Development (T4SD) - Hubs (B694)					■			ITF Window 1	10	4	42%
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■							United Kingdom of Great Britain and Northern Ireland	54	34	63%
Bangladesh	■	■	Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■			European Union	34	23	68%
			SheTrades Commonwealth Programme (B578)					■			United Kingdom of Great Britain and Northern Ireland	262	269	102%
Barbados		■	Caribbean: Development of value-added products and intra-regional trade to enhance livelihoods from coconuts II (B407)				■				European Union	55	58	104%
			Trade for Sustainable Development (T4SD) - Hubs (B694)					■			ITF Window 1	51	22	42%
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■							United Kingdom of Great Britain and Northern Ireland	54	34	63%
Belarus			Trade and market intelligence for the Eastern Partnership Countries (B802)	■							European Union	111	103	93%
			Eastern Partnership: Ready to Trade - an EU4Business initiative (B252)				■		■		European Union	58	49	85%
											ITF Window 1	3	-	0%
Belize		■	Caribbean: Development of value-added products and intra-regional trade to enhance livelihoods from coconuts II (B407)				■				European Union	55	58	104%
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■							United Kingdom of Great Britain and Northern Ireland	54	34	63%
Benin	■	■	ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)				■		■		European Union	121	106	88%
											ITF Window 1	2	-	0%
			Fast Tracking Digital Entrepreneurship in Africa - Phase 1 (B898)				■				ITF Window 1	28	24	84%
			ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■		European Union	83	51	62%
Bhutan	■	■	Bhutan Trade Support (B382)		■		■				European Union	904	389	43%
Bosnia and Herzegovina			CEFTA - Support to regional integration (B973)		■				■		Germany	35	0	0%
Burkina Faso	■	■	ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)				■		■		European Union	121	106	88%
											ITF Window 1	2	-	0%
			Trade Facilitation (B628)		■						ITF Window 1	63	42	67%

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	7 Corporate	Funders	Budget 2021 (\$' 000)	Delivery H1 2021 (\$' 000)	% Delivered
			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 Union	718	492	68%
			Non-tarif mesures programme (W1) (B626)	■							ITF Window 1	12	9	77%
			ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■		European Union	83	51	62%
Burundi	■	■	EU-EAC Market Access Upgrade Programme - MARKUP (B383)		■		■		■		European Union	892	479	54%
			Burundi: Market Access Upgrade Programme - MARKUP (B718)			■	■		■		European Union	553	396	72%
Cabo Verde		■	ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■		European Union	83	51	62%
Cambodia	■	■	Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■			European Union	34	23	68%
			Cambodia, Lao PDR, Mongolia and Viet Nam: Conversion of ITC e-learning courses into national language versions (C024)				■		■		Germany	13	6	49%
Cameroon		■	ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)				■		■		European Union	121	106	88%
											ITF Window 1	2	-	0%
			Cameroon: UK Trade Partnerships Programme (B899)	■			■				United Kingdom of Great Britain and Northern Ireland	185	324	175%
			Programme Management: UK Trade Partnerships Programme (B908)	■			■				United Kingdom of Great Britain and Northern Ireland	66	70	107%
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■							United Kingdom of Great Britain and Northern Ireland	107	68	63%
Central African Republic	■	■	République Centrafricaine : Programme d'appui à la promotion de l'entrepreneuriat en milieu urbain et rural (PAPEUR) (B867)		■		■	■			European Union	3,798	2,597	68%
Chile			SheTrades Latin America: Supporting women businesses' transition towards the post COVID digital age (B999)					■			ITF Window 1	75	0	0%
China			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■			European Union	49	33	68%
Colombia		■	SheTrades Latin America: Supporting women businesses' transition towards the post COVID digital age (B999)					■			ITF Window 1	75	0	0%
			Colombia PUEDE: Peace and unity through productive development and commercialization (B599)	■			■	■			European Union	781	760	97%
Comoros	■	■	Comoros: UK Trade Partnerships Programme (B901)	■			■				United Kingdom of Great Britain and Northern Ireland	252	178	71%
			Programme Management: UK Trade Partnerships Programme (B908)	■			■				United Kingdom of Great Britain and Northern Ireland	66	70	107%

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	7 Corporate	Funders	Budget 2021 (\$' 000)	Delivery H1 2021 (\$' 000)	% Delivered	
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■							United Kingdom of Great Britain and Northern Ireland	54	34	63%	
Costa Rica			Central America: Linking women business enterprises (WBEs) with the global gifts and home decoration market (A314)			■	■	■			European Union	23	8	34%	
				ITF Window 1								3	-	0%	
Côte d'Ivoire		■	AfCTA Export Training Programme for SMEs from Nigeria, Rwanda and Cote d'Ivoire (B972)		■						African Export Import Bank	-	54		
			Alliance for Product Quality in Africa (B928)				■	■			Germany	26	11	43%	
			SheTrades West Africa (B610)						■		Korea	294	232	79%	
			Côte D'Ivoire: UK Trade Partnerships Programme (B902)	■			■				United Kingdom of Great Britain and Northern Ireland	492	278	57%	
			Programme Management: UK Trade Partnerships Programme (B908)	■			■				United Kingdom of Great Britain and Northern Ireland	66	70	107%	
			Culture project: Identity Building and Sharing Business Initiative (B542)						■			European Union	361	303	84%
				ITF Window 1								1	-	0%	
			Non-tariff measures programme (W1) (B626)	■								ITF Window 1	6	5	77%
			Fast Tracking Digital Entrepreneurship in Africa - Phase 1 (B898)					■				ITF Window 1	28	24	84%
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■								United Kingdom of Great Britain and Northern Ireland	54	34	63%
		ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■			■		European Union	83	51	62%	
Curaçao		■	Curaçao: National Export Strategy and Implementation Management (B896)		■						Curaçao	190	181	95%	
Democratic Republic of the Congo (the)		■	COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)	■	■	■					COMESA	108	5	5%	
				European Union							121	106	88%		
			ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)				■		■		ITF Window 1	2	-	0%	
Dominica		■	CARIFORUM: UK Trade Partnerships Programme (B900)	■			■				United Kingdom of Great Britain and Northern Ireland	57	46	80%	
			Caribbean: Development of value-added products and intra-regional trade to enhance livelihoods from coconuts II (B407)				■				European Union	55	58	104%	
			Trade for Sustainable Development (T4SD) - Hubs (B694)						■		ITF Window 1	10	4	42%	
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■							United Kingdom of Great Britain and Northern Ireland	54	34	63%	

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	7 Corporate	Funders	Budget 2021 (\$' 000)	Delivery H1 2021 (\$' 000)	% Delivered			
Dominican Republic		■	ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)				■			■	European Union	121	106	88%			
												ITF Window 1	2	-	0%		
						■			■				United Kingdom of Great Britain and Northern Ireland	104	83	80%	
									■				European Union	62	65	104%	
											■		ITF Window 1	10	4	42%	
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■							United Kingdom of Great Britain and Northern Ireland	54	34	63%			
Ecuador			Ecuador: Promoting new non-traditional exports (NEXT Ecuador) (B452)			■	■	■	■		ITF Window 1 (BDF)	-	29				
Egypt			Egypt: Improving the international competitiveness of the textile and clothing sector (GTEX/MENATEX) (B673)						■		Switzerland	277	125	45%			
												Sweden	204	29	14%		
						Egypt: SheTrades (AFTIAS) (B821)			■	■	■			International Islamic Trade Finance Corporation	202	85	42%
						Euromed: Providing trade and market intelligence for better informed decisions (TIFM 2) (A340)	■							European Union	68	8	11%
						MENATEX Regional: Regional component of the Textiles and Clothing Programme for the MENA region (B696)				■				Sweden	43	22	50%
						Global: Networking and knowledge management for the textile and clothing sector (GTEX) (B451)				■				Switzerland	54	19	36%
El Salvador		■	Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)							■	European Union	24	17	68%			
												European Union	24	8	34%		
						Central America: Linking women business enterprises (WBEs) with the global gifts and home decoration market (A314)			■	■	■			ITF Window 1	3	-	0%
Eswatini, Kingdom of		■	Eswatini: Promoting growth through competitive alliances I (B978)	■			■	■		European Union	727	592	81%				
Ethiopia	■	■	Alliance for Product Quality in Africa (B928)				■	■			Germany	77	33	43%			
			COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)	■	■	■						COMESA	108	5	5%		
			Partnership for Investment and Growth in Africa (Main Phase) (B340)			■				■			United Kingdom of Great Britain and Northern Ireland	27	33	123%	
			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)						■				European Union	10	7	68%	

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	7 Corporate	Funders	Budget 2021 (\$' 000)	Delivery H1 2021 (\$' 000)	% Delivered
			Fast Tracking Digital Entrepreneurship in Africa - Phase 1 (B898)				■				ITF Window 1	28	24	84%
			Supporting Indian trade and investment for Africa (SITA) (A854)						■		United Kingdom of Great Britain and Northern Ireland	304	253	83%
			Textile and Apparel Network for Africa (TANA) (C027)					■			Germany	138	14	10%
Fiji		■	Programme Management: UK Trade Partnerships Programme (B908)	■			■				United Kingdom of Great Britain and Northern Ireland	66	70	107%
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■							United Kingdom of Great Britain and Northern Ireland	54	34	63%
			Fiji: UK Trade Partnership Programme (B905)	■			■				United Kingdom of Great Britain and Northern Ireland	281	465	165%
Georgia			Trade and market intelligence for the Eastern Partnership Countries (B802)	■							European Union	111	103	93%
			Eastern Partnership: Ready to Trade - an EU4Business initiative (B252)				■		■		European Union	58	49	85%
				ITF Window 1								3	-	0%
Ghana		■	Ghana: UK Trade Partnerships Programme (B903)	■			■				United Kingdom of Great Britain and Northern Ireland	235	60	25%
			Alliance for Product Quality in Africa (B928)				■	■			Germany	77	33	43%
			ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)				■		■		European Union	121	106	88%
				ITF Window 1								2	-	0%
			Ghana: Developing cocoa and associated crops through the Sankofa Project empowered by Alliances for Action (B766)			■	■	■			Chocolats Halba/ Coop Genossenschaft	242	273	113%
			SheTrades Commonwealth Programme (B578)					■			United Kingdom of Great Britain and Northern Ireland	262	269	102%
			Programme Management: UK Trade Partnerships Programme (B908)	■			■				United Kingdom of Great Britain and Northern Ireland	66	70	107%
			Trade for Sustainable Development (T4SD) - Hubs (B694)					■			ITF Window 1	133	56	42%
			Non-tariff measures programme (W1) (B626)	■							ITF Window 1	105	81	77%
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■							United Kingdom of Great Britain and Northern Ireland	54	34	63%
			ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■		European Union	83	51	62%
			Textile and Apparel Network for Africa (TANA) (C027)					■			Germany	138	14	10%
Grenada		■	CARIFORUM: UK Trade Partnerships Programme (B900)	■			■				United Kingdom of Great Britain and Northern Ireland	62	50	80%

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	7 Corporate	Funders	Budget 2021 (\$' 000)	Delivery H1 2021 (\$' 000)	% Delivered	
			Caribbean: Development of value-added products and intra-regional trade to enhance livelihoods from coconuts II (B407)				■				European Union	55	58	104%	
			Trade for Sustainable Development (T4SD) - Hubs (B694)					■			ITF Window 1	10	4	42%	
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■							United Kingdom of Great Britain and Northern Ireland	54	34	63%	
Guatemala	■	■	Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■			European Union	24	17	68%	
			Central America: Linking women business enterprises (WBEs) with the global gifts and home decoration market (A314)			■	■	■				European Union	24	8	34%
				ITF Window 1	3	-	0%								
			Guatemala: Strengthening the business skills and employability of informal entrepreneurs at the Ciudad Pedro de Alvarado Border (B615)			■	■				United States	98	(58)	-60%	
Guinea	■	■	Guinée: Programme d'appui à l'integration socio-economique des jeunes (INTEGRA) (B463)			■	■	■			European Union	3,388	2,262	67%	
			Mano River: Value Chain Development for Cocoa (NTF IV) (B586)			■	■	■				Netherlands (the)	162	194	119%
			SheTrades West Africa (B610)					■				Korea	294	232	79%
			Guinea: Relance de la filière ananas (REFILA) (B803)					■		■		UNIDO	171	37	22%
			ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■			European Union	83	51	62%
			NTF IV Programme Management (B584)				■	■			Netherlands (the)	16	25	156%	
Guinea-Bissau	■	■	ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■		European Union	83	51	62%	
Guyana		■	Caribbean: Development of value-added products and intra-regional trade to enhance livelihoods from coconuts II (B407)				■				European Union	62	65	104%	
			Trade for Sustainable Development (T4SD) - Hubs (B694)					■				ITF Window 1	61	26	42%
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■								United Kingdom of Great Britain and Northern Ireland	54	34	63%
Haiti	■	■	Haiti: Feasibility study exports of mango, horticulture and cereals (B964)				■		■		Enhanced Integrated Framework	84	91	109%	
Honduras			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■			European Union	24	17	68%	
			Central America: Linking women business enterprises (WBEs) with the global gifts and home decoration market (A314)			■	■	■				European Union	24	8	34%
				ITF Window 1	3	-	0%								
India			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■			European Union	34	23	68%	

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			Supporting Indian trade and investment for Africa (SITA) (A854)							■	United Kingdom of Great Britain and Northern Ireland	380	316	83%
Indonesia			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■			European Union	34	23	68%
Iran (Islamic Republic of)			Iran: Trade-Related Technical Assistance (B782)		■	■		■			European Union	2,553	447	17%
			Culture project: Identity Building and Sharing Business Initiative (B542)					■			European Union ITF Window 1	120 0	101 -	84% 0%
Iraq		■	Iraq: Strengthening the Agriculture and Agri-Food Value Chain and Improving Trade Policy (B960)		■		■	■			European Union	3,991	1,152	29%
Jamaica		■	ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)				■		■		European Union ITF Window 1	121 2	106 -	88% 0%
			CARIFORUM: UK Trade Partnerships Programme (B900)	■			■				United Kingdom of Great Britain and Northern Ireland	104	83	80%
			Caribbean: Development of value-added products and intra-regional trade to enhance livelihoods from coconuts II (B407)				■				European Union	69	72	104%
			Programme Management: UK Trade Partnerships Programme (B908)	■			■				United Kingdom of Great Britain and Northern Ireland	72	77	107%
			Trade for Sustainable Development (T4SD) - Hubs (B694)						■		ITF Window 1	10	4	42%
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■							United Kingdom of Great Britain and Northern Ireland	54	34	63%
	Jordan		■	Jordan: Trade for Employment Project: "Improving Business Environment for SMEs Through Trade Facilitation" (B639)		■						Germany	622	241
			Jordan: Improving the international competitiveness of the textile and clothing sector (MENATEX) (B811)				■				Sweden	263	187	71%
			Euromed: Providing trade and market intelligence for better informed decisions (TIFM 2) (A340)	■							European Union	68	8	11%
			MENATEX Regional: Regional component of the Textiles and Clothing Programme for the MENA region (B696)				■				Sweden	43	22	50%
Kazakhstan		■	Central Asia: Ready4Trade (R4TCA) (B723)		■		■				European Union	622	361	58%
Kenya		■	EU-EAC Market Access Upgrade Programme - MARKUP (B383)		■		■		■		European Union	892	479	54%
			COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)	■	■	■					COMESA	108	5	5%
			Partnership for Investment and Growth in Africa (Main Phase) (B340)			■			■		United Kingdom of Great Britain and Northern Ireland	27	33	123%

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			ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)				■		■		European Union	121	106	88%		
											ITF Window 1	2	-	0%		
			RESI High Skills (B839)					■				ITF Window 1	50	17	34%	
			SheTrades Commonwealth Programme (B578)					■				United Kingdom of Great Britain and Northern Ireland	262	269	102%	
			Trade for Sustainable Development (T4SD) - Hubs (B694)					■				ITF Window 1	133	56	42%	
			Culture project: Identity Building and Sharing Business Initiative (B542)							■			European Union	341	286	84%
													ITF Window 1	1	-	0%
			Kenya: Supporting refugees to trade through digital agents model (B776)							■			Norwegian Refugee Council	22	32	142%
			Supporting Indian trade and investment for Africa (SITA) (A854)									■	United Kingdom of Great Britain and Northern Ireland	304	253	83%
			Refugee Employment and Skills Initiative: Building Solutions for Somali Refugees in a Fragile Protracted Displacement Scenario (RESI Dadaab II) (B864)					■			Norwegian Refugee Council	307	231	75%		
												Japan	69	94	136%	
Kyrgyzstan		■	Central Asia: Ready4Trade (R4TCA) (B723)		■		■				European Union	622	361	58%		
			Global: Networking and knowledge management for the textile and clothing sector (GTEX) (B451)				■					Switzerland	54	19	36%	
			Kyrgyzstan: Improving the international competitiveness of the textile and clothing sector (GTEX) (B676)			■	■					Switzerland	235	247	105%	
Lao People's Democratic Republic	■	■	Systematic Mechanism for Safer Trade (SYMST) (B695)	■		■	■	■			European Union	361	134	37%		
			Lao PDR: ASEAN Regional Integration Support (Laos-ARISE Plus) (B505)		■		■		■			European Union	1,023	588	57%	
			Cambodia, Lao PDR, Mongolia and Viet Nam: Conversion of ITC e-learning courses into national language versions (C024)				■			■		Germany	13	6	49%	
			Trade for Sustainable Development (T4SD) - Hubs (B694)						■			ITF Window 1	122	52	42%	
Lebanon		■	Lebanon - E-Commerce for Women Entrepreneurs (B820)				■	■			World Bank	195	113	58%		
			Euromed: Providing trade and market intelligence for better informed decisions (TIFM 2) (A340)	■								European Union	68	8	11%	
Liberia	■	■	Mano River: Value Chain Development for Cocoa (NTF IV) (B586)			■	■	■			Netherlands (the)	197	235	119%		
			SheTrades West Africa (B610)					■				Korea	294	232	79%	

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			ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)				■		■		European Union	121	106	88%		
			ITF Window 1									2	-	0%		
			Liberia: Developing the tourism sector with a focus on surfing and destinations (B555)				■						Enhanced Integrated Framework	217	24	11%
			ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■			■			European Union	83	51	62%
			NTF IV Programme Management (B584)				■	■			Netherlands (the)	16	25	156%		
Libya		■	Libya: Increasing trade transparency through the EuroMed Trade Helpdesk (B951)	■							France	100	44	44%		
Madagascar	■	■	Madagascar: UK Trade Partnerships Programme (B904)	■			■				United Kingdom of Great Britain and Northern Ireland	260	311	120%		
			Programme Management: UK Trade Partnerships Programme (B908)	■			■					United Kingdom of Great Britain and Northern Ireland	66	70	107%	
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■								United Kingdom of Great Britain and Northern Ireland	54	34	63%	
Malawi	■	■	COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)	■	■	■				COMESA	108	5	5%			
Malaysia			Malaysia: Trade-Related Assistance (Arise + Malaysia) (B872)		■			■	■	European Union	723	144	20%			
Mali	■	■	Trade Facilitation (B628)		■						ITF Window 1	63	42	67%		
			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 Union	718	492	68%	
			Culture project: Identity Building and Sharing Business Initiative (B542)						■			European Union	281	236	84%	
			ITF Window 1									1	-	0%		
			Non-tariff measures programme (W1) (B626)	■									ITF Window 1	12	9	77%
			Fast Tracking Digital Entrepreneurship in Africa - Phase 1 (B898)					■					ITF Window 1	28	24	84%
			ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■		European Union	83	51	62%		
Mauritania	■	■	ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■		European Union	83	51	62%		
Mauritius		■	Trade Intelligence: UK Trade Partnerships Programme (B906)	■							United Kingdom of Great Britain and Northern Ireland	54	34	63%		
Mexico			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■			European Union	24	17	68%		

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Micronesia (Federated States of)		■	Micronesia: Coconut Export Strategy (C058)		■	■		■			Federated States of Micronesia Petroleum Corporation (FSMPC)	-	10	
Mongolia		■	Cambodia, Lao PDR, Mongolia and Viet Nam: Conversion of ITC e-learning courses into national language versions (C024)				■		■		Germany	13	6	49%
Montenegro			CEFTA - Support to regional integration (B973)		■					■	Germany	35	0	0%
Morocco			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)						■		European Union	24	17	68%
			Euromed: Providing trade and market intelligence for better informed decisions (TIFM 2) (A340)	■							European Union	68	8	11%
			SheTrades Morocco (B937)			■	■	■			International Islamic Trade Finance Corporation	173	40	23%
			MENATEX Regional: Regional component of the Textiles and Clothing Programme for the MENA region (B696)				■				Sweden	43	22	50%
			Morocco: Improving the international competitiveness of the textile and clothing sector (GTEX/MENATEX) (B674)				■				Switzerland	138	158	114%
			Global: Networking and knowledge management for the textile and clothing sector (GTEX) (B451)				■				Switzerland	54	19	36%
			Textile and Apparel Network for Africa (TANA) (C027)						■		Germany	138	14	10%
Mozambique	■	■	Partnership for Investment and Growth in Africa (Main Phase) (B340)			■				■	United Kingdom of Great Britain and Northern Ireland	27	33	123%
Myanmar	■	■	Myanmar: Trade-Related Technical Assistance (ARISE+ Myanmar) (B567)							■	European Union	642	363	57%
			Myanmar Trade and Investment Project (TIP) (B494)	■	■	■					United Kingdom of Great Britain and Northern Ireland	600	181	30%
			Myanmar: Upgrading horticulture supply and sustainable tourism to develop business linkages (B566)				■				Switzerland	184	130	71%
			Dealing with crises and sustaining project results during crises: the case of Myanmar (C065)							■	ITF Window 1	-	37	
			Myanmar: Inclusive tourism development with focus on Kayah state (consolidation) & Tanintharyi (extension) (NTF IV) (B386)				■				Netherlands (the)	135	186	138%
		NTF IV Programme Management (B584)				■	■			Netherlands (the)	20	31	156%	
Nepal	■	■	Nepal Trade-Related Assistance (B731)		■	■	■				European Union	1,269	487	38%
			Trade for Sustainable Development (T4SD) - Hubs (B694)						■		ITF Window 1	122	52	42%

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Nicaragua			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■			European Union	24	17	68%
			Central America: Linking women business enterprises (WBEs) with the global gifts and home decoration market (A314)			■	■	■			European Union ITF Window 1	24 3	8 -	34% 0%
Niger	■	■	Trade Facilitation (B628)		■						ITF Window 1	63	42	67%
			Non-tariff measures programme (W1) (B626)	■							ITF Window 1	90	69	77%
			ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■		European Union	83	51	62%
Nigeria		■	AfCTA Export Training Programme for SMEs from Nigeria, Rwanda and Cote d'Ivoire (B972)		■						African Export Import Bank	-	56	
			Trade Training Hub (TTH) (B736)			■					ITF Window 1	100	44	44%
			SheTrades Commonwealth Programme (B578)					■			United Kingdom of Great Britain and Northern Ireland	262	269	102%
			ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■		European Union	138	85	62%
North Macedonia		■	CEFTA - Support to regional integration (B973)		■				■		Germany	35	0	0%
Pakistan		■	Pakistan: Growth for rural advancement and sustainable progress (GRASP) (B466)		■		■	■			European Union ITF Window 1	9,676 88	5,255 7	54% 8%
			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■			European Union	24	17	68%
			Pakistan: Revenue Mobilisation for Investment and Trade (ReMIT) (B938)		■						United Kingdom of Great Britain and Northern Ireland	1,500	941	63%
			Central America: Linking women business enterprises (WBEs) with the global gifts and home decoration market (A314)			■	■	■			European Union ITF Window 1	23 3	8 -	34% 0%
Papua New Guinea		■	ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)				■		■		European Union ITF Window 1	121 2	106 -	88% 0%
			Programme Management: UK Trade Partnerships Programme (B908)	■			■				United Kingdom of Great Britain and Northern Ireland	66	70	107%
			PNG: UK Trade Partnerships Programme (B967)	■	■	■	■	■			United Kingdom of Great Britain and Northern Ireland	244	177	72%
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■							United Kingdom of Great Britain and Northern Ireland	54	34	63%

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Peru			Trade for Sustainable Development (T4SD) - Hubs (B694)					■			ITF Window 1	122	52	42%		
Philippines			Philippines: Trade-Related Assistance (Arise + Philippines) (C007)	■	■			■	■		European Union	830	135	16%		
Qatar			Qatar: Export Acceleration Pilot Programme to improve SME competitiveness and market access (Qatar EAP) (B996)				■				Qatar Development Bank	-	67			
Republic of Moldova (the)		■	Trade and market intelligence for the Eastern Partnership Countries (B802)	■							European Union	138	128	93%		
			Eastern Partnership: Ready to Trade - an EU4Business initiative (B252)				■		■			European Union ITF Window 1	58 3	49 -	85% 0%	
Rwanda	■	■	AfCTA Export Training Programme for SMEs from Nigeria, Rwanda and Cote d'Ivoire (B972)		■						African Export Import Bank	-	54			
			Alliance for Product Quality in Africa (B928)				■	■				Germany	77	33	43%	
			EU-EAC Market Access Upgrade Programme - MARKUP (B383)				■	■		■			European Union	892	479	54%
			Fast Tracking Digital Entrepreneurship in Africa - Phase 1 (B898)					■					ITF Window 1	28	24	84%
			Supporting Indian trade and investment for Africa (SITA) (A854)								■		United Kingdom of Great Britain and Northern Ireland	304	253	83%
			SheTrades Rwanda (B950)						■	■			Enhanced Integrated Framework	342	262	77%
Saint Kitts and Nevis		■	Trade for Sustainable Development (T4SD) - Hubs (B694)					■			ITF Window 1	10	4	42%		
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■								United Kingdom of Great Britain and Northern Ireland	54	34	63%	
Saint Lucia		■	CARIFORUM: UK Trade Partnerships Programme (B900)	■			■				United Kingdom of Great Britain and Northern Ireland	78	62	80%		
			Caribbean: Development of value-added products and intra-regional trade to enhance livelihoods from coconuts II (B407)				■					European Union	55	58	104%	
			St. Lucia: Strengthening the institutional infrastructure for export promotion (A332)	■	■	■	■						Saint Lucia Trade Export Promotion Agency (TEPA)	104	2	2%
			Trade for Sustainable Development (T4SD) - Hubs (B694)						■				ITF Window 1	61	26	42%
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■									United Kingdom of Great Britain and Northern Ireland	54	34	63%
Saint Vincent and the Grenadines		■	CARIFORUM: UK Trade Partnerships Programme (B900)	■			■				United Kingdom of Great Britain and Northern Ireland	57	46	80%		
			Caribbean: Development of value-added products and intra-regional trade to enhance livelihoods from coconuts II (B407)				■					European Union	55	58	104%	

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			Trade for Sustainable Development (T4SD) - Hubs (B694)					■			ITF Window 1	10	4	42%
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■							United Kingdom of Great Britain and Northern Ireland	54	34	63%
Saudi Arabia			Saudi Arabia: Development of dates sector in Medina region (AfTIAS) (B605)				■				International Islamic Trade Finance Corporation	43	44	103%
Senegal	■	■	Sénégal: Programme d'appui à la Compétitivité de l'Afrique de l'Ouest (PACAO) (B461)			■	■	■			European Union	502	679	135%
			Senegal: Export development of IT and IT-enabled services (NTF IV) (B390)				■	■			Netherlands (the)	134	171	127%
			ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■		European Union	83	51	62%
			NTF IV Programme Management (B584)				■	■			Netherlands (the)	16	25	156%
			Textile and Apparel Network for Africa (TANA) (C027)					■			Germany	138	14	10%
Serbia			CEFTA - Support to regional integration (B973)		■					■	Germany	35	0	0%
Seychelles		■	Trade Intelligence: UK Trade Partnerships Programme (B906)	■							United Kingdom of Great Britain and Northern Ireland	54	34	63%
Sierra Leone	■	■	Mano River: Value Chain Development for Cocoa (NTF IV) (B586)			■	■	■			Netherlands (the)	220	263	119%
			SheTrades West Africa (B610)					■			Korea	294	232	79%
			Sierra Leone: West Africa Competitiveness Programme (B457)		■	■	■		■		UNIDO	609	227	37%
			ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■		European Union	83	51	62%
			NTF IV Programme Management (B584)				■	■			Netherlands (the)	16	25	156%
South Sudan	■	■	South Sudan: Jobs Creation and Trade Development (B910)	■	■		■	■			European Union	779	174	22%
			South Sudan: National Export and Investment Strategy (AfCFTA) (C029)		■						African Export Import Bank	284	144	51%
Sri Lanka			Sri Lanka: Trade Facilitation for SMEs (B986)		■						Germany	328	145	44%
			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■			European Union	24	17	68%
			Sri Lanka: Trade related assistance (A306)		■		■				European Union	227	272	120%
State of Palestine		■	State of Palestine: Reform and Development of Markets, Value Chains and Producers' Organizations (B580)	■			■	■			FAO	106	142	133%
			State of Palestine: Enhancing self-employment of refugees and youth in Gaza through digital channels (C055)					■			Japan	-	214	
			Euromed: Providing trade and market intelligence for better informed decisions (TIFM 2) (A340)	■							European Union	68	8	11%

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Suriname		■	Caribbean: Development of value-added products and intra-regional trade to enhance livelihoods from coconuts II (B407)				■				European Union	55	58	104%	
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■							United Kingdom of Great Britain and Northern Ireland	54	34	63%	
Tajikistan		■	Tajikistan: Improving the international competitiveness of the textile and clothing sector (GTEX) (B675)		■	■	■	■			Switzerland	316	212	67%	
			Tajikistan: Enabling market access for agricultural products through improved food safety system (STDF) (B312)		■	■	■				Standards and Trade Development Facility	145	74	51%	
			Culture project: Identity Building and Sharing Business Initiative (B542)					■			European Union	281	236	84%	
				ITF Window 1	1	-	0%								
			Central Asia: Ready4Trade (R4TCA) (B723)		■		■				European Union	622	361	58%	
		Global: Networking and knowledge management for the textile and clothing sector (GTEX) (B451)					■			Switzerland	54	19	36%		
Thailand			Systematic Mechanism for Safer Trade (SYMST) (B695)	■		■	■	■			European Union	12	5	37%	
			Thailand: Trade-Related Assistance (Arise + Thailand) (B873)		■			■	■		European Union	795	271	34%	
The Gambia	■	■	The Gambia: Strengthening community coping mechanisms to mitigate risks of conflicts and reduce climate-related tensions (B945)					■			MPTF	270	187	69%	
			The Gambia: PBF, Strengthening Sustainable and Holistic Reintegration of Returnees (B786)				■	■			MPTF	201	111	56%	
			The Gambia: Jobs, Skills and Finance (JSF) for Women and Youth (B664)		■	■		■				European Union	899	730	81%
				European Union	1,729	1,289	75%								
			The Gambia: Youth empowerment project (YEP) (B179)		■		■	■			ITF Window 1	15	(184)	#####	
			The Gambia: COVID-19 recovery through digitalisation and market access for women horticulture producers (C022)					■			ITF Window 1	20	-	0%	
			SheTrades Gambia (B751)						■			Enhanced Integrated Framework	55	52	94%
				ITF Window 1	138	98	71%								
		OPEC Fund for International Development		118	40	34%									
		ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■		European Union	83	51	62%		
Togo	■	■	ECOWAS: West Africa Business and Export Promotion Project (WABEP) (B537)	■	■	■	■		■		European Union	83	51	62%	

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	7 Corporate	Funders	Budget 2021 (\$' 000)	Delivery H1 2021 (\$' 000)	% Delivered
Trinidad and Tobago		■	Caribbean: Development of value-added products and intra-regional trade to enhance livelihoods from coconuts II (B407)				■				European Union	55	58	104%
			Trade for Sustainable Development (T4SD) - Hubs (B694)					■			ITF Window 1	10	4	42%
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■							United Kingdom of Great Britain and Northern Ireland	54	34	63%
Tunisia			Tunisia: E-Commerce for Women Entrepreneurs (B971)				■	■			World Bank	137	90	66%
			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■			European Union	24	17	68%
			Tunisia: Improving the international competitiveness of the textile and clothing sector (GTEX/MENATEX) (B672)				■				Switzerland	346	102	30%
				Sweden	83	153	184%							
			Euromed: Providing trade and market intelligence for better informed decisions (TIFM 2) (A340)	■							European Union	77	9	11%
			MENATEX Regional: Regional component of the Textiles and Clothing Programme for the MENA region (B696)				■				Sweden	43	22	50%
			Global: Networking and knowledge management for the textile and clothing sector (GTEX) (B451)				■				Switzerland	54	19	36%
		Textile and Apparel Network for Africa (TANA) (C027)					■			Germany	138	14	10%	
Turkey			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■			European Union	24	17	68%
Turkmenistan		■	Central Asia: Ready4Trade (R4TCA) (B723)		■		■				European Union	622	361	58%
Uganda	■	■	Uganda: Export development of IT and IT-enabled services (NTF IV) (B387)				■	■			Netherlands (the)	225	399	178%
			EU-EAC Market Access Upgrade Programme - MARKUP (B383)		■		■		■		European Union	892	479	54%
			Uganda: Youth Start-up Academy in Africa (C026)				■	■			ITF Window 1 (BDF)	54	30	55%
			Uganda: Handicraft and Souvenir Development Project (HSDP) (B764)			■	■	■			Enhanced Integrated Framework	111	81	73%
			Culture project: Identity Building and Sharing Business Initiative (B542)					■			European Union	321	269	84%
				ITF Window 1	1	-	0%							
			Supporting Indian trade and investment for Africa (SITA) (A854)							■	United Kingdom of Great Britain and Northern Ireland	304	253	83%
		NTF IV Programme Management (B584)				■	■			Netherlands (the)	16	25	156%	
Ukraine			Ukraine: Linking SMEs in the fruit and vegetables industry to global and domestic value chains (A303)		■		■				Sweden	35	125	355%

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	7 Corporate	Funders	Budget 2021 (\$' 000)	Delivery H1 2021 (\$' 000)	% Delivered
			Trade and market intelligence for the Eastern Partnership Countries (B802)	■							European Union	111	103	93%
			Ukraine: Linking SMEs in the fruits and vegetable sector to global and domestic markets and value chains (Phase II) (C044)		■	■	■				Sweden	-	78	
											ITF Window 1 (BDF)	-	7	
			Eastern Partnership: Ready to Trade - an EU4Business initiative (B252)				■		■		European Union	72	62	85%
											ITF Window 1	4	-	0%
United Republic of Tanzania (the)	■	■	EU-EAC Market Access Upgrade Programme - MARKUP (B383)		■		■		■		European Union	892	479	54%
			COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)	■	■	■					COMESA	108	5	5%
			Tanzania: Kigoma Joint Programme under UNDP II (B727)				■	■			MPTF	148	217	147%
			Fast Tracking Digital Entrepreneurship in Africa - Phase 1 (B898)				■				ITF Window 1	32	27	84%
			Supporting Indian trade and investment for Africa (SITA) (A854)						■		United Kingdom of Great Britain and Northern Ireland	304	253	83%
Uruguay			SheTrades Latin America: Supporting women businesses' transition towards the post COVID digital age (B999)					■			ITF Window 1	75	0	0%
Uzbekistan		■	Uzbekistan: Facilitating the Process of Accession to the WTO (B915)		■						European Union	553	419	76%
			Culture project: Identity Building and Sharing Business Initiative (B542)					■			European Union	301	252	84%
											ITF Window 1	1	-	0%
			Central Asia: Ready4Trade (R4TCA) (B723)		■		■				European Union	622	361	58%
Vanuatu		■	ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)				■		■		European Union	398	349	88%
											ITF Window 1	6	-	0%
Viet Nam			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■			European Union	34	23	68%
			Systematic Mechanism for Safer Trade (SYMST) (B695)	■		■	■	■			European Union	249	92	37%
			Trade Facilitation (B628)		■						ITF Window 1	63	42	67%
			Cambodia, Lao PDR, Mongolia and Viet Nam: Conversion of ITC e-learning courses into national language versions (C024)				■		■		Germany	13	6	49%
			Vietnam: Trade Policy and Promotion Project (B888)		■						Switzerland	553	171	31%
			Trade for Sustainable Development (T4SD) - Hubs (B694)					■			ITF Window 1	122	52	42%

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	7 Corporate	Funders	Budget 2021 (\$' 000)	Delivery H1 2021 (\$' 000)	% Delivered	
			Non-tariff measures programme (W1) (B626)	■							ITF Window 1	75	58	77%	
Zambia	■	■	COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)	■	■	■					COMESA	124	6	5%	
			Partnership for Investment and Growth in Africa (Main Phase) (B340)			■			■		United Kingdom of Great Britain and Northern Ireland	27	33	123%	
			ACP: Strengthening Productive Capabilities and Value Chain Alliances (B807)			■				■		European Union	121	106	88%
												ITF Window 1	2	-	0%
			SheTrades Zambia (B785)							■		Enhanced Integrated Framework	12	14	118%
			Fast Tracking Digital Entrepreneurship in Africa - Phase 1 (B898)						■			ITF Window 1	28	24	84%
Zimbabwe		■	COMESA Cross Border Trade Initiative: Facilitating Small-Scale Trade Across the Borders (B796)	■	■	■					COMESA	108	5	5%	
			Zimbabwe: UK Trade Partnerships Programme (B907)	■			■	■			United Kingdom of Great Britain and Northern Ireland	336	194	58%	
			Programme Management: UK Trade Partnerships Programme (B908)	■			■				United Kingdom of Great Britain and Northern Ireland	66	70	107%	
			Trade Intelligence: UK Trade Partnerships Programme (B906)	■							United Kingdom of Great Britain and Northern Ireland	54	34	63%	
Africa			Trade Promotion between China and other Developing Countries along the Belt and Road Initiative (B568)	■					■		China	153	62	40%	
			SheTrades: Empowering Women in the African Continental Free Trade Area (AfCFTA) (B832)					■			Germany	277	255	92%	
			ITC's contribution to the AfCFTA (B942)							■		ITF Window 1	100	66	66%
			Implementation of the African Trade Observatory within the AUC (B353)	■								European Union	1,037	398	38%
			Alliances for Action Service Centre (Core Network) (C032)				■			ITF Window 1	66	23	34%		
Asia and the Pacific			Trade Promotion between China and other Developing Countries along the Belt and Road Initiative (B568)	■					■		China	153	62	40%	
			Alliances for Action Service Centre (Core Network) (C032)				■				ITF Window 1	68	23	34%	
Latin America and the Caribbean			Alliances for Action Service Centre (Core Network) (C032)				■			ITF Window 1	66	23	34%		
Global			Improving transparency in trade through market analysis tools as a global public good (B336)	■							European Union	910	368	40%	
											Revolving Fund MAR	76	24	32%	
											ITF Window 1	550	310	56%	
			Alliances for Action: Coffee Guide (B930)				■	■		■		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	7 Corporate	Funders	Budget 2021 (\$' 000)	Delivery H1 2021 (\$' 000)	% Delivered
			SEC Revolving Fund (B190)				■				The Swiss Platform for Sustainable Cocoa (SWISSCO)	-	8	
			Quality and SPS standards (B427)		■						ITF Window 1	306	75	25%
			Global Trade Helpdesk (Coordination and Staff) (C031)	■							ITF Window 1	100	49	49%
			Economic Partnership Agreements (EPAs) worldwide and rules of origin (B725)	■							National Graduate Institute for Policy Studies (GRIPS)	41	49	120%
			MLS-SCM Revolving Fund (B189)				■				Revolving Fund MLS-SCM	138	68	49%
			E-Learning (B648)	■							ITF Window 1	108	110	102%
			Benchmarking Platform Update (B891)			■	■				ITF Window 1	194	194	100%
			Trade for Sustainable Development (T4SD) (B036)								United States	104	54	52%
				Sustainable Agriculture Initiative (SAI Platform)								33	12	37%
				European Union								90	93	104%
				Switzerland					■			346	170	49%
				UNCTAD								-	9	
				European Union								74	46	62%
				Germany								29	-	0%
			Finance in Motion								51	-	0%	
			SheTrades (B641)					■			ITF Window 1	472	310	66%
			Enhancing Transparency and Traceability of Sustainable Textile Value Chains (B893)					■			European Union	15	10	68%
			Green2Compete (G2C) (C041)		■			■			ITF Window 1	500	152	30%
			Export strategy design and management (B630)		■						ITF Window 1	415	168	40%
			Information Technology Services & Support (B625)							■	ITF Window 1	601	194	32%
			Corporate Data Management System (C039)							■	ITF Window 1	894	223	25%
			DMD Partnership & Coordination (B620)							■	ITF Window 1	25	5	20%
			SheTrades Coordination (B642)					■			ITF Window 1	90	17	18%
			SheTrades and UPS (B956)					■			UPS Foundation	35	148	427%
			TS Revolving Fund (B205)			■					Revolving Fund TS	-	36	
			Secondee from Republic of Korea (C051)	■							Korea	-	129	

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	7 Corporate	Funders	Budget 2021 (\$' 000)	Delivery H1 2021 (\$' 000)	% Delivered								
			Collecting data on women in extra-EU services trade in selected EU Member States (B922)	■				■			European Union	57	38	66%								
			Improving transparency in trade through embedded market analysis tools (B352)	■							TradeMalta	10	5	44%								
			RESI High Skills (B839)					■			ITF Window 1	50	17	34%								
			UN-SWAP 2.0 (B962)							■	ITF Window 1	192	123	64%								
			New ITC website (B824)							■	ITF Window 1	709	729	103%								
			Investment Facilitation for Development (B929)		■						China	207	93	45%								
			Export Potential Map (A341)	■							Netherlands (the)	28	-	0%								
																			Revolving Fund MAR	9	14	154%
																			China	11	18	157%
																			ILO	69	9	13%
																			Boston Consulting Group	2	3	149%
																			Canada	-	8	
																			UN-OHRLLS	-	19	
			Trade for Sustainable Development (T4SD) - Database (B645)					■			ITF Window 1	750	348	46%								
			SME Competitiveness Survey and Outlook (B631)	■							ITF Window 1	1,000	400	40%								
			DMD/TMI Core Staff (B849)	■							ITF Window 1	204	173	85%								
			Dummy project: Business Development Fund (BDF 2021) (C034)							■	ITF Window 1 (BDF)	400	-	0%								
			Support Trade Negotiations (B629)		■						ITF Window 1	250	51	20%								
			SheTrades and Mary Kay (B957)					■			Mary Kay	211	158	75%								
			NY Office (B624)							■	ITF Window 1	120	94	79%								
			E-solutions (B636)				■				ITF Window 1	350	122	35%								
			DCP Partnership and Coordination (B650)							■	ITF Window 1	260	63	24%								
			SheTrades Connect (Japan) (B516)					■			Japan	17	11	66%								
			OED Cabinet (B623)							■	ITF Window 1	250	-	0%								
			Fibre, Clothing, Textiles - Developing a more resilient and fairer post COVID-19 value chain governance structure for T+C (C033)				■				ITF Window 1	96	-	0%								
			Innovation Lab (B788)							■	ITF Window 1	200	88	44%								
			I 4 IMPACT (AIM): Improving institutional performance for SME internationalization (B633)			■					ITF Window 1	655	193	29%								
			DEI Coordination and Innovation Fund (B647)							■	ITF Window 1	200	86	43%								

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	7 Corporate	Funders	Budget 2021 (\$' 000)	Delivery H1 2021 (\$' 000)	% Delivered
			Youth & Trade: Entrepreneurship and Employability (B840)					■			ITF Window 1	425	144	34%
			CRM (B852)							■	ITF Window 1	189	5	2%
			Trade in services (B632)		■						ITF Window 1	100	12	12%
			Trade in services (B026)		■						China	138	12	9%
			Fellowship: Mo Ibrahim Foundation (B203)							■	Mo Ibrahim Foundation	79	170	216%
			Global: Support for Innovative Methods and Tools (understanding NTMs and accessing e-Commerce) (B678)	■			■				United States	24	21	87%
			Secondee from Republic of Korea (B985)				■				Korea	221	125	57%
			TIS Revolving Fund / E-learning (B155)	■							Revolving Fund TS	-	16	
			RBM (B622)							■	ITF Window 1	120	38	32%
Regional/Global			Associate Expert - Office for Latin America and the Caribbean (C053)				■	■		■	Japan	132	88	67%
			Associate Expert - Sustainable and Inclusive Value Chains (C009)					■			Finland	53	66	124%
			Associate Expert - Sustainable and Inclusive Value Chains (B948)					■			Netherlands (the)	90	68	76%
			Associate Expert - Sector and Enterprise Competitiveness (B947)				■				Netherlands (the)	98	68	70%
			Associate expert - E-solutions (B800)				■				Germany	75	75	100%
			Associate expert - Sector and Enterprise Competitiveness (C030)				■				Italy	92	94	102%
			Associate Expert: Trade facilitation and policy for business (B699)		■						Germany	13	-	0%
			Associate expert - SheTrades (B825)					■			Germany	108	83	77%
			Associate expert - Strengthening TISIs (B886)			■					China	38	50	130%
			Associate expert External Relations (C006)							■	Germany	50	69	139%

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 and Sweden.

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://www.intracen.org/itc/about/working-with-itc/corporate-documents/strategic-plan/	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://www.intracen.org/itc/about/working-with-itc/corporate-documents/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) 54th 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 ...
	Information on ITC's website, Twitter, Facebook, Instagram etc.		Wide range of information. Many links have been provided in the text of this CCITF report.
In addition: For W1 funders	Annual review meetings Ad-hoc information sharing / meetings as per the W1 funders' requests		The agenda of meetings / information provided is customized to the respective W1 funders' interests.
In addition: For W2 funders	Project-specific plans and reports / news-updates as agreed in the W2 grant agreements		

Oversight reports

Report recipients	Type	Link	Description of the content
	ITC Board of Auditor reports (UN external auditors – when published, this document comes together with the ITC financial statement, see above)	2020 - Financial report and audited financial statements.pdf (intracen.org)	Financial statements and the auditor's report
	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)	
All funders, member states, general public (Information available online for all)	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.

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