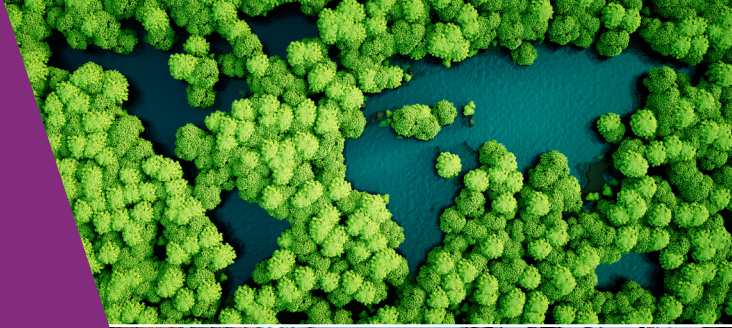




International
Trade
Centre

Operational Plan 2025

*Transforming trade.
Changing lives.*



ITC mission:

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

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This document has not been formally edited by the International Trade Centre.

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OPERATIONAL PLAN 2025

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ACRONYMS

ACP	African, Caribbean and Pacific Group of States	PWD	Persons with Disabilities
AESR	Annual Evaluation Synthesis Report	RB	Regular budget from the UN and WTO
AfCFTA	African Continental Free Trade Area	RBM	Results-based management
AI	Artificial Intelligence	RC	Resident Coordinator
ASEAN	Association of Southeast Asian Nations	RCS	Resident Coordinator System
ATO	African Trade Observatory	RESI	Refugee Employment and Skills Initiative (ITC project)
BOA	Board of Auditors	RMS	Resource Mobilization Strategy
BSO	Business Support Organisation	RMSC	Resource Mobilization Steering Committee
CCITF	ITC Consultative Committee of ITC's Trust Fund	ROM	Results Oriented Monitoring
COP30	UN Climate Change Conference 2025	SDG	Sustainable Development Goal
EAC	East African Community	SEA	Sexual Exploitation and Abuse
ECOWAS	Economic Community of West African States	SIDS	Small Island developing states
EECA	Eastern Europe and Central Asia	SME TA	SME Trade Academy
EFI	Ethical Fashion Initiative	SME	Small and Medium Enterprises
ERM	Enterprise Risk Management	SPS	Sanitary and Phytosanitary
ESG	Environmental, Social and Governance	STAR	Uganda: Strengthening Agribusiness Resilience and Competitiveness (ITC project in Uganda)
EU	European Union	SVEs	Small and vulnerable economies
GAAR	Geneva Alliance Against Racism	TBT	Technical barriers to trade
GEAP	Gender Equality Action Plan	TRTA	Trade-related technical assistance
GDI	Gender equality, diversity and inclusion	UN-DESA	UN Department of Economic and Social Affairs
GDP	Gross domestic product	UNCCD	United Nations Convention to Combat Desertification
GPG	Global Public Goods	UNCTAD	UN trade & development
IATI	International Aid Transparency Initiative	UNDP	United Nations Development Programme
IEU	Independent Evaluation Unit	UNEP	United Nations Environment Programme
IFD	Investment Facilitation for Development	UN-OHRLLS	United Nations Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States
IP	Implementing Partner	UNSDCF	United Nations Sustainable Development Cooperation Framework
IPR	Intellectual Property Rights	UNSDG	United Nations Sustainable Development Group
IPT	Indigenous Peoples and Trade	UN-SWAP	United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women
ITC	International Trade Centre	W1	Window 1 of the ITC Trust Fund
ITF	ITC Trust Fund	W2	Window 2 of the ITC Trust Fund
JAG	Joint Advisory Group	WEDF	World Export Development Forum
JIU	Joint Inspection Unit of the United Nations	WEIDE	Joint WTO-ITC Women in the Digital Economy
JPO	Junior Professional Officer	WIPO	World Intellectual Property Organization
JSI	Joint Statement Initiative	WTO	World Trade Organization
KPI	Key Performance Indicator	WTPO	World Trade Promotion Organization
LDC	Least developed country	XB	Extrabudgetary resources
LLDC	Landlocked developing country	YE!	ITC's Youth Ecopreneur Program
LLDC3	Third UN Conference on LLDCs		
MARKUP	Market Access Upgrade Programme (ITC project in Eastern Africa)		
MFAP	Moving Forward Action Plan		
MoU	Memorandum of Understanding		
MSME	Micro, small, and medium-sized enterprise		
MENA	Middle East and North Africa		
NRA	Non-Resident Agency		
NTF V	Netherlands Trust Fund V		
ODA	Official development assistance		
OEECA	Office for Eastern Europe and Central Asia		
OIOS	Office of Internal Oversight Services		
PPP	Public-Private Partnership		
PSC	Programme support costs		

FOREWORD

As 2025 gets underway, the entire landscape of international development is experiencing a seismic shift. The crises that have beset the global economy in recent years are becoming more acute, not less, leaving overseas aid budgets grappling with a host of urgent demands. The prospect of renewed trade tensions also looms large on the horizon, as do the risks of higher inflation and greater disruptions to global supply chains. This is the environment in which ITC is now working—and it reinforces, now more than ever, the urgency of delivering on our 2022-2025 Strategic Plan.

Our work in 2025 is based on our clear commitment to our clients and funders to ensure connected, sustainable, and inclusive trade remains within everyone's reach. It is designed to meet the needs of the moment: to ensure that the micro-, small and medium-sized enterprises (MSMEs) that ITC serves are not sidelined by crises, but are empowered to grow, compete, and thrive. It also aims to prepare MSMEs for an increasingly uncertain future—while ensuring that they are well-positioned to shape it.

Throughout the year that might bring more disruptions, our work will be guided by a clear ethos: that by transforming trade, we can change lives. We will continue our long tradition of partnerships and our dedication to locally-led, locally-owned solutions, working closely with governments, local organizations, and UN bodies. We will be showcasing why trade is part of the solution of some of the world's biggest challenges—such as driving economic growth and reducing poverty—and advocating for fairness, equity, openness, and sustainability in everything that we do.

For the MSMEs we serve to be ready not just for the demands of the present, but the needs of the future, transformational change is the only way forward. That is why we will scale up our efforts to make value addition, diversification, and regional integration a reality for more of our priority countries. We will work to ensure that digital transformation and its immense possibilities do not belong solely to the realm of larger enterprises, but are accessible for small and medium-sized firms. We will press forward in our efforts to help more MSMEs take part in the green transition and help avert the worst of the climate crisis, while preparing for those impacts they cannot avoid. Across these efforts, inclusion will be our watchword—because trade is at its best when everyone can be part of it, particularly women, youth, and vulnerable communities.

For every one of these goals to succeed, the political economy around SMEs, in particular, has to change. That is why in July 2025, we will be holding the first-ever global SME ministerial conference, hosted by the government of South Africa. It will be a platform for SME ministers to come together and talk about the issues that matter most to the small and medium-sized enterprises in their constituencies—and give their guidance on what needs to happen next. It marks a turning point not just for how SME issues are treated in the policy sphere, but for ITC's own history as it concludes its current strategic plan and embarks upon the next.



Pamela Coke-Hamilton, Executive Director
International Trade Centre

Executive Summary

Who are we	<p>ITC is a joint agency of the United Nations and the World Trade Organization.</p> <p>We deliver high-impact technical assistance for inclusive and sustainable growth and development of developing countries, especially the least developed countries, and countries with economies in transition, so that micro, small, and medium-sized enterprises (MSMEs), in labour-intensive and high-growth sectors can trade and invest, and thrive in the global economy.</p>
Our resources	<p>\$161 million to be delivered across all budgets: the regular budget (\$46 million) from the UN and WTO, and extra-budgetary resources – unearmarked and soft-earmarked Window I (\$8 million), and earmarked Window II (\$107 million).</p>
Our planned results	<ul style="list-style-type: none"> ▪ 30,000 MSMEs, of which at least 13,500 women-led, improve business operations, transact international business or receive investments ▪ 400 cases of improvements in BSO performance ▪ 40 cases of trade-related policies, strategies, regulations, to be introduced or changed in favour of MSMEs competitiveness, with business sector input ▪ 900,000 clients to gain greater awareness of international trade from using ITC's business, trade and market intelligence tool
Our priority countries	<p>ITC is engaged in 52 active UN Sustainable Development Cooperation Frameworks (UNSDCFs).</p> <p>≥80% of country-level delivery is directed to priority countries ≥40% in least developed countries ≥30% in landlocked developing countries ≥50% in countries in armed conflict or at risk of lapsing or relapsing into conflict Top countries by delivery are Pakistan, Kenya, Uganda, Iraq, Eswatini and Rwanda.</p>
How we deliver	<p>Four core service areas to enhance MSME competitiveness: Improved MSME firm-level capacities to trade; a more supportive business ecosystem for MSMEs; a more conducive policy and regulatory environment for MSMEs, and improved business, trade and market intelligence.</p> <p>Five areas of high impact results: Sustainable and resilient value chains; Inclusive trade, benefitting women, youth and vulnerable communities; Green trade; Digital trade and Regional integration and South-South trade.</p>
How we measure and report	<p>Progress towards the Operational plan targets will be monitored through ITC's Corporate Scorecard:</p> <p>Tier 1 – Contribution to the SDGs. Tier 2 – Quantitative and qualitative development results and outputs Tier 3 – Efficiency and effectiveness key performance indicators and related milestones. Performance will be reported twice a year through the Consultative Committee of the ITC Trust Fund (CCITF) reports.</p>
How we improve	<p>ITC enhances its institutional capacity through initiatives focused on results-based management, enterprise risk management, digital innovation, learning, including through evaluations, by implementing evaluation and oversight bodies' recommendations, and overall, by enhancing its operational efficiency.</p>

1. ITC's vision, mission and principles

Vision

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

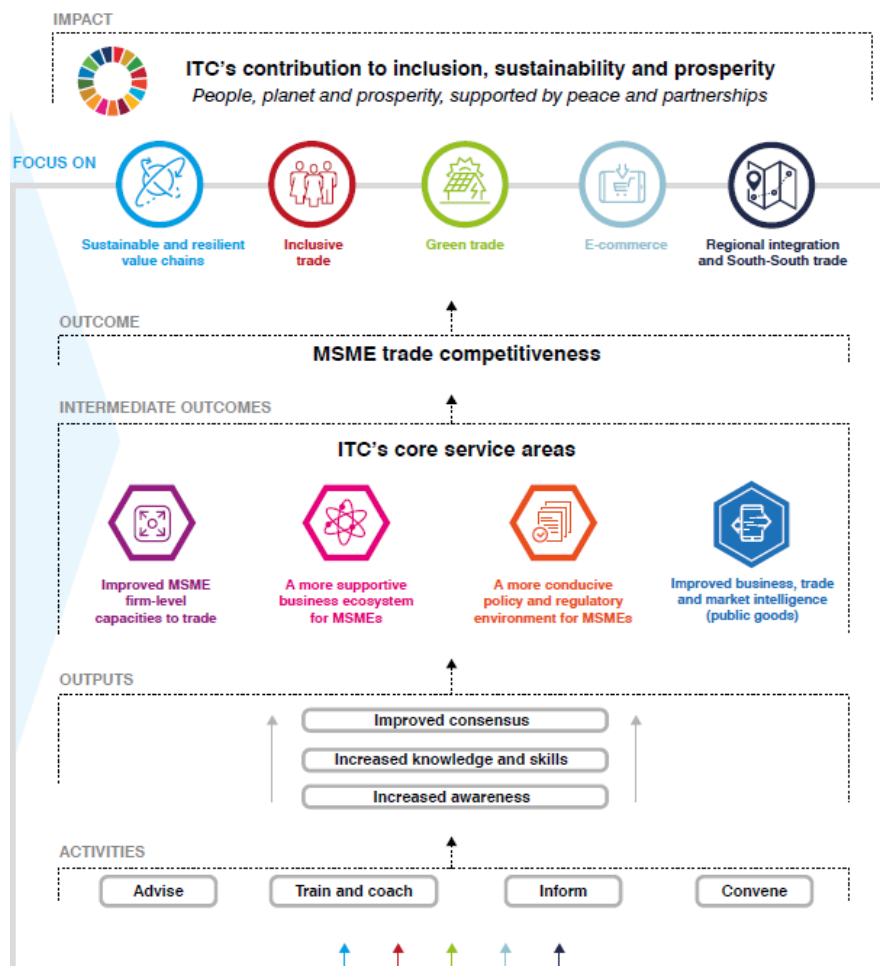
Mission

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

Guiding principles

ITC's work is driven by three goals: inclusion, sustainability and prosperity. Our decision-making processes are guided by the values of collaboration and coordination and the core values of the UN: inclusion, integrity, humility and humanity¹.

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



¹ This description of the UN core values was updated after the release of ITC's Strategic Plan 2022-25 and adjusted accordingly for ITC in 2022.

2. ITC's budget overview and allocations for 2025

2.1 Budget overview

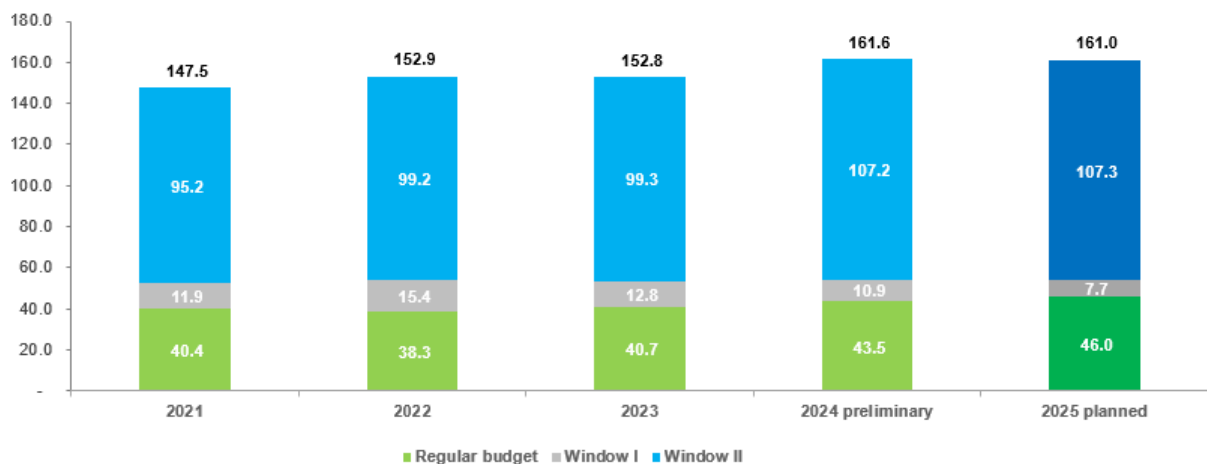
ITC plans to deliver trade-related technical assistance worth \$161 million in 2025. This delivery will be financed by two types of funds: the regular budget (RB) and extra-budgetary funding (XB), which includes programme support costs (PSC).

The World Trade Organization and the United Nations provide an equal share of the RB budget, which has remained fairly stable for more than a decade. As the RB is denominated in Swiss francs, exchange rate fluctuations are reflected in the USD equivalent.

The regular budget enables ITC to engage with member states through core management and country coordination activities in our beneficiary countries. Together with unearmarked or soft-earmarked extra-budgetary contributions (Window I), it also enables ITC to provide evidence-based thought leadership and innovation, and related advocacy and advisory work. These core funding sources are also used for maintenance and expansion of ITC's global offering (e.g. databases, publications), and are critical for ITC to deliver on its mandate.

Earmarked XB complements the core funds and is used for specific projects in line with ITC's mandate and strategy (Window II). PSC represents a percentage of all XB expenditure and is used to recover the incremental indirect costs that are incurred by supporting activities financed by XB contributions, such as administrative processes, corporate planning and reporting or evaluation.

Figure 2: ITC's delivery of technical assistance by source of funding, 2021-2025 (in \$ million, including XB-PSC)



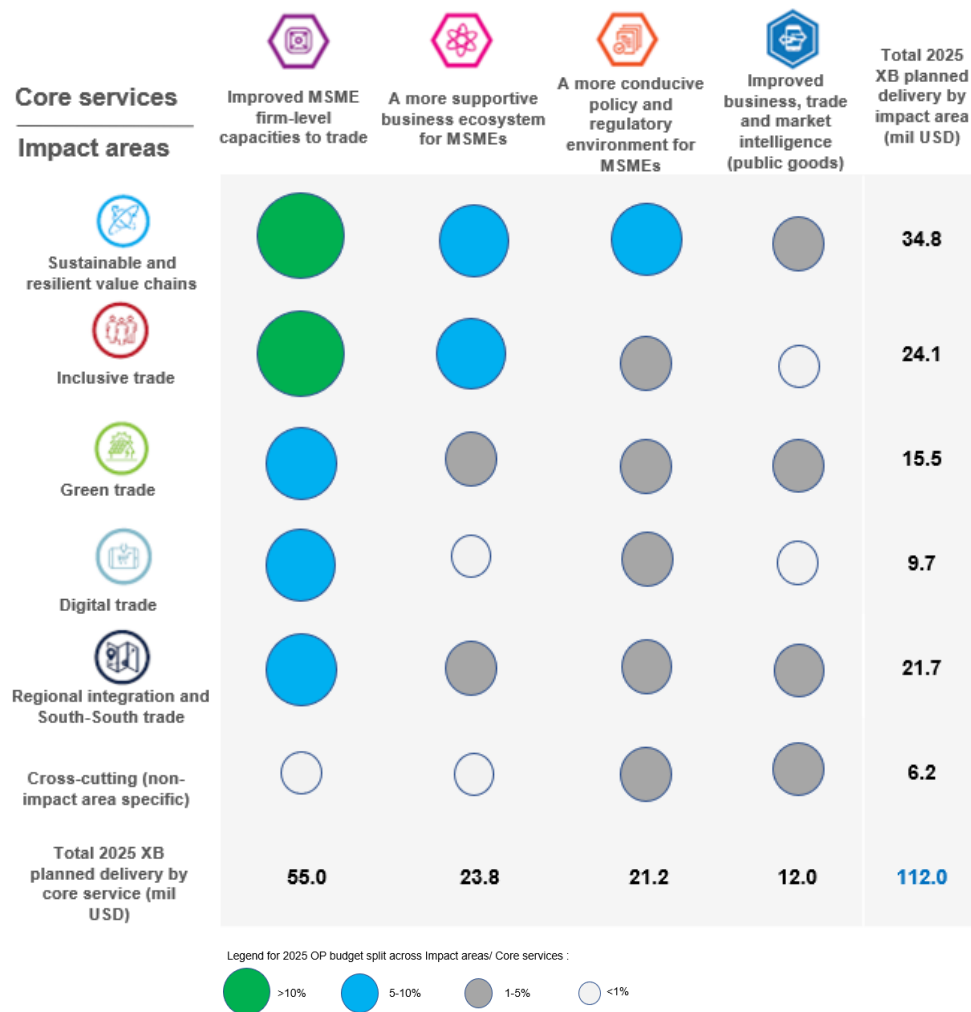
2.2 XB Budget by impact area and core services

ITC's Strategic Plan 2022-25 describes how the organization uses its expertise to maximize MSMEs' contribution to the Sustainable Development Goal (SDGs) through a focus on impact areas. Figure 1 depicts ITC's **approach to achieve results in five impact areas, through ITC's four core services** that enhance MSME competitiveness and connection to markets. The **four core services** have been nurtured over the lifetime of the organization and offer tailored solutions for our clients, namely MSMEs, business support organizations and government partners, with our Global Public Goods being available to all.

ITC's Impact Areas	ITC's Core Services
Sustainable and resilient value chains	Improved MSME firm-level capacities to trade
Inclusive trade	A more supportive business ecosystem for MSMEs
Green trade	A more conducive policy and regulatory environment for MSMEs
Digital trade (formerly: E-commerce)	Improved business, trade and market intelligence (public goods)
Regional integration and South-South trade	

Figure 3 below gives an overview of the 2025 budgets in each matrix area. The distribution is similar to 2024.

Figure 3: 2025 XB planned budget by impact areas and core services, \$ mln, incl. PSC ²



² Note: The figure above does not include the 'Corporate' projects that account for approximately 3% of the total 2025 XB planned delivery. These include efficiency and effectiveness initiatives, results-based management, visibility and partnerships, and some Junior Professional Officer (JPOs) or fellowships.

2.3 Budget by region and country

In 2025, ITC is committed to directing 80% of its country-level assistance in its priority countries, that are least developed countries (LDCs), landlocked developing countries (LLDCs), Small Island developing States (SIDS), small and vulnerable economies (SVEs), countries in armed conflict or at risk of (re-)lapsing into conflict and sub-Saharan Africa. ITC continues to extend support to other developing countries, middle-income countries and transition economies.

Based on our project portfolio for 2025, assistance to LDCs is expected to represent approximately 40% of country-level assistance. While this is below the 45% target of ITC's Strategic Plan, as in the previous years, in dollar terms the delivery in LDCs has increased from nearly \$36 million in 2022 to an estimated \$42 million in 2025. The LDC percentage is influenced by our large portfolio in non-LDC countries, the largest being Pakistan (8%). While not classified as an LDC, Pakistan hosts a large refugee population and has been severely impacted by environmental disasters; it includes regions with some of the lowest Human Development Index (HDI) rankings. Similarly, Kenya (6%), Iraq (5%), and Eswatini (4%) receive substantial support due to their economic vulnerabilities and post-conflict or environmental challenges. ITC remains fully committed to expanding its engagement in LDCs and will continue to seek additional opportunities and partnerships to increase support.

Table 1: Planned delivery by priority country group

Priority country group	Actuals 2022	Actuals 2023	Actuals preliminary 2024	Target 2025
LDCs	39%	38%	39%	≥40%
LLDCs	28%	29%	31%	≥30%
SIDS	5%	8%	8%	≥5%
Countries in armed conflict or at risk of lapsing or relapsing into conflict*	55%	54%	55%	≥50%
Sub Saharan Africa	42%	43%	50%	≥55%
Priority countries	73%	75%	83%	≥80%

*There is no standard definition for 'Countries in armed conflict or at risk of lapsing or relapsing into conflict', nor 'fragile states'. ITC defines the group as per locations for UN Peacekeeping operations; UN Political Missions and countries eligible for the UN Peacebuilding Fund. Exclusions may be applied when the conflicts are very localized and ITC does not work in those affected locations. The list of conflict-affected countries is subject to changes.

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

Figure 4: Regional distribution of ITC's planned delivery in 2025, excluding global projects

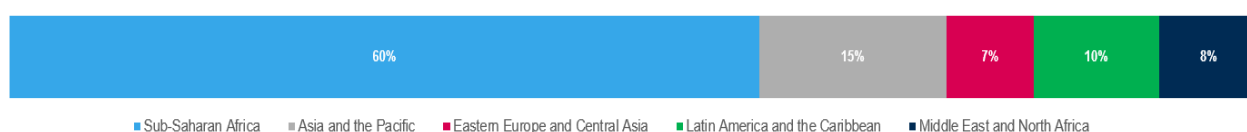


Table 2: Top 5 countries per region, by planned delivery in 2025

Region	Top five countries by planned 2025 delivery
Sub-Saharan Africa	Kenya, Uganda, Eswatini, Rwanda, South Sudan
Asia and the Pacific	Pakistan, Philippines, Timor-Leste, Lao People's Democratic Republic, Sri Lanka
Eastern Europe and Central Asia	Turkmenistan, Uzbekistan, Tajikistan, Armenia, Kazakhstan / Kyrgyzstan
Latin America and the Caribbean	El Salvador, Colombia, Ecuador, Guatemala, Trinidad and Tobago
Middle East and North Africa	Iraq, Egypt, Jordan, Morocco, Tunisia

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

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

For quantitative results, ITC tracks contributions to the SDGs, corporate outcome and output indicators, and key performance indicators to track corporate effectiveness. In addition, ITC monitors qualitative results, by translating the strategic programmatic and operational initiatives into annual Operational Plan milestones and tracking their delivery.

Reporting to stakeholders takes place through various channels, among them the Annual Report to the Joint Advisory Group (JAG) and wider public, the reports to the Consultative Committee of the ITC Trust Fund (CCITF), reports to the UN and WTO, as well as project specific and thematic reporting.

ITC's governing bodies are the UN General Assembly (UNGA) and the WTO General Council. Internal oversight is provided by the Office of Internal Oversight Services (OIOS), while the independent audit of ITC's accounts and management is performed by the Board of Auditors (BOA). The Joint Inspection Unit (JIU) is the only independent external oversight body of the UN mandated to conduct reviews, evaluations, inspections and investigations system-wide.

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

Agenda 2030, trade and MSMEs

In 2015, the UN General Assembly adopted the Agenda 2030 for Sustainable Development, recognizing that *"international trade is an engine for inclusive economic growth and poverty reduction, and contributes to the promotion of sustainable development"* and that *"private business activity, investment and innovation are major drivers of productivity, inclusive economic growth and job creation."* For ITC, as expressed in the Strategic Plan 2022-25, "[the] 17 Sustainable Development Goals with 169 associated targets [...] are integrated and indivisible", as the organization **contributes directly or indirectly to all 17 Goals**, and to the overall objectives of the 2030 Agenda: to **end poverty and inequality, protect the planet, and ensure that all people enjoy prosperous lives, supported by peace and partnerships**. One important aspect of this holistic approach is the mainstreaming of these perspectives into all projects' designs, implementation, monitoring and evaluation. In 2025, ITC will remain committed to supporting people, prosperity, and the planet, while strengthening partnerships and contributing to peace, enabling MSMEs to increase their competitiveness and contribute to more inclusive and sustainable economies.

People

In alignment with the 2030 Agenda for Sustainable Development, ITC is committed “to leave no-one behind” and “end poverty and hunger, in all their forms and dimensions, and to ensure that all human beings can fulfil their potential in dignity and equality.” Through targeted programs, ITC will continue to empower women, youth, and vulnerable communities, equipping them with the skills to access international markets; enhance entrepreneurial and employment opportunities for marginalized groups and ensure that inclusiveness and equitable growth remain central to trade-led development initiatives.

SDGs	
Highlighted planned results	<ul style="list-style-type: none"> • Incubated young entrepreneurs in vulnerable regions and launched high-impact technology startups in Bogotá and Medellín to foster innovation and economic growth. • Increased the inclusiveness and sustainability of The Gambia's tourism sector and creative industries. • Enhanced youth participation in the digital economy in Sierra Leone. • Increased income of refugees and host communities in Kenya. • Increased income of women and youth artisans in Kenya's fashion industry through sustainable and ethical production practices • Supported Nigerian returnees through creating a stronger and more supportive business ecosystem • Improved livelihoods of rural communities, particularly women, in Northern and North-Eastern Uganda by enhancing competitiveness and disaster resilience in cassava, shea, and oilseed value chains.
Key initiatives	<ul style="list-style-type: none"> • Colombia: Youth Startup Academy. • The Gambia: EU Youth Empowerment Project (YEP) - Tourism and Creative Industries. • Sierra Leone: Empowering youth through digital technologies. • Kenya: Promoting sustainable socio-economic development and creating market-based livelihoods opportunities for refugees and host communities • Kenya: Designing the Future, a Green and Inclusive Fashion Ecosystem. • Nigeria: Returnees are empowered to establish business or enter the job market. • Refugees and Trade (global/regional). • Uganda: Strengthening Agribusiness Resilience and Competitiveness (STAR).
Highlighted services and products	<ul style="list-style-type: none"> • YE! Community platform. • SheTrades.com platform and SheTrades Outlook. • SheTrades Hubs. • Joint WTO-ITC Women in the Digital Economy WEIDE fund (WTO – ITC). • Indigenous Peoples Strategy. • SME Trade Academy.

Prosperity


ITC plays a role in *ensuring that all human beings can enjoy prosperous and fulfilling lives and that economic, social and technological progress occurs in harmony with nature*. The core of ITC's work – increasing the competitiveness of MSMEs – is about increasing income opportunities for those that run MSMEs and work in MSMEs. MSMEs, which account for 90% of businesses, more than 70% of employment, and 50% of GDP worldwide, remain the core of the economy for most societies. The impact of MSME competitiveness and growth on poverty reduction is high. ITC's interventions directly or indirectly contribute to "Prosperity". The boxes below highlight a few examples of the planned 2025 engagements.

SDGs	
Highlighted planned results	<ul style="list-style-type: none"> • Strengthened capacity of Business Support Organisations (BSOs) to support African SMEs in enhancing trade competitiveness and accessing regional and international markets. • Improved market access and trade competitiveness for West African MSMEs in regional and global value chains. • Strengthened trade policy, digital connectivity, and resilient value chains between the Association of Southeast Asian Nations (ASEAN) and the EU. • Improved productivity and competitiveness of MSMEs and smallholder farmers in Eswatini's livestock value chain. • Enhanced trade resilience and SME integration in sustainable value chains in Turkmenistan. • Improved competitiveness of MSMEs to access regional and EU markets, including through the Trans-Caspian Transport Corridor.
Key initiatives	<ul style="list-style-type: none"> • One Trade Africa – Strengthening MSMEs for intra-African trade under AfCFTA. • Uganda: Sustainable Business for Uganda 2.0 - Trade and Investment Development. • ASEAN: Sustainable Connectivity Package (SCOPE) - Trade. • ECOWAS: Africa Trade Competitiveness and Market Access (ATCMA). • Africa Trade Competitiveness and Market Access (ATCMA) Continental Component. • Trade and Investment Support Institutions (TISI) Strengthening. • Eswatini: Promoting Growth through Competitive Alliances III. • Turkmenistan: Enhancing Trade resilience and integration. • Ready4Trade Central Asia: Fostering prosperity through the Trans-Caspian Transport Corridor.
Highlighted services and products	<ul style="list-style-type: none"> • SDG Trade Monitor • Trade Tracker (for LDCs, LLDCs and SIDS) • Latin America and Caribbean Marketplace Explorer • Turkmenistan Trade Information Portal • Central Asia Trade Intelligence Portal • BSO Benchmarking tool • Info Trade Central Asia Gateway

Planet

ITC's key contribution to the planet relates to expanding MSME opportunities in the green economy, encouraging sustainable production and consumption, and strengthening climate change resilience of MSMEs.


Throughout 2025, we will strengthen our services offer to help MSMEs reduce their environmental footprint, meet sustainability standards, enhance the resilience of enterprises, and assist MSMEs to take advantage of new business opportunities that contribute positively to environmental sustainability. This work will include services for business support organizations, policymakers and regulators.

SDGs	
Highlighted planned results	<ul style="list-style-type: none"> • Increased engagement of developing countries in trade-related climate discussions and sustainable trade policies. • 20,000 climate actions for/ by MSMEs through mainstreaming of the Green and Inclusive value chain approaches, tools and services. • Increased access to finance and investment for MSMEs and small farmers in Organisation of African, Caribbean, and Pacific States (OACPS) value chains. • Enhanced competitiveness and sustainability of the textile and clothing sector through greener practices and digitalization. • SMEs in Pakistan apply cleaner production and climate smart agriculture and livestock technologies and practices.
Key initiatives	<ul style="list-style-type: none"> • Global: Climate Competitiveness: Building opportunities in the green economy for emerging and developing countries. • GreenToCompete – Supporting SMEs in sustainability practices. • ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion, alliances and access to finance. • Textile and Clothing Programme Phase II. • Pakistan: GRASP.
Highlighted services and products	<ul style="list-style-type: none"> • Sustainability Gateway (ITC Standards Map, Sustainability Map). • ITC GreenToCompete Hubs (7 national/regional hubs). • Deforestation-free trade gateway. • Integrating trade and small business considerations into Nationally Determined Contributions (NDCs) – consultative draft.

Partnerships

ITC's key contribution to partnerships is the mobilization of public and private partners that extend services to MSMEs, among other through our Global Public Goods and advocacy that increase transparency on MSMEs, trade and market conditions, and provide a basis for business and development action. ITC supports South-South trade and investment and promotes regional economic integration through a variety of projects. Major initiatives will support African MSMEs to leverage opportunities arising from the African Continental Free Trade Area (AfCFTA) and promote intra-regional trade in Central Asia. Further, ITC will contribute to SDG 17 through increasing the availability of high-quality, timely and reliable trade data and through supporting the voice of MSMEs and developing countries in WTO negotiations.

In line with its mandate and decades of experience working with private sector partners, ITC will also continue to develop partnerships with several lead firms that act as buyers and sellers of goods and services where our MSME clients can benefit.

SDGs	
Highlighted planned results	<ul style="list-style-type: none"> • Enhanced Market Access and intra-regional trade for selected value chains in the East African Community (EAC): EU Market Access Upgrade Programme Phase II. • Strengthened trade intelligence and market access for SMEs through global partnerships and digital tools. • Improved regional economic integration in Africa through enhanced trade facilitation and market access. • Strengthened digital connectivity and trade facilitation in ASEAN and between ASEAN and the EU through multilateral cooperation. • Provided evidence on services trade barriers and opportunities in Central Africa for better-informed policymaking.
Key initiatives	<ul style="list-style-type: none"> • Global Public Goods: Providing trade and market intelligence for informed trade decisions. • Global Trade Helpdesk – Enhancing MSME access to trade data. • EAC: EU Market Access Upgrade Programme Phase II (MARKUP II). • Africa: Continental Component - Africa Trade Competitiveness and Market Access (ATCMA/ECCAS). • Digital Moonshot. • ASEAN: Sustainable Connectivity Package (SCOPE) - Trade. • Afrique Centrale: Renforcement de capacités en matière de commerce des services dans le cadre de la ZLECAf.
Highlighted services and products	<ul style="list-style-type: none"> • ITC's SME Ministerial Conference. • Suite of market analysis tools (Trade Map, Market Access Map, Rules of Origin Facilitator, Export Potential Map, Investment Map, Procurement Map, Global Trade Helpdesk). • Suite of regional integrated solutions (African Trade Observatory, West African Competitiveness Observatory, Euromed Trade Helpdesk and Eastern Partnership Trade Helpdesk). • EcomConnect database and EcomConnect Hubs. • ePing and NTM Business Surveys.

Peace

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

SDGs	
Highlighted planned results	<ul style="list-style-type: none"> • Increased job opportunities in Iraq's housing and construction sector through sustainable value chain development. • Strengthened governance and legal frameworks for trade and enhanced economic resilience of MSMEs in post-conflict countries like Sierra Leone, The Gambia and Iraq. • Displaced or conflict-affected populations in Ukraine increase their employability and improve their incomes. • Improved Jordan's cross-border environment and improved trade for employment conditions.
Key initiatives	<ul style="list-style-type: none"> • Iraq: Housing & Complementary Job Creation. • Kenya: Promoting sustainable socio-economic development and creating market-based livelihoods opportunities for refugees and host communities. • Sierra Leone: Empowering youth through digital technologies (READY Salone). • Ukraine: Building economic resilience of conflict-affected communities. • The Gambia: Strengthening the national infrastructure for peace to promote social cohesion. • Jordan: Trade for Employment: Improving Business Environment for SMEs Through Trade Facilitation.
Highlighted services and products	<ul style="list-style-type: none"> • A toolkit to tailor policy advisory and SME support in conflict-affected settings, integrating Market Systems Development and conflict-sensitive approaches for effective, context-specific interventions. It also promotes inter-agency collaboration to enhance impact.

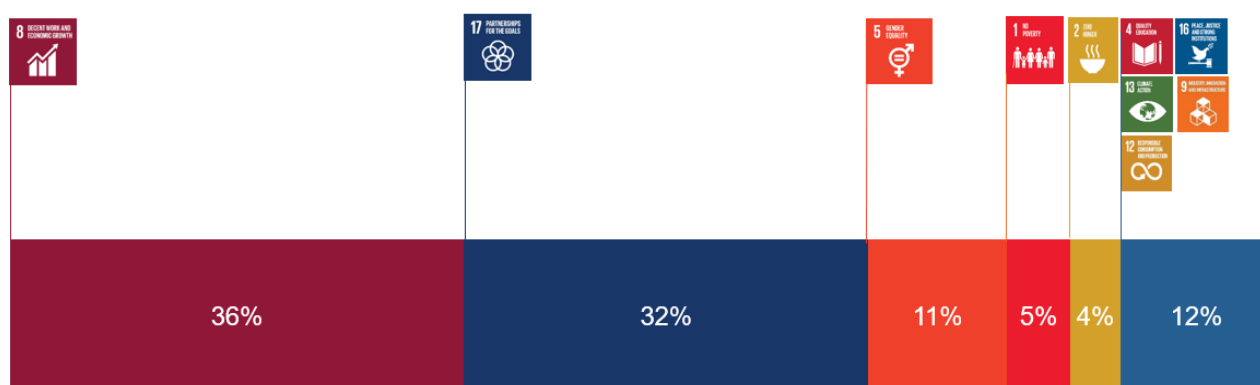
3.2 Corporate Scorecard Tier 1: ITCs planned XB delivery distribution by SDGs

In ITC’s project database – the ‘Project Portal’ – each project links to specific SDG targets at the project impact level, and financial delivery is apportioned at the level of SDG targets for each project. Project managers report annually, in a narrative with supporting data, on the project’s contribution to the selected SDG targets. [ITC’s Open Data Portal](#) shows for each SDG and the selected targets, which ITC projects link to it.

ITC also contributes to the global effort in tracking countries’ progress on achieving the SDGs. Along with WTO and UNCTAD, ITC is the custodian agency for the indicators 10.a, 17.10, 17.11 and 17.12.

The distribution of ITC’s planned financial delivery in 2025, by SDG, is presented in Figure 5 below.

Figure 5: Corporate Scorecard Tier 1: ITC’s planned XB delivery distribution by SDG for 2025, in percentages



The following SDG targets appear most frequently among impact level objectives of ITC’s projects in 2025:

8.2	Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high value-added and labour-intensive sectors.
8.5	By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.
17.11	Significantly increase the exports of developing countries, in particular with a view to doubling the least developed countries’ share of global exports.
5.5	Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.
12.6	Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle.
8.3	Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services.
13.3	Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.
4.4	By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.
17.17	Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships.
16.7	Ensure responsive, inclusive, participatory and representative decision-making at all levels.

4. ITC's development results for 2025

ITC's planned development results are reflected in form of Tier 2 of the Corporate Scorecard – quantitative targets for ITC's corporate development **outcome and output indicators**. These are complemented by **technical assistance milestones 2025**, which express planned key qualitative deliverables that mark progress towards the objectives in each of ITC's four core service areas and five impact areas.







4.1 Corporate Scorecard Tier 2 – Outcome indicators

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

The targets for 2025, and the preliminary results for 2024 are shown in the following tables. 2025 targets were set by taking into account the XB budget and the nature of the 2025 project portfolio.

In the [Proposed programme budget for 2025](#), submitted annually to the UN General Assembly, ITC is presented as Sub-programme 6 of Programme 10, Trade and development. Selected ITC's outcomes are presented in a narrative form with four result stories. ITC's key products and services are presented in an output table (quantified and non-quantified), identical to the output table below.

Table 2: Tier 2 - Outcome indicators

			2024	2024	2025	Trend
ITC's contribution to inclusion and prosperity - <i>People, planet and prosperity</i>			Target	Actuals preliminary*	Target	vs.2024
	D1	# of jobs maintained and created	piloting	50,604	piloting	
Outcome: MSMEs trade competitiveness			2024	2024	2025	2025
			Target	Actual*	Target	vs.2024
	C3	# of MSMEs having transacted international business, including national business transactions part of global value chains	10,000	11,353	10,000	→
	C4	# of MSMEs led by women having transacted international business	4,000	5,944	4,000	→
	C5	\$ value of international business transactions of ITC client MSMEs	piloting	243 million	piloting	
	C6	# of MSMEs that have accessed new markets (including through e-commerce)	piloting	1,289	piloting	
Intermediate outcome: Improved MSME firm level capacity to trade			2024	2024	2025	2025
			Target	Actual*	Target	vs.2024
	C1	# of MSMEs having made changes to their business operations for increased competitiveness	20,000	47,640	20,000	→
	C2	# of MSMEs led by women having made changes to their business operations for increased competitiveness	9,500	22,991	9,500	→
Intermediate outcome: A more supportive business ecosystem for MSMEs			2024	2024	2025	2025
			Target	Actual*	Target	vs.2024
	B1	# of cases in which BSOs improved their performance and services for the benefit of their members/clients	400	375	400	→
	B2	# of MSMEs served by BSOs that are directly supported by ITC	piloting	812,313	piloting	
	B3	# of business support ecosystems created or improved	piloting	38	piloting	
	B4	# of MSMEs benefiting from a service/product/initiative put in place by a market partner in the framework of a partnership with ITC	piloting	93,254	piloting	
Intermediate outcome: A more conducive policy and regulatory environment for MSMEs			2024	2024	2025	2025
			Target	Actual*	Target	vs.2024
	A3	# of policies, strategies, rules/regulations, developed/improved for the benefit of MSMEs with business sector input, and endorsed, as a result of ITC support	piloting	84	piloting	
	A4	# of policies, strategies, rules/regulations, develop/improved for the benefit of MSMEs with business sector input, and promulgated/implemented, as a result of ITC support	60	28	40	↘
Improved business, trade and market intelligence			2024	2024	2025	2025
			Target	Actual*	Target	vs.2024
	A1	# of clients gaining greater awareness of international trade from using ITC's business, trade and market intelligence (increased awareness)	500,000	1,222,560	900,000	↗

(* 2024 preliminary results collected as of end March 2025, data collection and verification ongoing until end April 2025; piloted indicators – methodology refinement is in progress.

4.2 Corporate Scorecard Tier 2 – Output indicators

ITC aligns its output planning and reporting in its [Proposed Programme Budget](#) submission, to the United Nations Secretariat's reporting requirements and definitions, and will report on 'quantified' outputs in numbers, and on 'non-quantified' outputs through a narrative. The targets for 2025 are shown in the table below.

Table 4: Tier 2 – Output indicators

<i>Category and subcategory</i>	<i>2024 planned</i>	<i>2024 actuals*</i>	<i>2025 planned</i>	<i>Trend 2025 vs. 2024</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	4	4	4	↔
1. Reports to the Joint Advisory Group on the International Trade Centre and the Consultative Committee of the ITC trust fund	3	3	3	
2. Annual report on the activities of ITC to the Joint Advisory Group on the International Trade Centre and the Consultative Committee of the ITC trust fund	1	1	1	
Substantive services for meetings (number of three-hour meetings)	8	8	8	↔
Meetings of:				
3. The Joint Advisory Group on the International Trade Centre and formal meetings of the Consultative Committee of the ITC trust fund	4	4	4	
4. The Advisory Committee on Administrative and Budgetary Questions	1	1	1	
5. The Fifth Committee	1	1	1	
6. The Committee for Programme and Coordination	1	1	1	
7. The WTO Committee on Budget, Finance and Administration	1	1	1	
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	140	155	145	↗
8. On trade-related technical assistance	140	155	145	
Seminars, workshops and training events (number of days)	5 000	4 886	5 000	↔
9. Training events on trade intelligence, policy and strategy	1 200	1 052	1 200	
10. Training events on business support institutions and ecosystems	800	1 120	800	
11. Training events on value chains and sustainability	3 000	2 714	3 000	
Technical materials (number of materials)	30	36	30	↔
12. <i>SME Competitiveness Outlook</i> flagship report	1	-	1	
13. Books on trade-related subjects	4	5	4	
14. Papers on trade-related subjects, such as inclusive and sustainable trade, trade and market intelligence, competitiveness of micro-, small and medium-sized enterprises and competitiveness of women-owned micro-, small and medium-sized enterprises	25	31	25	
C. Substantive deliverables				
Consultation, advice and advocacy: advice to policymakers, trade support institutions and enterprises to address the international competitiveness challenges for micro-, small and medium-sized enterprises in developing countries and countries with economies in transition, to facilitate public-private dialogue on improvements to the business environment and to ensure that trade supports inclusive and sustainable development; advisory services to disadvantaged groups among micro-, small and medium-sized enterprises, such as women- and youth-owned enterprises, on improving their productive capacity and market access; advisory and advocacy services for policymakers and business support institutions on how				

to consider the needs of micro-, small and medium-sized enterprises and disadvantaged groups in their service offer; and advocacy that allows for the systematic inclusion of such enterprises and disadvantaged groups in policy and strategy processes.

Databases and substantive digital materials: databases and other online tools to make global trade more transparent and facilitate market access and business and policy decisions. Databases cover trade flows, tariffs and non-tariff measures, export potential, procurement opportunities, rules of origin, private standards and knowledge on sustainable trade and youth and women entrepreneurship. They include the SheTrades database for over 48,000 active women entrepreneurs, “SheTrades Outlook”, the ITC “SME Trade Academy” the Ye! community and platform for over 51,000 young entrepreneurs, the Benchmarking for Trade platform, the Quality for Trade platform reaching 3,700 users, ecomConnect platform, the suite of regional integrated solutions (African Trade Observatory, West African Competitiveness Observatory, Euromed Trade Helpdesk and Eastern Partnership Trade Helpdesk) which received more than 54,000 visits from over 30,000 users during 2024 and the suite of market analysis tools (Trade Map, Market Access Map, Rules of Origin Facilitator, Export Potential Map, Investment Map, Procurement Map, Global Trade Helpdesk) accessed by more than 2.3 million users, generating over 10.3 million visits during 2024; Strategies Implementation Management Tool with 57 registered users, Sustainability Map, with 19,000 active users, Standards Map with 89,000 active users and ePing with 25,300 registered users

D. Communication deliverables

Outreach programmes, special events and information materials: special events, including the Small and Medium-sized Enterprises Ministerial meeting, the Trade for Sustainable Development Forum, the Micro-, Small and Medium-sized Enterprises Day; the International Trade Forum digital magazine; newsletters on trade-related subjects for over 9,000 recipients; and information materials and outreach, including on export strategy, trade support networks and capacities, entrepreneurship, skills and export development opportunities, world trade trends, the multilateral trading system, regional integration, technical regulations and standards for export, and trade and the Sustainable Development Goals.

Digital platforms and multimedia content: ITC website and social media accounts, engaging sustainable micro-, small and medium-sized enterprises and women and youth entrepreneurs.

Library services: on-demand services for ITC clients related to trade information.

**2024 preliminary results collected as of end February 2025, data collection and verification ongoing until end of April 2025*

4.3 Major technical assistance milestones

In the Strategic Plan 2022-2025, ITC committed to delivering on key initiatives in each of its four core service areas and five impact areas over the four-year period. In each annual Operational Plan, ITC highlights milestones that it will reach during the year, on its way to fulfilling its four-year commitments. Milestones are specific achievements or events that mark progress toward achieving ITC's objectives.

The standing/fixed text in italics under each heading below cites the key strategic plan initiatives for the core service and impact areas. In 2025, the fourth and final year of the current strategic plan, ITC plans to deliver the milestones below, illustrating progress in key areas of the strategic plan initiatives.

Core Services

Improved MSME firm-level capacities to trade

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

To improve MSME capacities to trade, the following milestones will be achieved in 2025:

Self-service support to MSMEs (trainings, databases, platforms, networks)

- Strengthening the SME competitiveness development offering, including the expanding use of the [Diagnostic Platform](#) in 3-4 new regional projects. The Diagnostic Platform is aimed at transferring knowledge, tools, and methodologies to allow BSOs undertake a holistic assessment of the performance and competitiveness of their SME clients.
- Expanding ITC's [SME Trade Academy](#) offering to digital freelancers and tech entrepreneurs for self-service support, including a course on Freelancing with AI.
- Rolling out the new Access to Finance and Investment strategy.

Products and services in development

- Initiating development of an Exporter Support toolkit aimed at services sector industries.

A more supportive business ecosystem for MSMEs

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

To strengthen business ecosystems, the following milestones will be achieved in 2025:

Advisory for business support organizations and networks

- Supporting national standards bodies, testing laboratories, accreditation bodies and phytosanitary agencies to improve their services to MSMEs, with additional capacity-building in standardization, quality management, metrology, testing, inspection, certification, Technical barriers to trade , and Sanitary and Phytosanitary measures in East African Community (EAC) and Association of Southeast Asian Nations (ASEAN) member states as well as the Comoros, Eswatini, Guinea, Senegal, Iraq, Pakistan, Bhutan, Uzbekistan and Turkmenistan.
- Providing integrated support for investment promotion agencies in East Africa and launching a regional network for trade promotions organizations and another network for investment promotion agencies.

Assistance for BSOs to expand their services for MSMEs

- Supporting the accreditation of 10 BSOs on ITC's [Benchmarking for Trade platform](#), particularly with the Conférence Permanente des Chambres Consulaires et Organisations Intermédiaires Africaines et Francophones (CPCCAF) network.

Mobilization of partners to strengthen business support ecosystems

- Delivering the TPO Leadership Dialogue as a side-event of ITC's 2025 SME Ministerial Conference in South Africa, with the aim of supporting TPO excellence and peer-to-peer learning.

A more conducive policy and regulatory environment for MSMEs

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

ITC's core services for contributing to a policy and regulatory environment that is conducive for MSME development will be applied to deliver the following key milestones in 2025:

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

- Continuing the design of trade, investment and value chain strategies in Benin, the Bahamas, Pakistan, Trinidad and Tobago, including associated monitoring mechanisms.

Policymaker, stakeholder capacity building and policy/regulatory infrastructure development

- Enhancing the capacity of policymakers/regulators in 30 countries on trade and investment policy, regulatory reform and trade negotiations, including on international best regulatory practices in digital, investment, services, competition and Intellectual Property Rights (IPR).
- Strengthening the capacity of private sector stakeholders in 15 countries on trade and investment policy and regulatory reform negotiations, in the areas of digital, investment, services, competition and IPR.

Support to multilateral processes

- Supporting 4 countries (Iraq, Timor-Leste, Turkmenistan, Uzbekistan) in the pre and/or post accession process to the WTO.
- Supporting 25 members in strengthening their capacity to engage in the WTO ecommerce Joint Statement Initiative (JSI) negotiations.

Improved business, trade and market intelligence

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

To improve trade and market intelligence, the following key milestones will be achieved in 2025:

Expanding trade and market intelligence, including new data sources

- Launching the 2025 ITC SME Competitiveness Outlook on the topic of 'Digital Transformation'.³
- Strengthening ITC's suite of market analysis tools through the launch of an AI-powered HS Product Code Search engine as well as the release of the recently improved Export Potential Map.
- Building on Artificial Intelligence (AI) capabilities to further enhance the collection, processing and quality control of customs data.
- Launching new investment attractiveness dashboards in three pilot countries in Africa.

³ Initially planned for 2024, this milestone is carried forward to year 2025.

Impact areas

Sustainable and resilient value chains

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

In 2025, ITC will achieve the following key milestones:

Strengthening methodologies for value chain development and resilience

- Identifying viable value chains with most potential to meet national or regional economic development priorities in at least four African Regional Economic Communities and develop operational roadmaps for the infant food, pharmaceutical and e-vehicle battery value chains in Africa
- Developing corporate guidelines for agribusiness value chain development that incorporate cross-cutting issues such as inclusivity, climate, digital and access to finance.

Capacity building for MSMEs in sectoral value chains

- Building an approach to climate sensitive apparel value chains by rolling out a training programme on "Advancing circular business models and approaches for the T&C industry" and developing a playbook on how apparel manufacturers could support brands/retailers in reducing overproduction.

Mobilization of market partners

- Developing a Public-Private Partnership mechanism in Kazakhstan geared towards promoting high potential products and sectors aimed at international markets.

Inclusive trade: women, youth and vulnerable groups

Strategic Plan 2022-25: ITC's **SheTrades** is a comprehensive initiative that brings together the full range of our service offers from a gender perspective. We will continue to reduce barriers for women entrepreneurs and ensure the better collection and analysis of sex-disaggregated data and other mainstreaming efforts. In response to requests to upscale our work on gender, SheTrades will pursue a growth strategy. ITC's **Youth and Trade** initiative positions young people in developing countries as a competitive force for the future. The initiative will continue to build a large community of young entrepreneurs who benefit from a platform, the Ye! Community, that offers mentoring, capacity building, networking and an amplified voice to achieve their ambitions for economic success. ITC's work with people in vulnerable situations also includes the **Ethical Fashion Initiative (EFI)** and the **Refugees and Trade Employment and Skills Initiative (RESI)**⁴. The Ethical Fashion Initiative will continue to create and strengthen social enterprises to connect discerning international brands in fashion, interiors and fine foods with talented local designers, artisans and micro-producers. RESI will expand its reach to more countries, with a particular focus on creating digital jobs for displaced people and getting the private sector to participate more actively in refugee-inclusive businesses.

⁴ Now referred to as the Refugees and Trade (R&T) programme

In 2025, ITC will achieve the following key milestones:

SheTrades Initiative

- Initiating implementation of the joint WTO-ITC [Women in the Digital Economy \(WEIDE\) Fund](#) in 3 countries.
- Delivering [SheTrades](#) Next initiative dedicated to young women in at least one country.
- Supporting 19 SheTrades Hubs, including through 5 export competitiveness and market connection interventions, and launching two new Hubs.

Youth and Trade Initiative

- Launching two new project initiatives supporting young entrepreneurs in trade in Sierra Leone and The Gambia.
- Streamlining ITC's technical and financial support package focused on young grassroots entrepreneurs.

Ethical Fashion Initiative

- Developing at least 3 new projects, including in East and West Africa.
- Increasing the number of beneficiary-artisans in Kenya by 1,000 and supporting the creation of a new Social Enterprise in Lesotho.

Refugees and Trade

- Consolidating ITC support to refugees and displaced populations in Kenya, Iraq and Ukraine.
- Finalizing ITC's technical offer on migration pathways for vulnerable groups and develop at least one new W2 project to implement this approach.

People with Disabilities

- Developing corporate guidelines on trade and disability inclusion in project cycles as well as ITC's value proposition on trade and Persons with Disabilities (PWDs).
- Designing a partnership initiative on assistive technology and SMEs.

Indigenous populations

- Adopting the Indigenous Peoples and Trade (IPT) Strategy at senior management level.
- Developing two technical approaches / services for the indigenous populations in collaboration with the SheTrades and the Ethical Fashion Initiatives.

Green trade

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

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

ITC will support ecopreneurs and MSMEs to build and scale their green innovations and products. We will also build ecosystem services and promote the alignment of trade- and environment-related policies to

contribute to the achievement of the goals of the Paris Agreement and commitments subsequently taken at the Conference of the Parties (COP).

In 2025, ITC will achieve the following key milestones:

New or enhanced tools, services and methodologies for green growth

- Supporting stakeholders to comply with emerging environmental legislations and requirements through awareness raising, capacity building and tools/platforms such as rolling out the [ITC Deforestation Free Trade Gateway](#).

Support ecosystem for green growth

- Facilitating 20,000 climate actions by providing technical assistance to MSMEs, BSOs and policy makers to improve environmental practices.
- Supporting MSMEs in the green housing construction sector in Iraq to join alliances and engage in profitable businesses with buyers.

Mobilization of partners for green and sustainable growth of MSMEs

- Facilitating climate finance for SMEs by strengthening collaborations with institutions such as the Green Climate Fund and Global Environment Facility.

Digital Trade

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

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

In 2025, ITC will achieve the following key milestones:

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

- Supporting 15 indigenous textiles and clothing entrepreneurs to increase their participation in e-commerce in Guatemala.
- Developing a capacity building programme on the use of social media marketing for the tourism sector in El Salvador.
- Reaching 7,500 active users of the ecomConnect platform by the end of 2025.

Supporting BSOs and policymakers in relation to digitalization

- Advising domestic regulatory reforms in relation to digital ecosystem, digitalization, and digital trade (e-commerce) in 7 ASEAN countries.
- Supporting 35 countries in ongoing digital related trade negotiations processes at multilateral fora as well as in ongoing regional negotiation processes such as ASEAN and the AfCFTA.
- Empowering 10 business support organizations to advocate for digitalization and connectivity.

Regional integration and South-South trade and investment

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

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

In 2025, ITC will achieve the following key milestones:

Boosting regional trade

- Improving the regional and continental market access of African SMEs in 54 countries with a focus on selected value chains.
- Supporting the implementation and monitoring of the AfCFTA Agreement and its Protocols across 54 countries in trade in goods, services, digital and investment.
- Supporting regional integration in Asia by addressing trade policy, the environment and digital connectivity for businesses in 10 ASEAN countries with a focus on MSMEs as well as sustainable and resilient value chains.
- Supporting Timor-Leste to become a full-fledged member of the ASEAN.

Advancing South-South trade and investment

- Facilitating \$12 million in South-South trade and investment flows from selected African and Asian MSMEs to China.
- Supporting 100 African MSMEs in setting up their B2B online shops.

5. Managing for results

5.1 Responding to country needs

ITC endeavours to capture, understand and address diverse and cross-cutting country needs in partnership with other entities in the UN development system. This implies close interaction with country stakeholders and with the UN Resident Coordinator system in the countries we work in. The core objective is to employ an integrated, responsive, and locally informed approach to trade-related technical assistance. The key milestones in 2025 are:

- Progressively implementing the Country Engagement Strategy to better respond to country needs and maximize the impact of ITC's work in the rapidly changing world.
- Enhancing internal mechanisms for sharing country intelligence.
- Continue working towards opening a first corporate country office in Kenya.
- Strengthening the capacity of field offices to increase ITC's presence at national and international events and initiatives, including those organized by development partners and UN agencies.

5.2 Engaging with the WTO and the UN

In 2025, ITC will maintain its strong collaborative relationship with parent agencies, **UN Trade and Development (UNCTAD) and the WTO**, as well as with other UN agencies, including through joint advocacy, events, publications and trade-related technical assistance (TRTA) projects as a means to achieving the SDGs. ITC will continue responding to requests for support from governments in the accession process, subject to availability of funding. ITC will also continue to contribute to the revamped Resident Coordinator (RC) system as an active member of the UN Sustainable Development Group (UNSDG), aligning its technical expertise with broader UN development efforts.

Key Milestones with the WTO:

- Publishing the **World Tariff Profiles 2025** in collaboration with UNCTAD and the WTO and continuing the joint work on the [Global Trade Helpdesk](#) and the [Cotton Portal](#).
- Supporting awareness raising and use of [ePing](#) as a tool for informing companies about changes in SPS and TBT regulations as notified to the WTO (cooperation with WTO and UNDESA).
- Launching the **WTO-ITC WEIDE Fund** in three countries.
- Launching a joint publication/toolkit on Green Government Procurement.
- Supporting WTO members in the implementation of **Investment Facilitation for Development** self-assessments, as a first step towards investment facilitation reforms.
- Continuing to work with the WTO to support countries in the **accession to the WTO**, specifically Iraq, Turkmenistan and Uzbekistan.

Key Milestones with the UN:

- Engaging in a total of 52 active UN Sustainable Development Coordination Frameworks (UNSDCFs).
- Better aligning corporate reporting with the UNSDG Output Indicator Framework, which aims to measure collective UN results at the country level.
- Contributing to the new Programme of Action for LLDCs and the LLDC3 conference in coordination with UN-OHRLLS.

ITC's New York Office will be:

- Supporting the implementation of the Pact for the Future, including participation in the UN Working Group on Digital Technologies and UN Working Group on Youth.
- Ensuring ITC's contributions and visibility in key intergovernmental processes and events, for example, Commission on the Status of Women (10-21 March, New York, USA), International MSME Day on 27 June, the 4th International Conference on Financing for Development (30 June – 3 July, Seville, Spain), UN General Assembly High Level week (23-30 September, New York, USA) and the Second World Summit for Social Development (4-6 November, Doha, Qatar).

5.3 Partnering for purpose

In 2025, aligned with its Resource Mobilization Strategy and ambition to diversify its funder base, ITC will continue to pursue strategic partnerships with the private sector and UN entities for transformational outcomes. In this regard, ITC will be:

- Enhancing access to finance and investment for women and agri-business SMEs in collaboration with the development finance community through initiatives such as [SheTrades Invest](#) and [Alliances for Action](#).
- Showcasing the new partnerships that will evolve around the newly established [Women Exporters in the Digital Economy \(WEIDE\) Fund](#).
- Working with AECafé (Asociación Española del Café) through the [Deforestation-Free Trade Gateway](#) to enhance its advocacy for sustainability and deforestation-free best practices while expanding its membership beyond its current 107 enterprises sourcing from over 50 countries.
- Expanding financial and in-kind contributions with partners, such as the United Nations Convention to Combat Desertification (UNCCD) through initiatives such as the [Youth Ecopreneur Awards](#).
- Increasing the industry-wide adoption of the [Social and Labor Convergence Program \(SLCP\)](#) which is backed by 60 brands and working with over 15,000 facilities across 75 countries to improve labour conditions in the textile, apparel and footwear sector.
- Actively contributing to the 2025 workplan of the UN Private Sector Engagement network.
- Enhancing ITC's presence among UNSDG focal points and organize an ITC briefing on the Joint SDG Fund.
- Publishing five partnership success stories to advocate the benefits of working with like-minded partners to achieve impact and to share good practices.

5.4 Leading the global conversation

During 2025, ITC will continue to exercise leadership on MSMEs and trade, engaging stakeholders and advancing global trade discussions through communications, high-impact events and outreach. The workplan below demonstrates ITC's commitment to empowering underrepresented groups and fostering sustainable global trade by:

- Ensuring that ITC has a prominent voice in global discussions on MSME development while also providing visibility support for key events, including ITC's Global SME Ministerial, COP30, the SMECO 2025 launch, and the SheTrades 10th anniversary.
- Implementing an editorial policy that focuses on outcomes and human impact stories, in order to connect more efficiently and effectively with ITC's target audiences.
- Continuing to grow and engage our audience through the ITC website, in line with ITC's social media policy, while streamlining our corporate communications for maximum impact.
- Employing a targeted audience engagement on social media, focusing on quality over quantity, engagement over visibility, for example, by producing at least one quarterly "video explainer" product, aimed at youth audiences.
- Establishing a new publications production strategy, ensuring an efficient, effective, and editorially sound production process.
- Joining the 4C working group to support project teams to develop communication engagement strategies with stakeholders and donors to improve visibility. The creation of an internal network of communications focal points will strengthen this by sharing best practices.

6. Organizational effectiveness and efficiency

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

Gender equality, diversity and inclusion

The key 2025 deliverables to support ITC's strategic efforts towards strengthening gender equality, diversity and inclusion (GDI) within ITC and to support the programmatic aspects of mainstreaming the cross-cutting perspectives are:

- Fully adopting UNSWAP 3.0 and Initial Gender Equality Action Plan (GEAP) Reporting: ensuring ITC's full transition to the UNSWAP 3.0 benchmarking framework, achieving comprehensive alignment with its standards, and introducing ITC's inaugural reporting under the GEAP.
- Mental Health & Well-Being: ITC has adopted the UN Mental Health Strategy and is an active member of the Inter-agency Mental Health and Well-being Strategy Implementation Board. ITC aims to submit its annual report using the Mental Health Strategy scorecard, reflecting our ongoing mental health initiatives in 2025. The GDI unit will also continue to engage as a member the UN Mental Health Stigma Reduction Working Group, looking at Mental Health from an intersectional lens.
- Enhancing data: Collaborating with the HR Data team to identify analytics-driven insights that inform and refine diversity and inclusion aims.
- Guidelines for Disability-Inclusive Programming: Supporting the creation and application of guidelines to enhance disability inclusion in ITC's programmes, ensuring more consistent and effective operational mechanisms for disability-focused initiatives.
- Geneva Alliance Against Racism (GAAR) Engagement: As a member of GAAR, ITC will continue to engage in Geneva-wide GAAR led activities in 2025. Additionally, the GDI unit will continue to advance its work under the 16 pledges (to address racism and discrimination) and submit the annual GAAR scorecard to reflect its ongoing efforts to address discrimination and emphasize ITC's zero-tolerance stance.

Environmental sustainability of ITC operations

The key 2025 actions for ITC to contribute to environmental sustainability in its own operations are:

- Continuing participation in UNEP's Greening the Blue initiative to transition to more sustainable environmental practices in facility management and operations.
- Achieving carbon neutrality by purchasing carbon credits / certificates.
- Reviewing and updating of travel policies, aiming to reduce carbon footprint and optimize the costs related to official air travel.
- Engaging with the Swiss authorities towards implementing the multi-year building renovation project which aims to reduce ITC's carbon footprint.

6.2 Corporate Scorecard Tier 3: Efficiency and effectiveness KPIs

Efficiency and effectiveness key performance indicators (KPIs) serve to monitor ITC's performance in areas related to the organization's general management, including areas of work highlighted in the Strategic Plan 2022-2025: results-based management, risk management, human resource management, resource mobilization, innovation, and communications. ITC strives to leverage its resources and to provide its services to beneficiaries in an efficient and effective manner. The Tier 3 quantitative KPIs and 2025 targets below complement the qualitative milestones in other areas of ITC's operations, presented in Chapter 6.

Table 5. Tier 3. Efficiency and effectiveness

	KPIs	2024 OP Targets	Preliminary Actuals 2024	2025 OP Targets
General management				
Oversight and compliance	Unqualified financial statements	Unqualified audit opinion	<i>Unqualified audit opinion</i>	Unqualified audit opinion
	Percentage of open audit recommendations closed by the Board of Auditors	50%	44%*	50%
Carbon footprint	Achieve a climate-neutral ITC	Target: achieved	<i>Achieved</i>	Target: achieved
Operational management	Increase in advanced travel arrangements (21-day rule) compliance rate in %	7.5% Compliance rate 70%	5.0% Compliance rate 67.5%	2.5% Compliance rate 70%
Results-based management and risk management				
Client satisfaction	Percentage of clients that rate ITC services positively	≥ 85%	94%	≥ 85%
Focus on priority countries	Percentage of country-specific XB delivery dedicated to LDCs, LLDCs, SIDS, sub-Saharan Africa, SVEs, and conflict-affected countries	≥ 80%	83%	≥ 80%
Gender mainstreaming	Percentage of UN-SWAP 3.0 indicators met or exceeded	94% (UN SWAP 2.0)	94% (UN SWAP 2.0)	67% (UN SWAP 3.0)
Risk management	ITC annual report on risk management completed	1	1	1
Transparency	% of XB delivery published to IATI for TRTA projects	90%	92%	90%
Human resources management				
Personnel engagement	Average overall rating provided in the Engagement Survey (out of 100%)**	56%	63%	65%
Diversity	Percentage of women in professional and senior level positions	50%	48%	50%
Talent management	Average time to recruit fixed-term staff (in days)	90	80	90
	Average vacancy rate as percentage of all posts	8%	7.5%	8%
Resource mobilization				
Fundraising	XB funds secured for the following year and beyond	\$260 million	<i>\$375 million</i>	\$330 million
	Total value of projects under development and in discussion with funders (at year-end, for next year and beyond, L2, L3)	\$170 million	<i>\$118 million</i>	\$100 million
Communications				
Outreach	Growth in ITC audience through social media followership (% and # of followers)	10% (369,076 followers)	10.7% *** (363,190 followers)	7% (388,613 followers)
	# of ITC's corporate website visitors	809,520	780,539	803,956
	% of ITC's corporate website global engagement rate	≥ 65%	82.5%	≥ 65%
	# of new registered accounts to ITC Market Analysis Tools			50,000
	# of visits to the ITC Market Analysis Tools			10,700,000

	KPIs	2024 OP Targets	Preliminary Actuals 2024	2025 OP Targets
Partnerships				
	Number of active United Nations Sustainable Development Cooperation Frameworks (UNSDCFs) signed by ITC	50	51	52

Source: ITC sections – KPI owners.

2024 preliminary results collected as of end February 2025, data collection and verification ongoing until end of April 2025

*This percentage represents the closed Board of Auditors (BOA) recommendations for FY 2022 and prior years. In 2024, ITC received 7 new BOA recommendations for FY 2023.

**Respondents choose from five options: Strongly Agree, Agree, Neutral, Disagree, and Strongly Disagree. The percentage represents the average share of respondents who selected 'Strongly Agree' or 'Agree' in the Employee Engagement Survey (EES).

***Social media platforms periodically remove inactive or fake accounts to ensure authenticity, which can result in fluctuations in follower counts. The discrepancy in social media follower counts is due to platform-wide clean-ups by Facebook and LinkedIn in 2023 and 2024. Anticipating similar changes to Instagram's metrics in 2025, we have adjusted the 2025 target to 7% accordingly.

6.3 Building organizational strengths

The 2030 Agenda for Sustainable Development requires a United Nations development system that is fit for purpose. ITC will continue improving its operational efficiency and effectiveness through a series of dedicated initiatives, as outlined in this chapter.

Trust

Results-based management

- Undertaking development of the new 2026-30 Strategic Plan, applying the lessons learned from the evaluation of the 2022-25 Strategic plan as well as through other evaluations and reviews.
- Piloting the development of theories of change and related monitoring structures with selected project teams'.
- Building on the new version of the project management guidelines, a new manual for project monitoring and results measurement will be launched along with a course on results-oriented project design.

Risk management

In 2025, uncertainty and risk remain important considerations across ITC's operations (see Appendix III for an overview of the corporate risk register). ITC will seek to reach the advanced level in the UN Reference Maturity Model for Risk Management, through the following milestones:

- Providing a bi-annual basic course in Enterprise Risk Management (ERM) and launch an updated advanced ERM course for ITC personnel.
- Aligning corporate risk management templates with the UN Secretariat and incorporating these into ITC risk assessment sessions.
- Reinforcing a risk-management culture within ITC through a cross-cutting Risk Working Group, whose members will co-design the elements of ERM framework in ITC (e.g., through input into draft trainings, reviewing risk registers etc).

Reporting

- Delivering mandated reporting documents in a timely manner (e.g. Annual report, Proposed Programme Budget 2026, CCITF report (twice a year), and JAG report).
- Reporting twice-a-year to the IATI and ITC Open data website.

Expertise

Talent management strategy

- Exploring the possibility of using UN Long-Term Agreements (LTAs) for a workforce planning tool.
- Refining ITC requirements for a skills inventory and mapping tool, which would be part of workforce planning.

Innovation

Growth of ITC's innovation culture and enhancement of project innovation supported through:

- Organizing peer-to-peer trainings to enhance AI Literacy as well as knowledge sharing and learning amongst ITC colleagues.
- Working with project teams to provide innovation tools and services that enhance the overall technical delivery of ITC.
- Organizing and delivering the 4th ITC Innovation Fair.

Data management initiative

- Providing data products necessary for integration into analytical dashboards.
- Launching a first version of user profile and management area for registered users.
- Developing a corporate governance approach for data storage.
- Introducing a policy to guide the development of web and mobile products.
- Enriching the corporate beneficiaries database with more data sources to allow for better analysis and insights.

Agility

Streamlined internal processes

- Promulgating an updated 'Rules of Collaboration' to enhance ITC's organizational efficiency and effectiveness while fostering a collaborative and positive workplace environment.
- Operationalizing the 4C (Coordination, Consultation, Cooperation, Communication) approach to enhance ITC's project development and approval processes by introducing better coordination, transparency, and strategic alignment.

6.4 Independent evaluation: supporting learning and accountability

In 2025, the main evaluation products and strategic initiatives of ITC's Independent Evaluation Unit (IEU) will be:

Annual Evaluation Synthesis Report

The 2025 Annual Evaluation Synthesis Report (AESR) will synthesize insights from 34 internal and external evaluations and midterm reviews conducted over the past two years (2023 and 2024). The AESR will aggregate the evidence in view of ITC's Strategic Plan objectives and the OECD-DAC criteria. A specific product will be dedicated to extract operational lessons captured in Project Completion Reports completed during 2024.

Evaluations

The IEU will conduct independent evaluations to assess ITC's contributions to inclusion, sustainability, and prosperity, reinforcing ITC's accountability and learning. The IEU workplan for continuing and new evaluations is as follows:

New evaluations to be launched in 2025
The thematic evaluation of ITC's offering in quality.
The joint evaluation of the Migration Multi-Partner Trust Fund project in The Gambia (ITC, UNDP, IOM, UNICEF).
The final evaluation of the NTF V programme - Ethiopia, Ghana, Senegal, Benin, Côte d'Ivoire, Mali, and Uganda.
The final evaluation of the promoting new non-traditional exports (NEXT) project in Ecuador.

Advisory Services

The IEU will continue to support managers during **funder-led evaluations** or external reviews such as **Results Oriented Monitoring (ROM)** reviews. It will also offer support when projects conduct **self-evaluations** by providing quality assurance services, technical guidance, and toolkits.

Evaluative evidence communication and access

The IEU will continue to ensure that evaluation findings inform project design and implementation. It will use multiple dissemination channels and communication products (e.g., findings and recommendations validation workshops, executive summaries, briefs, and synthesis reports). Additionally, during 2025, the IEU will start the design of an Evidence Gaps Map and Repository to both identify themes to be covered by future exercises and making existing evaluation reports accessible by topics of interest to project managers.

UN System-Wide Engagement

The IEU will coordinate ITC's contributions to:

- Reviews conducted by the UN Joint Inspection Unit (JIU).
- The work of the Inspection and Evaluation Division (IED) of the Office of Internal Oversight Services (OIOS).
- Ongoing discussions on the application of the System-Wide Evaluation Policy by the UN System-Wide Evaluation Office (SWEEO).
- The work of the UN Evaluation Group (UNEG), including through corresponding professional working groups and professional Evaluation Practice Exchange (EPE) webinars.

For JIU and OIOS-related activities, the IEU will ensure findings are disseminated, and recommendations addressed to ITC followed up effectively.

Evaluation Function Standards

In 2025, the IEU will finalize the updates of the ITC Evaluation Policy and subsequently update the ITC Evaluation Guidelines. The documents will align with the evolution of ITC's accountability requirements and learning needs over the past decade and with the UNEG Norms and Standards, including UN guidance on gender, disability, and human rights.

6.5 Resource Mobilization

In 2025, ITC will continue to focus its resource mobilization efforts on maximizing flexible and predictable funding to implement the Strategic Plan 2022–2025 and 2026-2030. All three types of funding are important for ITC to sustain its intervention model: the Regular Budget (RB), unearmarked or soft-earmarked contributions (Window 1), and earmarked voluntary contributions (Window 2), with each funding source unlocking a distinct value.

To sustain the funding levels needed to achieve the objectives set in the Strategic Plan, ITC has set the following work plan and targets:

- 2025 being the last year of ITC’s internal Resource Mobilization Strategy (RMS) 2022–2025, ITC will evaluate its performance over the full period and propose updates for the next Strategic Plan, taking into account results and the evolving Official development assistance (ODA) environment.
- The Resource Mobilization Steering Committee (RMSC) will continue to serve for coordinating resource mobilization within ITC, with particular attention to non-traditional funders, like the private sector and multi-partner trust funds. The objectives are to secure:
 - at least three new funders in 2025.
 - a minimum of \$2 million from multilateral pooled funds.
 - a minimum of \$2 million from the private sector and foundations as well as \$500,000 in in-kind contributions.
 - a minimum of \$2 million through financial collaboration with international organizations, including international financial institutions (IFIs).
- Internal capacity building, particularly on diversified and decentralized resource mobilization will be continued.

Appendix I – Major events in 2025

Please note that the events dates are indicative and might change.

17-21 February	Trade for Peace Week 2025, Geneva, Switzerland
3-6 March	Mobile World Congress, Barcelona, Spain
5-7 March	World Sustainable Development Summit 2025, New Delhi, India
13 April-13 October	EXPO, Osaka, Japan
12-13 May	Africa CEO Forum Annual Summit, Abidjan, Côte d'Ivoire
14-15 May	Iraq National Trade Forum, Baghdad, Iraq
27-29 May	Global Sustainable Islands Summit, St. Kitts and Nevis
29-30 May	Astana International Forum 2025, Astana, Kazakhstan
2-3 June	Hamburg Sustainability Conference, Hamburg, Germany
11-12 June	Africa Impact Summit 2025, Accra, Ghana
23-27 June	4th African Union MSME Forum, Cape Town, South Africa
24 June	Africa-Ireland Economic Forum, Dublin, Ireland
27 June	Small Business Champion Awards, Geneva, Switzerland
27 June	Joint Advisory Group (JAG) Annual Meeting, Geneva, Switzerland
7-11 July	WSIS Forum 2025, Geneva, Switzerland
14-18 July	UN High-level Political Forum on Sustainable Development (HLPF), New York, USA
22-24 July	ITC's First Global SME Ministerial Meeting, Durban, South Africa
4-7 August	Third United Nations Conference on Landlocked Developing Countries, Ashgabat, Turkmenistan
Week of 15 September	WTO Public Forum, Geneva, Switzerland
9-23 September	UN General Assembly, New York, USA
October	UNCTAD XVI, Viet Nam
5-10 November	China International Import Expo, Shanghai, China
10-21 November	COP30, Belem, Brazil
November	2025 EU-Central Asia Economic Forum, Tashkent, Uzbekistan

Appendix II – List of 2025 projects by country / region and impact areas

Note: The global/regional/country information for the OP budget split is based on the percentages estimated by the project/programme managers during the operational planning. The country/region distribution may change during the year due to evolving priorities and needs.

Country / Region	LDCs	Priority countries	Project Title	Sustainable and resilient value chains	Inclusive trade (women, youth, other vulnerable groups)	Green trade	Digital trade	Regional integration and South-South trade	General (non-impact area specific)	Corporate	Funders	Budget 2025 (\$'000)
Albania			Trade promotion East: Balkan States and Central Asia (C178)	■	■	■	■				State Secretariat for Economic Affairs of Switzerland	264
			AfCFTA Export Training Programme for African SMEs (B972)					■			International Islamic Trade Finance Corporation	17
Angola	■	■	Afrique Centrale: Renforcement de capacités en matière de commerce des services dans le cadre de la ZLECAf (C381)	■	■		■				European Commission, Directorate-General International Partnerships	132
			ECCAS: Africa Trade Competitiveness and Market Access (ATCMA) (C354)	■	■	■		■			European Commission, Directorate-General International Partnerships	488
			CARIFORUM: UK Trade Partnerships Programme (B900)	■	■	■	■				Foreign, Commonwealth and Development Office of the UK	13
Antigua and Barbuda		■	Commonwealth+: Increasing participation of women owned businesses in trade (SheTrades) (C185)		■	■	■				Foreign, Commonwealth and Development Office of the UK	11
			The Caribbean: Strengthening sustainable value chains through productive and commercial Alliances (C346)	■	■	■	■	■			European Commission, Directorate-General International Partnerships	95
Argentina			Inclusive trade: SheTrades initiative (C131)		■						ITF Window 1	16
			Armenia: Building sustainable apparel and agribusiness value chains (C238)	■	■	■	■				Delegation of the European Union to Armenia	718
Armenia		■	Global: Advancing Women's Economic Empowerment (SheTrades) (C162)		■						Asian Development Bank	1
			Conducive policy and regulatory environment: Trade negotiations and policy reform (C128)	■		■	■	■	■		ITF Window 1	5
Azerbaijan		■	Global: Advancing Women's Economic Empowerment (SheTrades) (C162)		■						Asian Development Bank	1
			The Bahamas: Sector/Function Export Strategies (C405)	■	■		■				Ministry of Economic Affairs of the Bahamas	135
Bahamas		■	The Caribbean: Strengthening sustainable value chains through productive and commercial Alliances (C346)	■	■	■	■	■			European Commission, Directorate-General International Partnerships	95
Bangladesh	■	■	Commonwealth+: Increasing participation of women owned businesses in trade (SheTrades) (C185)		■	■	■				Foreign, Commonwealth and Development Office of the UK	11

Country / Region	LDCs	Priority countries	Project Title	Sustainable and resilient value chains	Inclusive trade (women, youth, other vulnerable groups)	Green trade	Digital trade	Regional integration and South-South trade	General (non-impact area specific)	Corporate	Funders	Budget 2025 (\$'000)
			Global: Advancing Women's Economic Empowerment (SheTrades) (C162)		■						Asian Development Bank	1
			Inclusive trade: SheTrades initiative (C131)		■						ITF Window 1	16
			Southeast Asia: SME Sustainability Standards Navigation Toolkit (C386)	■							Asian Development Bank	21
Barbados		■	Commonwealth+: Increasing participation of women owned businesses in trade (SheTrades) (C185)		■	■	■				Foreign, Commonwealth and Development Office of the UK	11
			The Caribbean: Strengthening sustainable value chains through productive and commercial Alliances (C346)	■	■	■	■	■			European Commission, Directorate-General International Partnerships	95
Belize		■	The Caribbean: Strengthening sustainable value chains through productive and commercial Alliances (C346)	■	■	■	■	■			European Commission, Directorate-General International Partnerships	95
			ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion and alliances (B807)	■	■	■		■			European Commission, Directorate-General International Partnerships	66
			ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion, alliances and access to finance (C377)	■	■	■	■	■			European Commission, Directorate-General International Partnerships	224
			AfCFTA Export Training Programme for African SMEs (B972)					■			International Islamic Trade Finance Corporation	17
			Benin, Côte d'Ivoire, Mali and Uganda: Building Resilient Trade Competitiveness by Fast Tracking the Digital Technology Sector (NTF V) (C154)				■				Ministry of Foreign Affairs of the Netherlands	32
Benin		■	Bénin: Projet d'opérationnalisation du Pôle Export - ProPex (C430)	■			■				Ministry of Foreign Affairs of the Netherlands	710
			Bénin: Stratégie Nationale d'Exportation - Élaboration et gestion mise en œuvre (C096)	■	■	■					Ministère de l'Industrie et du Commerce du Benin	144
			Burkina Faso et Bénin: Création d'activités génératrices de revenu alternatives pour les communautés vivant autour du complexe w-arly-penjari (C108)	■	■	■					European Commission, Directorate-General International Partnerships	168
			ECOWAS: Africa Trade Competitiveness and Market Access (ATCMA) (C315)	■	■	■		■			European Commission, Directorate-General International Partnerships	302
			ECOWAS: Strengthening agri-food trade in the region through institutional coordination and business support (C232)		■			■			Deutsche Gesellschaft für Internationale Zusammenarbeit	43
			NTF V Programme Coordination (C094)						■		Ministry of Foreign Affairs of the Netherlands	23
Bhutan		■	Bhutan: Modernizing Bhutan's border management ecosystem to facilitate the safe trade of agri-food products (C307)	■	■			■			Standards and Trade Development Facility	296
Brazil			Commonwealth+: Increasing participation of women owned businesses in trade (SheTrades) (C185)		■	■	■				Foreign, Commonwealth and Development Office of the UK	11
			Inclusive trade: SheTrades initiative (C131)		■						ITF Window 1	16

Country / Region	LDCs	Priority countries	Project Title	Sustainable and resilient value chains	Inclusive trade (women, youth, other vulnerable groups)	Green trade	Digital trade	Regional integration and South-South trade	General (non-impact area specific)	Corporate	Funders	Budget 2025 (\$'000)
Brunei Darussalam			ASEAN: Sustainable Connectivity Package (SCOPE) - Trade (C277)	■		■	■	■			European Commission, Directorate-General International Partnerships	342
			ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion and alliances (B807)	■	■	■		■			European Commission, Directorate-General International Partnerships	66
			ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion, alliances and access to finance (C377)	■	■	■	■	■			European Commission, Directorate-General International Partnerships	224
			AfCFTA Export Training Programme for African SMEs (B972)					■			International Islamic Trade Finance Corporation	17
Burkina Faso	■	■	Burkina Faso et Bénin: Création d'activités génératrices de revenu alternatives pour les communautés vivant autour du complexe w-arly-penjari (C108)	■	■	■					European Commission, Directorate-General International Partnerships	168
			ECOWAS: Africa Trade Competitiveness and Market Access (ATCMA) (C315)	■	■	■		■			European Commission, Directorate-General International Partnerships	302
			ECOWAS: Strengthening agri-food trade in the region through institutional coordination and business support (C232)		■			■			Deutsche Gesellschaft für Internationale Zusammenarbeit	43
			Afrique Centrale: Renforcement de capacités en matière de commerce des services dans le cadre de la ZLECAf (C381)	■	■		■				European Commission, Directorate-General International Partnerships	132
Burundi	■	■	EAC: EU Market Access Upgrade Programme Phase II (MARKUP II) (C189)	■		■		■			European Commission, Directorate-General International Partnerships	2,035
			ECCAS: Africa Trade Competitiveness and Market Access (ATCMA) (C354)	■	■	■		■			European Commission, Directorate-General International Partnerships	439
			ECOWAS: Africa Trade Competitiveness and Market Access (ATCMA) (C315)	■	■	■		■			European Commission, Directorate-General International Partnerships	302
Cabo Verde		■	ECOWAS: Strengthening agri-food trade in the region through institutional coordination and business support (C232)		■			■			Deutsche Gesellschaft für Internationale Zusammenarbeit	43
			ASEAN: Sustainable Connectivity Package (SCOPE) - Trade (C277)	■		■	■	■			European Commission, Directorate-General International Partnerships	342
			Conducive policy and regulatory environment: Trade negotiations and policy reform (C128)	■		■	■	■	■		ITF Window 1	5
Cambodia	■	■	Commonwealth+: Increasing participation of women owned businesses in trade (SheTrades) (C185)		■	■	■				Foreign, Commonwealth and Development Office of the UK	11
			Trade Centre of Expertise: UK Trade Partnerships Programme (C293)	■	■	■	■				Foreign, Commonwealth and Development Office of the UK	61
Cameroon		■	ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion and alliances (B807)	■	■	■		■			European Commission, Directorate-General International Partnerships	66

Country / Region	LDCs	Priority countries	Project Title	Sustainable and resilient value chains	Inclusive trade (women, youth, other vulnerable groups)	Green trade	Digital trade	Regional integration and South-South trade	General (non-impact area specific)	Corporate	Funders	Budget 2025 (\$'000)
			ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion, alliances and access to finance (C377)	■	■	■	■	■			European Commission, Directorate-General International Partnerships	224
			AfCFTA Export Training Programme for African SMEs (B972)					■			International Islamic Trade Finance Corporation	17
			Afrique Centrale: Renforcement de capacités en matière de commerce des services dans le cadre de la ZLECAf (C381)	■	■		■				European Commission, Directorate-General International Partnerships	132
			ECCAS: Africa Trade Competitiveness and Market Access (ATCMA) (C354)	■	■	■		■			European Commission, Directorate-General International Partnerships	439
Central African Republic	■	■	Afrique Centrale: Renforcement de capacités en matière de commerce des services dans le cadre de la ZLECAf (C381)	■	■		■				European Commission, Directorate-General International Partnerships	132
			ECCAS: Africa Trade Competitiveness and Market Access (ATCMA) (C354)	■	■	■		■			European Commission, Directorate-General International Partnerships	439
			République Centrafricaine: Programme d'appui à la promotion de l'entreprenariat en milieu urbain et rural (PAPEUR) (B867)	■	■						European Commission, Directorate-General International Partnerships	1,657
Chad	■	■	Afrique Centrale: Renforcement de capacités en matière de commerce des services dans le cadre de la ZLECAf (C381)	■	■		■				European Commission, Directorate-General International Partnerships	132
			ECCAS: Africa Trade Competitiveness and Market Access (ATCMA) (C354)	■	■	■		■			European Commission, Directorate-General International Partnerships	439
Chile			Commonwealth+: Increasing participation of women owned businesses in trade (SheTrades) (C185)		■	■	■				Foreign, Commonwealth and Development Office of the UK	11
Colombia		■	Colombia: Youth Startup Academy (C216)		■	■	■				Ministry of SMEs and Startups of the Republic of Korea	1,639
			Inclusive trade: SheTrades initiative (C131)		■						ITF Window 1	16
Comoros	■	■	Comoros: Improving public-private dialogue and quality management systems to benefit from Economic Partnership Agreement with the EU (B963)						■		European Commission, Directorate-General International Partnerships	350
Congo		■	Afrique Centrale: Renforcement de capacités en matière de commerce des services dans le cadre de la ZLECAf (C381)	■	■		■				European Commission, Directorate-General International Partnerships	132
			ECCAS: Africa Trade Competitiveness and Market Access (ATCMA) (C354)	■	■	■		■			European Commission, Directorate-General International Partnerships	439
Côte d'Ivoire		■	ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion, alliances and access to finance (C377)	■	■	■	■	■			European Commission, Directorate-General International Partnerships	224
			AfCFTA Export Training Programme for African SMEs (B972)					■			International Islamic Trade Finance Corporation	17
			Africa: Alliance for Product Quality II (C426)	■							Deutsche Gesellschaft für Internationale Zusammenarbeit	154

Country / Region	LDCs	Priority countries	Project Title	Sustainable and resilient value chains	Inclusive trade (women, youth, other vulnerable groups)	Green trade	Digital trade	Regional integration and South-South trade	General (non-impact area specific)	Corporate	Funders	Budget 2025 (\$'000)
			Benin, Côte d'Ivoire, Mali and Uganda: Building Resilient Trade Competitiveness by Fast Tracking the Digital Technology Sector (NTF V) (C154)				■				Ministry of Foreign Affairs of the Netherlands	32
			Côte d'Ivoire: Creation of a Production and Product Development Hub for Artisans and emerging Designers (C233)	■	■	■					ENI - Côte d'Ivoire	51
			ECOWAS: Africa Trade Competitiveness and Market Access (ATCMA) (C315)	■	■	■		■			European Commission, Directorate-General International Partnerships	302
			ECOWAS: Strengthening agri-food trade in the region through institutional coordination and business support (C232)		■			■			Deutsche Gesellschaft für Internationale Zusammenarbeit	43
			NTF V Programme Coordination (C094)						■		Ministry of Foreign Affairs of the Netherlands	23
Costa Rica			Inclusive trade: SheTrades initiative (C131)		■						ITF Window 1	16
Cuba		■	Cuba: A productive development policy for strengthening export capacities (C411)	■				■			MPTF - SDG Fund	51
			ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion and alliances (B807)	■	■	■		■			European Commission, Directorate-General International Partnerships	66
			ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion, alliances and access to finance (C377)	■	■	■	■	■			European Commission, Directorate-General International Partnerships	224
			AfCFTA Export Training Programme for African SMEs (B972)					■			International Islamic Trade Finance Corporation	17
Democratic Republic of the Congo (the)		■	Afrique Centrale: Renforcement de capacités en matière de commerce des services dans le cadre de la ZLECAf (C381)	■	■		■				European Commission, Directorate-General International Partnerships	132
			ECCAS: Africa Trade Competitiveness and Market Access (ATCMA) (C354)	■	■	■		■			European Commission, Directorate-General International Partnerships	439
			Piloting Innovative alliances to address root causes of Child labour in supply chains (C244)	■	■			■			European Commission, Directorate-General International Partnerships	34
			CARIFORUM: UK Trade Partnerships Programme (B900)	■	■	■	■				Foreign, Commonwealth and Development Office of the UK	13
Dominica		■	The Caribbean: Strengthening sustainable value chains through productive and commercial Alliances (C346)	■	■	■	■	■			European Commission, Directorate-General International Partnerships	95
			ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion and alliances (B807)	■	■	■		■			European Commission, Directorate-General International Partnerships	66
Dominican Republic		■	ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion, alliances and access to finance (C377)	■	■	■	■	■			European Commission, Directorate-General International Partnerships	224
			CARIFORUM: UK Trade Partnerships Programme (B900)	■	■	■	■				Foreign, Commonwealth and Development Office of the UK	13

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			Global: Climate competitiveness: Building opportunities in the green economy for emerging and developing countries (C190)			■					European Commission, Directorate-General for Trade	158
			Inclusive trade: SheTrades initiative (C131)		■						ITF Window 1	16
Ecuador	■		Ecuador: Promoting Gender-Responsive Public Procurement for Agricultural Products (SheTrades) (C251)		■						Deutsche Gesellschaft für Internationale Zusammenarbeit	549
			Ecuador: Promoting new non-traditional exports (NEXT Ecuador) (B452)	■	■			■			European Commission, Directorate-General International Partnerships	809
			Global: Climate competitiveness: Building opportunities in the green economy for emerging and developing countries (C190)			■					European Commission, Directorate-General for Trade	130
Egypt			AfCFTA Export Training Programme for African SMEs (B972)					■			International Islamic Trade Finance Corporation	17
			Egypt: Increasing export competitiveness in the handicrafts and agri-food sectors - Phase 2 (SheTrades) (C263)	■	■						International Islamic Trade Finance Corporation	169
			Egypt: Textile and clothing programme Phase II (C336)	■	■	■	■				State Secretariat for Economic Affairs of Switzerland	330
				Swedish International Development Cooperation Agency	406							
			Global: Textile and Clothing programme Phase II (C297)	■	■	■	■				State Secretariat for Economic Affairs of Switzerland	60
			MENATEX Regional: Textile and clothing programme II (C337)	■	■	■	■				Swedish International Development Cooperation Agency	63
El Salvador		■	El Salvador: Export promotion and diversification (C157)	■	■	■	■			European Commission, Directorate-General International Partnerships	1,768	
Equatorial Guinea	■		Afrique Centrale: Renforcement de capacités en matière de commerce des services dans le cadre de la ZLECAf (C381)	■	■		■			European Commission, Directorate-General International Partnerships	132	
			ECCAS: Africa Trade Competitiveness and Market Access (ATCMA) (C354)	■	■	■		■		European Commission, Directorate-General International Partnerships	439	
Eswatini	■		Eswatini: Promoting growth through competitive alliances I (B978)	■					■		European Commission, Directorate-General International Partnerships	1,054
			Eswatini: Promoting growth through competitive alliances II (B992)	■							European Commission, Directorate-General International Partnerships	1,734
			Eswatini: Promoting growth through competitive alliances III (C229)	■	■					■	European Commission, Directorate-General International Partnerships	1,267
Ethiopia	■ ■		ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion, alliances and access to finance (C377)	■	■	■	■	■			European Commission, Directorate-General International Partnerships	224
			Africa: Alliance for Product Quality II (C426)	■							Deutsche Gesellschaft für Internationale Zusammenarbeit	154

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			Ethiopia: Building Alliances for Action in Coffee from seed to cup (NTF V) (C148)	■							Ministry of Foreign Affairs of the Netherlands	335
			Ethiopia: Building Resilient Trade Competitiveness by Fast Tracking the Digital Technology Sector (NTF V) (C149)				■				Ministry of Foreign Affairs of the Netherlands	169
			NTF V Programme Coordination (C094)						■		Ministry of Foreign Affairs of the Netherlands	23
			Trade Centre of Expertise: UK Trade Partnerships Programme (C293)	■	■	■	■				Foreign, Commonwealth and Development Office of the UK	71
Fiji		■	ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion, alliances and access to finance (C377)	■	■	■	■	■			European Commission, Directorate-General International Partnerships	224
Gabon		■	Afrique Centrale: Renforcement de capacités en matière de commerce des services dans le cadre de la ZLECAf (C381)	■	■		■				European Commission, Directorate-General International Partnerships	132
			ECCAS: Africa Trade Competitiveness and Market Access (ATCMA) (C354)	■	■	■		■			European Commission, Directorate-General International Partnerships	439
			ECOWAS: Africa Trade Competitiveness and Market Access (ATCMA) (C315)	■	■	■		■			European Commission, Directorate-General International Partnerships	302
			ECOWAS: Strengthening agri-food trade in the region through institutional coordination and business support (C232)		■			■			Deutsche Gesellschaft für Internationale Zusammenarbeit	43
			Inclusive trade: SheTrades initiative (C131)		■						ITF Window 1	12
The Gambia	■	■	The Gambia: Addressing the drivers and causes of vulnerability in migration among border communities along the Trans-Gambia transport corridor (C071)		■			■			MPTF - Start-up Fund for Safe, Orderly and Regular Migration	12
			The Gambia: EU Youth Empowerment Project (YEP) - Tourism and Creative Industries (C204)	■	■	■					European Commission, Directorate-General International Partnerships	1,487
			The Gambia: Strengthening the National Infrastructure for Peace to Promote Social Cohesion (C206)		■						MPTF - Peacebuilding Fund	169
Georgia			Global: Advancing Women's Economic Empowerment (SheTrades) (C162)		■						Asian Development Bank	1
			ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion and alliances (B807)	■	■	■		■			European Commission, Directorate-General International Partnerships	66
Ghana		■	ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion, alliances and access to finance (C377)	■	■	■	■	■			European Commission, Directorate-General International Partnerships	224
			AfCFTA Export Training Programme for African SMEs (B972)					■			International Islamic Trade Finance Corporation	17
			Africa: Alliance for Product Quality II (C426)	■							Deutsche Gesellschaft für Internationale Zusammenarbeit	154

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			Commonwealth+: Increasing participation of women owned businesses in trade (SheTrades) (C185)		■	■	■				Foreign, Commonwealth and Development Office of the UK	11
			ECOWAS: Africa Trade Competitiveness and Market Access (ATCMA) (C315)	■	■	■		■			European Commission, Directorate-General International Partnerships	302
			ECOWAS: Strengthening agri-food trade in the region through institutional coordination and business support (C232)		■			■			Deutsche Gesellschaft für Internationale Zusammenarbeit	43
			Ghana: Building Alliances for Action in Cocoa from bean to bar (NTF V) (C150)	■							Ministry of Foreign Affairs of the Netherlands	388
			Ghana: Building Resilient Trade Competitiveness by Fast Tracking the Digital Technology Sector (NTF V) (C151)				■				Ministry of Foreign Affairs of the Netherlands	230
			Ghana: Developing cocoa and associated crops through the Sankofa Project empowered by Alliances for Action (B766)	■	■	■					HALBA	167
			NTF V Programme Coordination (C094)						■		Ministry of Foreign Affairs of the Netherlands	23
			ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion, alliances and access to finance (C377)	■	■	■	■	■			European Commission, Directorate-General International Partnerships	224
Grenada		■	CARIFORUM: UK Trade Partnerships Programme (B900)	■	■	■	■				Foreign, Commonwealth and Development Office of the UK	13
			The Caribbean: Strengthening sustainable value chains through productive and commercial Alliances (C346)	■	■	■	■	■			European Commission, Directorate-General International Partnerships	95
Guatemala		■	Guatemala: Facilitating Exports and Investment through enhanced digitalisation of government services and promotion of sustainable and inclusive trade with the EU (C294)	■	■	■	■				European Commission, Directorate-General International Partnerships	1,267
			Inclusive trade: SheTrades initiative (C131)		■						ITF Window 1	16
			ECOWAS: Africa Trade Competitiveness and Market Access (ATCMA) (C315)	■	■	■		■			European Commission, Directorate-General International Partnerships	302
Guinea	■	■	ECOWAS: Strengthening agri-food trade in the region through institutional coordination and business support (C232)		■			■			Deutsche Gesellschaft für Internationale Zusammenarbeit	43
			Guinée: Programme d'appui à l'emploi par le développement du secteur privé et à l'industrie (TRANSFORM) (C247)	■	■	■	■	■			European Commission, Directorate-General International Partnerships	2,328
			ECOWAS: Africa Trade Competitiveness and Market Access (ATCMA) (C315)	■	■	■		■			European Commission, Directorate-General International Partnerships	302
Guinea-Bissau	■	■	ECOWAS: Strengthening agri-food trade in the region through institutional coordination and business support (C232)		■			■			Deutsche Gesellschaft für Internationale Zusammenarbeit	43
Guyana		■	The Caribbean: Strengthening sustainable value chains through productive and commercial Alliances (C346)	■	■	■	■	■			European Commission, Directorate-General International Partnerships	95

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Honduras		■	Piloting Innovative alliances to address root causes of Child labour in supply chains (C244)	■	■			■			European Commission, Directorate-General International Partnerships	270
India			Commonwealth+: Increasing participation of women owned businesses in trade (SheTrades) (C185)		■	■	■				Foreign, Commonwealth and Development Office of the UK	11
			Inclusive trade: SheTrades initiative (C131)		■						ITF Window 1	16
Indonesia			ASEAN: Sustainable Connectivity Package (SCOPE) - Trade (C277)	■		■	■	■			European Commission, Directorate-General International Partnerships	342
			Commonwealth+: Increasing participation of women owned businesses in trade (SheTrades) (C185)		■	■	■				Foreign, Commonwealth and Development Office of the UK	11
			Inclusive trade: SheTrades initiative (C131)		■						ITF Window 1	16
Iraq			Conducive policy and regulatory environment: Quality (C126)	■		■		■			ITF Window 1	19
		■	Iraq: Housing & complementary job creation (C254)	■	■	■					European Commission, Directorate-General International Partnerships	1,454
			Iraq: Strengthening the Agriculture and Agri-Food Value Chain and Improving Trade Policy (SAAVI) (B960)	■	■	■	■		■		European Commission, Directorate-General International Partnerships	2,949
Jamaica		■	ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion and alliances (B807)	■	■	■		■			European Commission, Directorate-General International Partnerships	66
		■	ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion, alliances and access to finance (C377)	■	■	■	■	■			European Commission, Directorate-General International Partnerships	224
			CARIFORUM: UK Trade Partnerships Programme (B900)	■	■	■	■				Foreign, Commonwealth and Development Office of the UK	13
			The Caribbean: Strengthening sustainable value chains through productive and commercial Alliances (C346)	■	■	■	■	■			European Commission, Directorate-General International Partnerships	95
Jordan			Conducive policy and regulatory environment: Quality (C126)	■		■		■			ITF Window 1	10
		■	Jordan: Textile and clothing programme Phase II (C335)	■	■	■	■				Swedish International Development Cooperation Agency	505
		■	Jordan: Trade for Employment Project: "Improving Business Environment for SMEs Through Trade Facilitation" (B639)	■	■	■			■		Deutsche Gesellschaft für Internationale Zusammenarbeit	338
			MENATEX Regional: Textile and clothing programme II (C337)	■	■	■	■				Swedish International Development Cooperation Agency	63
Kazakhstan		■	Global: Advancing Women's Economic Empowerment (SheTrades) (C162)		■						Asian Development Bank	1
		■	Ready4Trade Central Asia: Fostering Prosperity Through the Trans-Caspian Transport Corridor (C318)	■			■	■	■		European Commission, Directorate-General International Partnerships	490

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Kenya		■	ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion and alliances (B807)	■	■	■		■			European Commission, Directorate-General International Partnerships	66	
			AfCFTA Export Training Programme for African SMEs (B972)					■			International Islamic Trade Finance Corporation	17	
			Commonwealth+: Increasing participation of women owned businesses in trade (SheTrades) (C185)		■	■	■					Foreign, Commonwealth and Development Office of the UK	11
			EAC: EU Market Access Upgrade Programme Phase II (MARKUP II) (C189)	■		■		■				European Commission, Directorate-General International Partnerships	2,035
			Global: Climate competitiveness: Building opportunities in the green economy for emerging and developing countries (C190)				■					European Commission, Directorate-General for Trade	158
			Inclusive trade: SheTrades initiative (C131)			■						ITF Window 1	12
			Kenya: Designing the Future, a Green and Inclusive Fashion Ecosystem (C242)	■	■	■			■			Italian Agency for Development Cooperation - Nairobi	1,556
Kenya: Promoting sustainable socio-economic development and creating market-based livelihoods opportunities for refugees and host communities (C085)	■	■	■	■	■					Korea International Cooperation Agency	1,745		
Kyrgyzstan		■	Global: Advancing Women's Economic Empowerment (SheTrades) (C162)		■						Asian Development Bank	1	
			Ready4Trade Central Asia: Fostering Prosperity Through the Trans-Caspian Transport Corridor (C318)	■			■	■	■			European Commission, Directorate-General International Partnerships	490
Lao People's Democratic Republic	■	■	ASEAN: Sustainable Connectivity Package (SCOPE) - Trade (C277)	■		■	■	■			European Commission, Directorate-General International Partnerships	342	
			Commonwealth+: Increasing participation of women owned businesses in trade (SheTrades) (C185)		■	■	■					Foreign, Commonwealth and Development Office of the UK	11
			Lao PDR: Enhancing business opportunities for SMEs of Lao PDR in China (C268)		■				■			United Nations Department of Economic and Social Affairs	327
			Trade Centre of Expertise: UK Trade Partnerships Programme (C293)	■	■	■	■					Foreign, Commonwealth and Development Office of the UK	61
Lesotho	■	■	Lesotho: Increasing competitiveness and decent work in the T&C sector (C192)	■						International Labour Organization	507		
Liberia	■	■	ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion and alliances (B807)	■	■	■		■			European Commission, Directorate-General International Partnerships	66	
			ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion, alliances and access to finance (C377)	■	■	■	■	■				European Commission, Directorate-General International Partnerships	224
			ECOWAS: Africa Trade Competitiveness and Market Access (ATCMA) (C315)	■	■	■		■				European Commission, Directorate-General International Partnerships	302

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			ECOWAS: Strengthening agri-food trade in the region through institutional coordination and business support (C232)		■			■			Deutsche Gesellschaft für Internationale Zusammenarbeit	43
			Liberia: Improving institutional capacities and partnership for enhanced trade integration (C407)					■			Enhanced Integrated Framework	62
Malawi	■	■	AfCFTA Export Training Programme for African SMEs (B972)					■			International Islamic Trade Finance Corporation	17
Malaysia			ASEAN: Sustainable Connectivity Package (SCOPE) - Trade (C277)	■		■	■	■			European Commission, Directorate-General International Partnerships	342
			Benin, Côte d'Ivoire, Mali and Uganda: Building Resilient Trade Competitiveness by Fast Tracking the Digital Technology Sector (NTF V) (C154)				■				Ministry of Foreign Affairs of the Netherlands	32
Mali	■	■	ECOWAS: Africa Trade Competitiveness and Market Access (ATCMA) (C315)	■	■	■		■			European Commission, Directorate-General International Partnerships	302
			ECOWAS: Strengthening agri-food trade in the region through institutional coordination and business support (C232)		■			■			Deutsche Gesellschaft für Internationale Zusammenarbeit	43
			NTF V Programme Coordination (C094)						■		Ministry of Foreign Affairs of the Netherlands	23
Mauritania	■	■	ECOWAS: Africa Trade Competitiveness and Market Access (ATCMA) (C315)	■	■	■		■			European Commission, Directorate-General International Partnerships	302
			ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion, alliances and access to finance (C377)	■	■	■	■	■			European Commission, Directorate-General International Partnerships	224
Mauritius		■	Commonwealth+: Increasing participation of women owned businesses in trade (SheTrades) (C185)		■	■	■				Foreign, Commonwealth and Development Office of the UK	11
			Global: Climate competitiveness: Building opportunities in the green economy for emerging and developing countries (C190)			■					European Commission, Directorate-General for Trade	93
			Inclusive trade: SheTrades initiative (C131)		■						ITF Window 1	12
Mongolia		■	Inclusive trade: SheTrades initiative (C131)		■						ITF Window 1	16
			AfCFTA Export Training Programme for African SMEs (B972)					■			International Islamic Trade Finance Corporation	17
			Global: Textile and Clothing programme Phase II (C297)	■	■	■	■				State Secretariat for Economic Affairs of Switzerland	60
Morocco			MENATEX Regional: Textile and clothing programme II (C337)	■	■	■	■				Swedish International Development Cooperation Agency	63
			Morocco: Textile and Clothing programme Phase II (C339)	■	■	■	■				State Secretariat for Economic Affairs of Switzerland	169

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											Swedish International Development Cooperation Agency	338		
Mozambique	■	■	ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion, alliances and access to finance (C377)	■	■	■	■	■			European Commission, Directorate-General International Partnerships	224		
			Commonwealth+: Increasing participation of women owned businesses in trade (SheTrades) (C185)		■	■	■					Foreign, Commonwealth and Development Office of the UK	53	
Myanmar	■	■	ASEAN: Sustainable Connectivity Package (SCOPE) - Trade (C277)	■		■	■	■			European Commission, Directorate-General International Partnerships	342		
Nepal	■	■	Global: Climate competitiveness: Building opportunities in the green economy for emerging and developing countries (C190)			■					European Commission, Directorate-General for Trade	205		
			Southeast Asia: SME Sustainability Standards Navigation Toolkit (C386)	■								Asian Development Bank	21	
			Trade Centre of Expertise: UK Trade Partnerships Programme (C293)	■	■	■	■					Foreign, Commonwealth and Development Office of the UK	51	
Niger	■	■	ECOWAS: Africa Trade Competitiveness and Market Access (ATCMA) (C315)	■	■	■		■			European Commission, Directorate-General International Partnerships	302		
			ECOWAS: Strengthening agri-food trade in the region through institutional coordination and business support (C232)		■				■			Deutsche Gesellschaft für Internationale Zusammenarbeit	43	
Nigeria		■	AfCFTA Export Training Programme for African SMEs (B972)					■			International Islamic Trade Finance Corporation	17		
			Commonwealth+: Increasing participation of women owned businesses in trade (SheTrades) (C185)		■	■	■					Foreign, Commonwealth and Development Office of the UK	11	
			ECOWAS: Africa Trade Competitiveness and Market Access (ATCMA) (C315)	■	■	■		■				European Commission, Directorate-General International Partnerships	503	
			ECOWAS: Strengthening agri-food trade in the region through institutional coordination and business support (C232)		■			■				Deutsche Gesellschaft für Internationale Zusammenarbeit	43	
			Inclusive trade: SheTrades initiative (C131)		■							ITF Window 1	16	
			Nigeria: Improving SPS compliance to boost export capacity (C248)	■		■					■		Standards and Trade Development Facility	380
			Nigeria: Sustainable economic reintegration of returnees (C241)		■								Social Impact	676
Pakistan			Commonwealth+: Increasing participation of women owned businesses in trade (SheTrades) (C185)		■	■	■				Foreign, Commonwealth and Development Office of the UK	11		
			Pakistan: Growth for rural advancement and sustainable progress (GRASP) (B466)	■	■	■	■					European Commission, Directorate-General International Partnerships	7,117	
			Trade Centre of Expertise: UK Trade Partnerships Programme (C293)	■	■	■	■					Foreign, Commonwealth and Development Office of the UK	213	
Papua New Guinea		■	ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion and alliances (B807)	■	■	■		■		European Commission, Directorate-General International Partnerships	66			

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			ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion, alliances and access to finance (C377)	■	■	■	■	■			European Commission, Directorate-General International Partnerships	224	
Peru			Commonwealth+: Increasing participation of women owned businesses in trade (SheTrades) (C185)		■	■	■				Foreign, Commonwealth and Development Office of the UK	11	
			Inclusive trade: SheTrades initiative (C131)		■						ITF Window 1	16	
Philippines			ASEAN: Sustainable Connectivity Package (SCOPE) - Trade (C277)	■		■	■	■			European Commission, Directorate-General International Partnerships	342	
			Commonwealth+: Increasing participation of women owned businesses in trade (SheTrades) (C185)		■	■	■				Foreign, Commonwealth and Development Office of the UK	11	
			Global: Climate competitiveness: Building opportunities in the green economy for emerging and developing countries (C190)			■					European Commission, Directorate-General for Trade	93	
			Inclusive trade: SheTrades initiative (C131)		■						ITF Window 1	16	
			Philippines: Inclusive, Competitive and Responsible Digital Philippines (Digital-PINAS) (C395)				■			■	MPTF - SDG Fund	296	
			Philippines: Trade-Related Assistance (Arise + Philippines) (C007)		■			■	■		European Commission, Directorate-General International Partnerships	251	
			The Philippines: Food safety and Investment readiness (C231)	■							European Commission, Directorate-General International Partnerships	127	
Rwanda			AfCFTA Export Training Programme for African SMEs (B972)					■			International Islamic Trade Finance Corporation	17	
			Africa: Alliance for Product Quality II (C426)	■							Deutsche Gesellschaft für Internationale Zusammenarbeit	154	
			Afrique Centrale: Renforcement de capacités en matière de commerce des services dans le cadre de la ZLECAf (C381)	■	■		■				European Commission, Directorate-General International Partnerships	132	
			Conducive policy and regulatory environment: Trade negotiations and policy reform (C128)	■		■	■	■	■		ITF Window 1	5	
		■	■	EAC: EU Market Access Upgrade Programme Phase II (MARKUP II) (C189)	■		■		■			European Commission, Directorate-General International Partnerships	2,035
				ECCAS: Africa Trade Competitiveness and Market Access (ATCMA) (C354)	■	■	■		■			European Commission, Directorate-General International Partnerships	439
				Inclusive trade: SheTrades initiative (C131)		■						ITF Window 1	16
			Rwanda: Amplifying digital opportunities for cross-border trade (C360)		■	■	■	■			MPTF - SDG Fund	253	
			Rwanda: Value Added Initiative to Boost Employment for Refugees (VIBE) (C225)		■						TradeMark Africa - Rwanda	211	

Country / Region	LDCs	Priority countries	Project Title	Sustainable and resilient value chains	Inclusive trade (women, youth, other vulnerable groups)	Green trade	Digital trade	Regional integration and South-South trade	General (non-impact area specific)	Corporate	Funders	Budget 2025 (\$'000)
			Rwanda: Value Added Initiative to Boost Employment for Women-led Businesses (C195)		■	■	■				TradeMark Africa - Rwanda	634
Saint Kitts and Nevis		■	The Caribbean: Strengthening sustainable value chains through productive and commercial Alliances (C346)	■	■	■	■	■			European Commission, Directorate-General International Partnerships	95
Saint Lucia		■	CARIFORUM: UK Trade Partnerships Programme (B900)	■	■	■	■				Foreign, Commonwealth and Development Office of the UK	13
		■	The Caribbean: Strengthening sustainable value chains through productive and commercial Alliances (C346)	■	■	■	■	■			European Commission, Directorate-General International Partnerships	95
Saint Vincent and the Grenadines		■	CARIFORUM: UK Trade Partnerships Programme (B900)	■	■	■	■				Foreign, Commonwealth and Development Office of the UK	14
		■	The Caribbean: Strengthening sustainable value chains through productive and commercial Alliances (C346)	■	■	■	■	■			European Commission, Directorate-General International Partnerships	95
Sao Tome and Principe		■	Afrique Centrale: Renforcement de capacités en matière de commerce des services dans le cadre de la ZLECAf (C381)	■	■		■				European Commission, Directorate-General International Partnerships	147
		■	ECCAS: Africa Trade Competitiveness and Market Access (ATCMA) (C354)	■	■	■		■			European Commission, Directorate-General International Partnerships	439
Senegal			AfCFTA Export Training Programme for African SMEs (B972)					■			International Islamic Trade Finance Corporation	33
			ECOWAS: Africa Trade Competitiveness and Market Access (ATCMA) (C315)	■	■	■		■			European Commission, Directorate-General International Partnerships	302
			ECOWAS: Strengthening agri-food trade in the region through institutional coordination and business support (C232)		■			■			Deutsche Gesellschaft für Internationale Zusammenarbeit	43
		■	NTF V Programme Coordination (C094)						■		Ministry of Foreign Affairs of the Netherlands	23
		■	Senegal: Alliances for Value Addition in Cashew Nut (NTF V) (C152)	■							Ministry of Foreign Affairs of the Netherlands	164
			Senegal: Building Resilient Trade Competitiveness by Fast Tracking the Digital Technology Sector (NTF V) (C153)				■				Ministry of Foreign Affairs of the Netherlands	121
			Sénégal: Programme d'appui à la Compétitivité de l'Afrique de l'Ouest (PACAO) (B461)	■	■		■	■			European Commission, Directorate-General International Partnerships	364
		Trade Centre of Expertise: UK Trade Partnerships Programme (C293)	■	■	■	■				Foreign, Commonwealth and Development Office of the UK	51	
Serbia			Trade promotion East: Balkan States and Central Asia (C178)	■	■	■	■				State Secretariat for Economic Affairs of Switzerland	264
Sierra Leone		■	ECOWAS: Africa Trade Competitiveness and Market Access (ATCMA) (C315)	■	■	■		■			European Commission, Directorate-General International Partnerships	302
		■	ECOWAS: Strengthening agri-food trade in the region through institutional coordination and business support (C232)		■			■			Deutsche Gesellschaft für Internationale Zusammenarbeit	43

Country / Region	LDCs	Priority countries	Project Title	Sustainable and resilient value chains	Inclusive trade (women, youth, other vulnerable groups)	Green trade	Digital trade	Regional integration and South-South trade	General (non-impact area specific)	Corporate	Funders	Budget 2025 (\$'000)
			Sierra Leone: Empowering youth through digital technologies (READY Salone) (C214)		■		■				Korea International Cooperation Agency	2,011
Singapore		■	ASEAN: Sustainable Connectivity Package (SCOPE) - Trade (C277)	■		■	■	■			European Commission, Directorate-General International Partnerships	342
South Africa			AfCFTA Export Training Programme for African SMEs (B972)					■			International Islamic Trade Finance Corporation	17
		■	Inclusive trade: SheTrades initiative (C131)		■						ITF Window 1	16
			Trade Centre of Expertise: UK Trade Partnerships Programme (C293)	■	■	■	■				Foreign, Commonwealth and Development Office of the UK	213
South Sudan			EAC: EU Market Access Upgrade Programme Phase II (MARKUP II) (C189)	■		■		■			European Commission, Directorate-General International Partnerships	2,035
		■	South Sudan: Building economic empowerment for vulnerable communities in South Sudan (C319)		■						MPTF - Conflict-Related Sexual Violence Prevention	84
		■	South Sudan: Green and Resilient Agriculture and Climate Economy (GRACE) (C279)	■	■	■		■			European Commission, Directorate-General International Partnerships	923
			South Sudan: Jobs creation and trade development (B910)	■	■						European Commission, Directorate-General International Partnerships	237
Sri Lanka			Commonwealth+: Increasing participation of women owned businesses in trade (SheTrades) (C185)		■	■	■				Foreign, Commonwealth and Development Office of the UK	11
			Global: Textile and Clothing programme Phase II (C297)	■	■	■	■				State Secretariat for Economic Affairs of Switzerland	76
		■	Inclusive trade: SheTrades initiative (C131)		■						ITF Window 1	16
		■	Southeast Asia: SME Sustainability Standards Navigation Toolkit (C386)	■							Asian Development Bank	21
			Sri Lanka: Support to increase exports to Japan (C394)						■		Ministry of Foreign Affairs of Japan	9
			Sri-Lanka: Textile and Clothing programme Phase II (C338)	■	■	■	■				State Secretariat for Economic Affairs of Switzerland	465
			Trade Centre of Expertise: UK Trade Partnerships Programme (C293)	■	■	■	■				Foreign, Commonwealth and Development Office of the UK	61
State of Palestine		■	State of Palestine: Create Self-Employment Opportunities for Vulnerable and Marginalized groups in Gaza through Digital Channels (Go Digital) (C269)	■	■		■				Ministry of Foreign Affairs of Japan	62
Suriname		■	The Caribbean: Strengthening sustainable value chains through productive and commercial Alliances (C346)	■	■	■	■	■			European Commission, Directorate-General International Partnerships	95
Tajikistan		■	Global: Advancing Women's Economic Empowerment (SheTrades) (C162)		■						Asian Development Bank	1

Country / Region	LDCs	Priority countries	Project Title	Sustainable and resilient value chains	Inclusive trade (women, youth, other vulnerable groups)	Green trade	Digital trade	Regional integration and South-South trade	General (non-impact area specific)	Corporate	Funders	Budget 2025 (\$'000)
			Ready4Trade Central Asia: Fostering Prosperity Through the Trans-Caspian Transport Corridor (C318)	■			■	■	■		European Commission, Directorate-General International Partnerships	490
			Trade promotion East: Balkan States and Central Asia (C178)	■	■	■	■				State Secretariat for Economic Affairs of Switzerland	264
Thailand			ASEAN: Sustainable Connectivity Package (SCOPE) - Trade (C277)	■		■	■	■			European Commission, Directorate-General International Partnerships	342
Timor-Leste	■	■	ASEAN: Sustainable Connectivity Package (SCOPE) - Trade (C277)	■		■	■	■			European Commission, Directorate-General International Partnerships	380
			Timor-Leste: Support to Regional Integration and Trade (C249)		■			■	■		European Commission, Directorate-General International Partnerships	676
			AfCFTA Export Training Programme for African SMEs (B972)					■			International Islamic Trade Finance Corporation	17
Togo	■	■	ECOWAS: Africa Trade Competitiveness and Market Access (ATCMA) (C315)	■	■	■		■			European Commission, Directorate-General International Partnerships	302
			ECOWAS: Strengthening agri-food trade in the region through institutional coordination and business support (C232)		■			■			Deutsche Gesellschaft für Internationale Zusammenarbeit	115
			Togo: Facilitation d'un meilleur accès aux marchés internationaux – (AMI Commerce Togo) (C114)	■				■			Deutsche Gesellschaft für Internationale Zusammenarbeit	322
			ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion, alliances and access to finance (C377)	■	■	■	■	■			European Commission, Directorate-General International Partnerships	224
Trinidad and Tobago		■	Inclusive trade: SheTrades initiative (C131)		■						ITF Window 1	12
			The Caribbean: Strengthening sustainable value chains through productive and commercial Alliances (C346)	■	■	■	■	■			European Commission, Directorate-General International Partnerships	216
			Trinidad and Tobago: National Trade Strategy (C327)	■	■		■	■			Ministry of Trade and Industry of Trinidad and Tobago	380
			AfCFTA Export Training Programme for African SMEs (B972)					■			International Islamic Trade Finance Corporation	17
Tunisia			Global: Textile and Clothing programme Phase II (C297)	■	■	■	■				State Secretariat for Economic Affairs of Switzerland	60
			MENATEX Regional: Textile and clothing programme II (C337)	■	■	■	■				Swedish International Development Cooperation Agency	63
			Tunisia: Textile and clothing programme Phase II (C340)	■	■	■	■				State Secretariat for Economic Affairs of Switzerland	169
											Swedish International Development Cooperation Agency	296
Turkmenistan		■	Conducive policy and regulatory environment: Quality (C126)	■		■		■			ITF Window 1	15

Country / Region	LDCs	Priority countries	Project Title	Sustainable and resilient value chains	Inclusive trade (women, youth, other vulnerable groups)	Green trade	Digital trade	Regional integration and South-South trade	General (non-impact area specific)	Corporate	Funders	Budget 2025 (\$'000)
			Conducive policy and regulatory environment: Trade negotiations and policy reform (C128)	■		■	■	■	■		ITF Window 1	5
			Global: Advancing Women's Economic Empowerment (SheTrades) (C162)		■						Asian Development Bank	1
			Ready4Trade Central Asia: Fostering Prosperity Through the Trans-Caspian Transport Corridor (C318)	■			■	■	■		European Commission, Directorate-General International Partnerships	490
			Turkmenistan: Enhancing trade resilience and integration (C289)	■	■	■	■	■			Delegation of the European Union to Turkmenistan	1,690
			AfCFTA Export Training Programme for African SMEs (B972)					■			International Islamic Trade Finance Corporation	17
			Benin, Côte d'Ivoire, Mali and Uganda: Building Resilient Trade Competitiveness by Fast Tracking the Digital Technology Sector (NTF V) (C154)				■				Ministry of Foreign Affairs of the Netherlands	32
			EAC: EU Market Access Upgrade Programme Phase II (MARKUP II) (C189)	■		■		■			European Commission, Directorate-General International Partnerships	2,035
			NTF V Programme Coordination (C094)						■		Ministry of Foreign Affairs of the Netherlands	23
Uganda	■	■	Piloting Innovative alliances to address root causes of Child labour in supply chains (C244)	■	■			■			European Commission, Directorate-General International Partnerships	270
			Trade Centre of Expertise: UK Trade Partnerships Programme (C293)	■	■	■	■				Foreign, Commonwealth and Development Office of the UK	112
			Uganda: Business acceleration for young entrepreneurs in the film sector 'Opportunities Are Here' (OAH) (C227)		■						European Commission, Directorate-General International Partnerships	133
			Uganda: Strengthening Agribusiness Resilience and Competitiveness (STAR) (C017)	■	■	■					Korea International Cooperation Agency	1,005
			Uganda: Sustainable Business for Uganda 2.0 - Trade and Investment Development (C283)	■	■	■	■				Delegation of the European Union to Uganda	1,901
Ukraine		■	Ukraine: Building economic resilience of conflict-affected communities (C332)	■	■		■		■		Ministry of Foreign Affairs of Japan	26
			Ukraine: Linking SMEs in the fruits and vegetable sector to global and domestic markets and value chains (Phase II) (C044)	■							Embassy of Sweden to Ukraine	101
United Arab Emirates			Inclusive trade: SheTrades initiative (C131)		■						ITF Window 1	12
United Republic of Tanzania (the)	■	■	ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion, alliances and access to finance (C377)	■	■	■	■	■			European Commission, Directorate-General International Partnerships	224
			EAC: EU Market Access Upgrade Programme Phase II (MARKUP II) (C189)	■		■		■			European Commission, Directorate-General International Partnerships	2,544

Country / Region	LDCs	Priority countries	Project Title	Sustainable and resilient value chains	Inclusive trade (women, youth, other vulnerable groups)	Green trade	Digital trade	Regional integration and South-South trade	General (non-impact area specific)	Corporate	Funders	Budget 2025 (\$'000)
			Tanzania: Developing the Beekeeping Value Chain (B924)	■	■						Enabel – Agence Belge de développement	275
			Trade Centre of Expertise: UK Trade Partnerships Programme (C293)	■	■	■	■				Foreign, Commonwealth and Development Office of the UK	61
Uruguay			Inclusive trade: SheTrades initiative (C131)		■						ITF Window 1	12
			Conducive policy and regulatory environment: Quality (C126)	■		■		■			ITF Window 1	13
			Global: Advancing Women's Economic Empowerment (SheTrades) (C162)		■						Asian Development Bank	1
Uzbekistan		■	Ready4Trade Central Asia: Fostering Prosperity Through the Trans-Caspian Transport Corridor (C318)	■			■	■	■		European Commission, Directorate-General International Partnerships	490
			Trade promotion East: Balkan States and Central Asia (C178)	■	■	■	■				State Secretariat for Economic Affairs of Switzerland	264
			Uzbekistan: Facilitating the Process of Accession to the WTO (B915)	■	■				■		European Commission, Directorate-General International Partnerships	828
Vanuatu		■	ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion and alliances (B807)	■	■	■		■			European Commission, Directorate-General International Partnerships	99
			ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion, alliances and access to finance (C377)	■	■	■	■	■			European Commission, Directorate-General International Partnerships	224
			ASEAN: Sustainable Connectivity Package (SCOPE) - Trade (C277)	■		■	■	■			European Commission, Directorate-General International Partnerships	342
			Commonwealth+: Increasing participation of women owned businesses in trade (SheTrades) (C185)		■	■	■				Foreign, Commonwealth and Development Office of the UK	11
			Global: Advancing Women's Economic Empowerment (SheTrades) (C162)		■						Asian Development Bank	1
Viet Nam			Global: Climate competitiveness: Building opportunities in the green economy for emerging and developing countries (C190)			■					European Commission, Directorate-General for Trade	93
			Inclusive trade: SheTrades initiative (C131)		■						ITF Window 1	16
			Piloting Innovative alliances to address root causes of Child labour in supply chains (C244)	■	■			■			European Commission, Directorate-General International Partnerships	34
			Southeast Asia: SME Sustainability Standards Navigation Toolkit (C386)	■							Asian Development Bank	21
			Vietnam: Supporting women-led businesses in accessing European markets through e-commerce (C424)		■		■				Ministry of Foreign Affairs of the Netherlands	99
Zambia	■	■	ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion and alliances (B807)	■	■	■		■			European Commission, Directorate-General International Partnerships	66
			ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion, alliances and access to finance (C377)	■	■	■	■	■			European Commission, Directorate-General International Partnerships	224

Country / Region	LDCs	Priority countries	Project Title	Sustainable and resilient value chains	Inclusive trade (women, youth, other vulnerable groups)	Green trade	Digital trade	Regional integration and South-South trade	General (non-impact area specific)	Corporate	Funders	Budget 2025 (\$'000)			
			Conducive policy and regulatory environment: Trade negotiations and policy reform (C128)	■		■	■	■	■		ITF Window 1	5			
Zimbabwe	■		AfCFTA Export Training Programme for African SMEs (B972)					■			International Islamic Trade Finance Corporation	17			
			Commonwealth+: Increasing participation of women owned businesses in trade (SheTrades) (C185)		■	■	■					Foreign, Commonwealth and Development Office of the UK	11		
			Inclusive trade: SheTrades initiative (C131)		■							ITF Window 1	16		
			Trade Centre of Expertise: UK Trade Partnerships Programme (C293)	■	■	■	■					Foreign, Commonwealth and Development Office of the UK	61		
Africa			Africa: Continental Component - Africa Trade Competitiveness and Market Access (ATCMA) (C063)	■	■	■		■			European Commission, Directorate-General International Partnerships	2,403			
			Africa: Digital innovation accelerator for African SMEs (C210)		■	■	■	■				China International Development Cooperation Agency	608		
			Africa: Value chain diagnostics zooming in on pharmaceuticals, cars and formulated complementary foods (C357)	■	■	■		■				European Commission, Directorate-General International Partnerships	1,385		
			Conducive policy and regulatory environment: Quality (C126)	■		■		■				ITF Window 1	57		
			Global: Digital Moonshot (C136)				■					ITF Window 1	64		
			Green Trade (C135)			■						ITF Window 1	165		
			Implementation of the African Trade Observatory within the AUC (B353)							■			European Commission, Directorate-General International Partnerships	1,690	
			T4SD: Advisory Services (C110)				■		■					Deutsche Gesellschaft für Internationale Zusammenarbeit	34
														FMO - Entrepreneurial Development Bank	6
														Food and Agriculture Organization of the United Nations	23
											Sustainable Agriculture Initiative	9			
										United Nations Environment Programme	4				
Asia and the Pacific			Asia Pacific: Facilitating women's economic empowerment and entrepreneurial skills development (SheTrades) (C344)		■						Visa Foundation	16			
			Conducive policy and regulatory environment: Quality (C126)	■		■		■				ITF Window 1	19		
			Global: Digital Moonshot (C136)				■					ITF Window 1	64		
			Green Trade (C135)			■						ITF Window 1	165		

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			T4SD: Advisory Services (C110)	■		■					Deutsche Gesellschaft für Internationale Zusammenarbeit	34
											FMO - Entrepreneurial Development Bank	6
											Food and Agriculture Organization of the United Nations	23
											Sustainable Agriculture Initiative	9
											United Nations Environment Programme	4
			Global: Digital Moonshot (C136)				■				ITF Window 1	64
Eastern Europe and Central Asia			T4SD: Advisory Services (C110)	■		■					Deutsche Gesellschaft für Internationale Zusammenarbeit	34
											FMO - Entrepreneurial Development Bank	6
											Food and Agriculture Organization of the United Nations	23
											Sustainable Agriculture Initiative	9
											United Nations Environment Programme	4
			Global: Digital Moonshot (C136)				■				ITF Window 1	64
			Green Trade (C135)			■					ITF Window 1	165
Latin America and the Caribbean			T4SD: Advisory Services (C110)	■		■					Deutsche Gesellschaft für Internationale Zusammenarbeit	34
											FMO - Entrepreneurial Development Bank	6
											Food and Agriculture Organization of the United Nations	23
											Sustainable Agriculture Initiative	9
											United Nations Environment Programme	4
Middle East and North Africa			T4SD: Advisory Services (C110)	■		■					Deutsche Gesellschaft für Internationale Zusammenarbeit	42
											FMO - Entrepreneurial Development Bank	8
											Food and Agriculture Organization of the United Nations	28
											Sustainable Agriculture Initiative	12
											United Nations Environment Programme	5

Country / Region	LDCs	Priority countries	Project Title	Sustainable and resilient value chains	Inclusive trade (women, youth, other vulnerable groups)	Green trade	Digital trade	Regional integration and South-South trade	General (non-impact area specific)	Corporate	Funders	Budget 2025 (\$'000)
			ACP Business-friendly: Supporting value chains through inclusive policies, investment promotion, alliances and access to finance (C377)	■	■	■	■	■			European Commission, Directorate-General International Partnerships	224
			Business Development Fund (BDF 2025) (C454)							■	ITF Window 1 Business Development Fund	400
			Business, trade and market intelligence: Global Trade Helpdesk (C183)							■	ITF Window 1	223
			Business, trade and market intelligence: SME Competitiveness Survey and Outlook (C120)	■	■	■	■			■	ITF Window 1	700
			Business, trade and market intelligence: Trade analysis (C124)							■	ITF Window 1	125
			Business, trade and market intelligence: Trade for Sustainable Development (T4SD) database (C122)	■		■					ITF Window 1	500
			Commonwealth+: Increasing participation of women owned businesses in trade (SheTrades) (C185)		■	■	■				Foreign, Commonwealth and Development Office of the UK	11
			Conducive policy and regulatory environment: Quality (C126)	■		■		■			ITF Window 1	57
			Conducive policy and regulatory environment: Strategy (C129)	■	■	■	■				ITF Window 1	100
			Conducive policy and regulatory environment: Trade negotiations and policy reform (C128)	■		■	■	■	■		ITF Window 1	75
Global			Export Potential Map (A341)	■	■			■	■		Asociación Guatemalteca de Exportadores	4
		Enterprise Greece Invest & Trade								16		
		Switzerland Global Enterprise								1		
			Fellowship: Mo Ibrahim Foundation (B203)							■	Mo Ibrahim Foundation	114
			Global Public Goods: Providing trade and market intelligence for informed trade decisions (C203)							■	European Commission, Directorate-General International Partnerships	617
											ITF Window 1	550
			Global Public Goods: Providing trade and market intelligence for informed trade decisions (T4SD component) (C271)	■		■					European Commission, Directorate-General International Partnerships	253
			Global: Enhancing Transparency and Traceability of Sustainable Value Chains (Phase II) (C391)	■							European Commission, Directorate-General International Partnerships	617
											Social and Labor Convergence Program	89
			Global: Market intelligence services to strengthen transparency in trade and understanding of international trade issues (C168)							■	New Zealand Trade and Enterprise	10
											Uludag Exporters' Association	8
			Global: SheTrades Connect (B516)		■					■	Ministry of Foreign Affairs of Japan	12
			Global: SME Trade Academy Revolving Fund / E-learning (B155)							■	Import Promotion Desk	15

Country / Region	LDCs	Priority countries	Project Title	Sustainable and resilient value chains	Inclusive trade (women, youth, other vulnerable groups)	Green trade	Digital trade	Regional integration and South-South trade	General (non-impact area specific)	Corporate	Funders	Budget 2025 (\$'000)
											Swisscontact	25
			Global: Textile and Clothing programme Phase II (C297)	■	■	■	■				State Secretariat for Economic Affairs of Switzerland	121
			Global: Women Exporters in the Digital Economy Fund (WEIDE) (C413)		■						Ministry of Economy of the United Arab Emirates	434
			Green Trade (C135)			■					ITF Window 1	165
			Improving transparency in trade through embedded market analysis tools (B352)						■		CrimsonLogic - Panama	30
											Federation of United Arab Emirates Chambers of Commerce and Industry	4
			Inclusive trade: People with disabilities (C440)		■						ITF Window 1	50
			Inclusive trade: SheTrades initiative (C131)		■						ITF Window 1	40
			Inclusive trade: Youth and Trade initiative (C132)		■						ITF Window 1	203
			ITC Digitalization of Group Trainings (C250)							■	ITF Window 1	120
			Mainstreaming gender, diversity and inclusion (UN-SWAP) (C309)							■	ITF Window 1	366
			Managing for impact and results: Data Management initiative (C143)							■	ITF Window 1	500
			Managing for impact and results: DCP/OD Partnership, coordination and business development (C140)							■	ITF Window 1	136
			Managing for impact and results: External relations (C311)							■	ITF Window 1	156
			Managing for impact and results: Information Technology (C138)							■	ITF Window 1	592
			Managing for impact and results: Innovation Lab (C144)							■	ITF Window 1	96
			Managing for impact and results: ITC Website (C200)							■	ITF Window 1	100
			Managing for impact and results: OED Partnership and Coordination (C139)							■	ITF Window 1	100
			Managing for impact and results: OED/NY Partnership and Coordination (C142)							■	ITF Window 1	50
			Managing for impact and results: Results Based Management (RBM) (C145)							■	ITF Window 1	40
			Moving Forward Action Plan (C397)							■	ITF Window 1	50
			MSME Ministerial Meeting (former WEDF and WTPO) (C441)							■	ITF Window 1	410
			Piloting Innovative alliances to address root causes of Child labour in supply chains (C244)	■	■			■			European Commission, Directorate-General International Partnerships	68
			Programme Management: UK Trade Partnerships Programme (B908)	■							Foreign, Commonwealth and Development Office of the UK	128

Country / Region	LDCs	Priority countries	Project Title	Sustainable and resilient value chains	Inclusive trade (women, youth, other vulnerable groups)	Green trade	Digital trade	Regional integration and South-South trade	General (non-impact area specific)	Corporate	Funders	Budget 2025 (\$'000)	
			Refugees and Trade (C202)		■						ITF Window 1	206	
			SheTrades and UPS (B956)		■		■			■	UPS Foundation	338	
			Supportive business ecosystem: Institutions and Ecosystems for Business Support (C130)	■	■	■	■		■		ITF Window 1	248	
			Sustainable and resilient value chains (C133)	■							ITF Window 1	120	
			T4SD: Advisory Services (C110)	■							Deutsche Gesellschaft für Internationale Zusammenarbeit	34	
		FMO - Entrepreneurial Development Bank									6		
		Food and Agriculture Organization of the United Nations									23		
		Sustainable Agriculture Initiative									9		
		United Nations Environment Programme									4		
			Trade in services (B026)	■			■	■			Ministry of Commerce of China	211	
Global			Associate expert - Green and Inclusive Value Chains (C186)							■	Federal Ministry for Economic Cooperation and Development of Germany - Berlin	39	
			Associate expert - Office for Asia and the Pacific (C201)							■	Ministry of Commerce of China	54	
			Associate expert - Sector and Enterprise Competitiveness (C375)	■		■		■				Ministry of Foreign Affairs of Japan	170
			Associate expert - Sector and Enterprise Competitiveness (C273)		■	■	■					Ministry of Foreign Affairs of the Netherlands	170
			Associate expert -Women, Youth and Vulnerable (C380)		■							Federal Ministry for Economic Cooperation and Development of Germany - Berlin	170
			Seconded from Republic of Korea (C295)		■					■		Ministry of SMEs and Startups of the Republic of Korea	225
			Seconded from Republic of Korea (C393)							■		Public Procurement Service of the Republic of Korea	237

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


Appendix III - ITC's risk mitigation actions in 2025 and the Corporate Risk Register

ITC reviewed the risk rating and trend for risks in its risk register and reflected on new risks. ITC conducts formal risk assessments biannually (twice a year). The table below shows the status of the updated risks, and the controls planned for 2025.

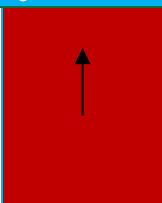
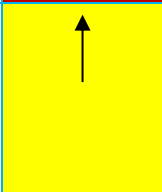
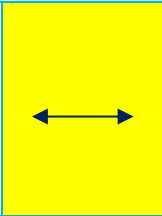
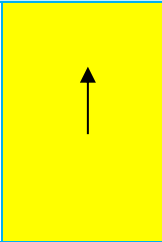
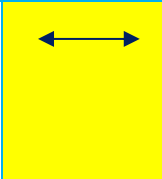
Table 6 ITC's Risk Register 2025


Red Risks: These are high-level risks, determined by both the likelihood (probability) of an event occurring and the impact (consequence) it would have on ITC's objectives. Immediate action is mandatory: the risk owner must propose appropriate mitigation measures and define a target risk level within one month. These risks must be reviewed every six months.

Amber/Yellow Risks: These represent medium-level risks. Action is required to prevent the risk from escalating. The risk should be reviewed annually to ensure it remains within acceptable levels.

Risk ID	Risk Statement / Responses planned	Risk areas / drivers	Ongoing/improved/new mitigation measures for 2025	Risk rating and trend vs 2024
1	2	3	4	5
Risk area (from ITC Risk Universe): 1 – STRATEGIC – 1.3 – Internal and External Factors				
R1-2025 (ex R1)	<p>Inability of ITC to fully deliver on (contractual) commitments in beneficiary countries, where either the environment suddenly deteriorates due to external events, or unforeseen circumstances are encountered during the project implementation</p> <p>Response: control / terminate</p>	<p>Political, economic, social, climate, (external)</p> <p>Unique events (pandemic)</p> <p>Country organizations or partners' level of resources</p>	<p>New tools and approaches: Roll-out of ITC's Climate Competitiveness Tool and finalization of ITC's approach in fragile settings.</p> <p>Remote and hybrid delivery: Implementation of the Executive Director's Bulletin on Digitalization –aiming at all projects above \$1mln total budget.</p> <p>Shifting resources or terminating activities: in ongoing projects, in case of conflicts that require evacuation of personnel, in coordination with local partners.</p> <p>Operationalization of ITC's Crisis Management Committee concerning crisis responses.</p> <p>Use of multipliers to achieve results: reliance on implementing partners; leveraging private-sector partnerships and prioritizing networks of business support institutions; harnessing the power of ITC-supported institutional networks (e.g. HUBS).</p>	

Risk ID 1	Risk Statement / Responses planned 2	Risk areas / drivers 3	Ongoing/improved/new mitigation measures for 2025 4	Risk rating and trend vs 2024 5
R2-2025 (ex R14)	Merged with R1: Inability to achieve the planned level of results, based on the same level of inputs, in a business environment that is very challenging for ITC's beneficiaries			↔
Risk area:1 – STRATEGIC –1.1 – Planning / 1.1.5 Performance Measurement / 1.1.6 Planning execution and integration				
R3-2025 (ex R3)	Inability to substantiate and/or aggregate ITC development results Response: control	Lack of uniformity among project monitoring systems and exchangeability of results information (UN, project specific)	Capacity building: Roll-out of trainings and advisories on monitoring, value for money and corporate RBM. Continuing efforts on harmonization of corporate indicators (e.g. with the UN INFO system). Awareness raising onboarding and on-demand sessions with internal clients (project managers) on corporate RBM requirements.	↓
R4-2025 (ex R15)	Insufficient consideration of sustainability* in W2 projects that focus on export increases. Response: control *sustainability is regarded in two areas: as the environmental, social and inclusive elements, as well as the project results sustainability	Increasing requests for addressing emerging agendas and mainstreaming cross-cutting issues (e.g., Pact for the Future; Twin Transition – Green and Digital); Women, Youth, Indigenous Peoples	On mainstreaming elements of sustainability in projects: launch and start of the new Indigenous Peoples Strategy; integration of Pact for the Future in the next Strategic plan and integration of ITC's mainstreaming toolkit for gender & women) in ITC's projects. On ensuring sustainability of project results: embedding tools with the local partner business support organizations, that allow for measuring of results after the project intervention. Better embedding considerations about sustainability and exit strategy during project design.	↓
Risk area:1 – STRATEGIC –1.1. Planning / Budgeting; 1.2 – Principal organs, partners (UN, WTO, donors, partners)				
R5-2025 (ex R12)	Significant reduction or volatility in W1 funding Response: control	Shifting funding priorities of member states	Proactive strategy to approach funders – meetings of Resource Mobilization Steering Committee, in various compositions / different level of engagement with funders.	↑

Risk ID 1	Risk Statement / Responses planned 2	Risk areas / drivers 3	Ongoing/improved/new mitigation measures for 2025 4	Risk rating and trend vs 2024 5
R6-2025 (ex R8)	Sharp decline in W2 funding Response: control	Shifting funding priorities of member states	Proactive strategy to approach funders – meetings of Resource Mobilization Steering Committee, in various compositions / different level of engagement with funders.	
R7-2025 (new)	Decline in regular budget / assessed contributions Response: control	Uncertainties about the timing of member states' assessed contributions Liquidity situation of the UN	Monitoring of developments re. the UN / WTO liquidity situation and membership contributions.	
Risk area:3 – MANAGERIAL –3.1 – General / 3.1.1 Organizational transformation management				
R8-2025 (ex R9)	ITC's business model is not flexible enough to adapt well to the processes of the repositioned UN development system Response: control	UN reform – repositioning of the UN system, QCPR requirements Missing or underdeveloped successors Loss of expertise and of talents developed in-house	Employing a tiered corporate approach on participation in UNCTs – in line with the Country Engagement Strategy. Piloting the Kenya office: reshaping the ITC operating model, including relocation of personnel to the country office to provide regional support.	
Risk area:1 – STRATEGIC –1.1 – Planning / 1.1.1 HR Strategy and Planning				
R9-2025 (ex R6)	Insufficient/inadequate in-house knowledge and skills-sets for future client needs Response: control	Changing market demands for certain skill sets and expertise Missing or underdeveloped successors Loss of expertise and of talents developed in-house	Implementation of the Strategic Workforce Plan to be continued – selection of options for the workforce planning platforms, which include skills planning mapping / inventor, decision and start of implementation of the tool.	
Risk area:7 – FRAUD AND CORRUPTION –7.2 – Programme delivery / 7.2.2. Implementing Partners				
R10-2025 (ex R6)	Implementing Partner(s) commit fraud or engage in corruption, or any partner or beneficiary engages in unethical practices	Challenges in operating environments Capacity of implementing partners to detect and prevent fraud	Maintaining safeguards to ensure zero-tolerance towards fraud; including through the receipt, assessments and investigation of reports of fraud, corruption and other wrongdoing by intake and investigation officer.	

Risk ID	Risk Statement / Responses planned	Risk areas / drivers	Ongoing/improved/new mitigation measures for 2025	Risk rating and trend vs 2024
1	2	3	4	5
	Response: control		<p>Enforcing all applicable rules and regulations and resources, including the use of the Grantor module and additional resources to support IP oversight.</p> <p>Continue implementation of improved controls as suggested by the OIOS audit of Implementing Partners management.</p> <p>Ensuring in-depth assessments of Implementing partners' capacities, sound legal arrangements to safeguard ITC's interest, enforcing risk-based monitoring and reporting of partners, by the ITC Grants Committee.</p> <p>Maintain mandatory trainings on fraud awareness and prevention.</p>	
Risk area:2 – GOVERNANCE –2.2 – Ethical Behaviour, sexual exploitation and abuse (SEA), professional conduct, abuse of authority, sexual harassment				
R11-2025 – split (ex R7)	<p>ITC personnel committing, being exposed to or accused of discrimination, abuse of authority, sexual harassment, (prohibited conduct), or systemically not-complying with requirements of professional conduct (rules and procedures)</p> <p>Response: control</p>	<p>Non-observation of applicable policies and procedures</p> <p>Non-compliance with requirements for professional conduct</p> <p>Possible mismanagement or systemic non-compliance with rules and procedures</p>	<p>Enforcing zero-tolerance policies on addressing prohibited conduct; including through the receipt, assessments and investigation of reports of unsatisfactory conduct by intake and investigation officer.</p> <p>Maintaining and updating the established grievance channels on the intranet (in English, French and Spanish).</p> <p>Maintaining a “Reporting misconduct” page on the public website for third party / external (donor, beneficiary) reporting.</p> <p>Continue to enforce mandatory trainings on prohibited conduct for personnel.</p> <p>Enhancing detection of non-compliance and mismanagement by exploring best practices in UN (e.g., for exception reporting).</p> <p>Raising awareness of personnel on compliance requirements including through the annual management leadership dialogues.</p>	

Risk ID 1	Risk Statement / Responses planned 2	Risk areas / drivers 3	Ongoing/improved/new mitigation measures for 2025 4	Risk rating and trend vs 2024 5
Risk area:7 – INTERNAL FRAUD AND CORRUPTION –7.1.2 – Organizational culture and environment				
R12 2025 (split from R7)	Delayed identification of internal fraud / ITC personnel committing fraud or engaged in corruption	Engagement of personnel in (presumptive) fraudulent activities	<p>Maintenance of zero-tolerance policy towards fraud including through the receipt, assessments and investigation of reports of fraud, corruption and other wrongdoing by intake and investigation officer.</p> <p>Early action to be taken on any presumptive fraud case.</p> <p>Awareness-raising through management leadership dialogues and mandatory trainings.</p>	↔
Risk area:4 OPERATIONS – 4.2 Human Resources, 4.2.10 – Occupational safety, security - 4.1.10 Security in the field				
R13 2025 (ex R5)	<p>ITC personnel become exposed to deliberate harm (e.g., terrorism, armed conflict, crime and civil unrest, kidnapping...)</p> <p>Response: control</p>	Security situation in post-conflict or fragile environments, ongoing security threats	<p>Abidance to all UNDSS protocols in the field.</p> <p>Crisis management group Terms of Reference approved and operationalized.</p> <p>With a disaster recovery plan in place, the Business continuity plan is in preparation, and will address management of crisis situations, so that the core business can continue.</p>	↔
Risk area:2 GOVERNANCE – 2.3 Communications and PR – 2.3.1. Media relations; 2.3.3. Internet, social media, radio, TV				
R14 2025 (ex R11)	<p>Disparate ITC identities and messaging</p> <p>Response: control</p>	Proliferation of communications channels, including ITC's web and social media accounts	<p>Data management group to oversee the creation of new ITC project-specific websites.</p> <p>Implementation of ITC's social media policy to guide the creation of new accounts and establish the efficacy of existing accounts.</p> <p>Review and implementation of branding guidelines for all projects and ITC external communications).</p> <p>"4C" operationalization, ensuring coherent communication strategies at project level.</p>	↓

Risk ID 1	Risk Statement / Responses planned 2	Risk areas / drivers 3	Ongoing/improved/new mitigation measures for 2025 4	Risk rating and trend vs 2024 5
			Safeguarding external messaging by introducing mandatory Communications and Events section referral before all media engagements.	
Risk area:4 OPERATIONS – 4.4. Information resources and IT – 4.4.2 IT Security and access, 4-4-3 IT availability and continuity, 4.4.4. IT integrity				
R15 2025 (ex R4 and part of R16 AI)	Compromised cyber security / data breaches and/or disruptions to the functioning of IT systems, including increased AI assisted fraud, cyber-attacks, deep fakes and AI misuse harming ITC operations. Response: control	Increasing trend of cyber security threats globally Increasing trend of malicious use of AI to create deep-fakes and perform cyber-attacks	Maintenance of all relevant IT security protocols. Ongoing work on data safeguarding, mapping, cleanup and security optimization (including website and external sources mapping). Increasing involvement of the Data governance group in monitoring threats: deepfakes etc, including breaches through malicious AI.	↑
R16 2025 (ex R17)	Technology blackout resulting in paralysis of ITC's processes and systems. Response: control	Increasing trend of cyber security threats globally, resulting in system blackouts	Maintenance of all relevant IT security protocols. Back-up policy review (within the data mapping exercise).	↑
Risk area:6 COMPLIANCE – 6-2 Regulatory – 6.2.1. Internal policies and resolutions				
R17 2025 (ex R16-part)	Inadequate use of Artificial Intelligence in processes and in work with ITC's beneficiaries Response: control	Proliferation of artificial intelligence tools and services and increased market demand for their application /integration	Ensuring ethical use of Artificial Intelligence; following developments of a system-wide normative and operational framework on the use of AI in the UN system (UN CEB etc.). Awareness-raising sessions on information management and AI. Ensuring adequate integration of AI in products and services (e.g. SME Trade Academy and all projects that involve digitalization).	↑

Source: Risk assessment sessions and deep dives with ITC's Senior Management, February 2025.



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