



# General Assembly

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Items 141 and 142 of the preliminary list\*

### Proposed programme budget for 2021

#### Programme planning

## Proposed programme budget for 2021

### Part IV

#### International cooperation for development

### Section 13

#### International Trade Centre

#### Subprogramme 6 of programme 10

#### Trade and development

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\* [A/75/50](#).

\*\* In keeping with paragraph 11 of resolution [72/266 A](#), the part consisting of the programme plan and programme performance information is submitted through the Committee for Programme and Coordination for the consideration of the General Assembly.

\*\*\* In keeping with paragraph 11 of resolution [72/266 A](#), the part consisting of the post and non-post resource requirements is submitted through the Advisory Committee on Administrative and Budgetary Questions for the consideration of the General Assembly.





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## Foreword

In 2015, world leaders unanimously adopted the 2030 Agenda for Sustainable Development as a pathway towards a fairer, more peaceful and prosperous world on a healthy planet. The 2030 Agenda explicitly recognized that trade is an engine for sustainable and inclusive economic growth, job creation and poverty reduction, and contributes to the promotion of sustainable development, and that the private sector plays a major role in inclusive economic growth. Just recently, in its resolution [74/201](#) on international trade and development, adopted in December 2019, the General Assembly reaffirmed the importance of international trade for development and the importance of the multilateral trading system under the World Trade Organization. The Assembly stressed that Aid for Trade and targeted trade-related capacity-building are essential to countries, especially the least developed countries, landlocked developing countries and small island developing States, and recognized that women play a critical role as economic actors. In other resolutions, the importance of small enterprises and the need for investment, economic diversification and value addition for sustainable development, as well as the role of the United Nations in promoting development in the context of globalization and interdependence, have been highlighted.

At the International Trade Centre (ITC), we are encouraged by the recognition of the role of sustainable and inclusive trade. Our goal is to realize sustainable and inclusive growth through trade and international business development for micro-, small and medium-sized enterprises in developing countries, especially the least developed countries, and countries with economies in transition.

Our strategic plan for the period 2018–2021 and our experience over recent years have shaped our workplan for 2021. In supporting micro-, small and medium-sized enterprises to become more internationally competitive, we are helping them to grow and to produce in a more sustainable manner, which can lead to more inclusive income opportunities. The focus of ITC will remain on three main beneficiary groups. We will work directly with micro-, small and medium-sized enterprises, especially in the most vulnerable countries, to build their competitiveness to trade. We will support policymakers in creating a conducive and inclusive business environment by ensuring that the voices of the private sector are reflected. We will also partner with the trade and investment support institutions that form the business ecosystems for micro-, small and medium-sized enterprises. Trade intelligence, provided as a global public good, research, analysis and advocacy will continue to form an important pillar of our work, given their role in helping policymakers and the business community to take evidence-based decisions.

We shall remain committed to work with those at risk of being left behind. Our specific efforts to support the growth of enterprises owned by youth, women and other disadvantaged groups, and those enterprises that employ members of those groups, provide opportunities for those at the base of the pyramid. By the end of 2021, we expect to have connected 3 million women to markets, raised the awareness of 100,000 youth on trade-related opportunities, catalysed over \$200 million of trade and investment deals and contributed to sustainable trade.

Our philosophy is simple: we promise realistic and impactful development results for the funding we receive. We will honour the trust of our members and partners within and beyond the United Nations development system by providing added value for each dollar spent, including by leveraging our resources with private sector contributions.

We continue to build our resilience to meet the challenges ahead. ITC learns from evaluations and ensures that its business model enables the effective and efficient deployment of resources. Changes in the business environment for both our clients and ITC will require us to be agile, flexible and adaptive in our operations. ITC will reinforce its engagement with United Nations country teams and other in-country partner organizations.

We extend our thanks to the Member States, partners and beneficiaries that have shaped ITC and helped us to be where we are today.

*(Signed)* Dorothy **Tembo**  
Executive Director a.i., International Trade Centre

## **A. Proposed programme plan for 2021 and programme performance for 2019**

### **Overall orientation**

#### **Mandates and background**

- 13.1 The International Trade Centre (ITC) is responsible for the business aspects of trade development, as the joint technical cooperation agency of the United Nations and the World Trade Organization (WTO). The mandate derives from the priorities established by the contracting parties to the General Agreement on Tariffs and Trade (GATT) on 19 March 1964 and the General Assembly on 12 December 1967 (Assembly resolution [2297 \(XXII\)](#)). Since 1 January 1968, ITC has operated under the joint auspices of GATT/WTO and the United Nations. In its resolution 1819/LV of 9 August 1973, the Economic and Social Council reaffirmed the Centre's mandate as the focal point for technical assistance and cooperation activities for trade promotion within the United Nations system of assistance for developing countries.
- 13.2 In the context of the 2030 Agenda for Sustainable Development, Member States explicitly recognized trade as a key engine for sustainable and inclusive economic growth and poverty eradication. Under Sustainable Development Goal 8, to promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all, the 2030 Agenda includes a specific target to increase Aid for Trade support. Under Goal 17, the targets of an open, rules-based, transparent and fair trading system and a significant increase in exports from developing countries are specified.
- 13.3 In December 2019, the General Assembly reiterated this position in its resolution [74/201](#), against a backdrop of trade tensions, lower global investment and threats to multilateralism. The target beneficiaries of ITC – micro-, small and medium-sized enterprises that make up 99 per cent of the world's companies and form the economic backbone of any community – are particularly vulnerable to the costly consequences of the above-mentioned developments for their businesses.

### **Programme of work**

#### **Subprogramme 6**

#### **Operational aspects of trade promotion and export development**

##### **Objective**

- 13.4 The objective, to which this subprogramme contributes, is to enhance inclusive and sustainable growth and development through trade and international business development for micro-, small and medium-sized enterprises in developing countries, especially the least developed countries, and countries with economies in transition, through increased business capacities of those enterprises to trade and through a conducive business environment and strengthened institutional ecosystems for those enterprises.

##### **Strategy**

- 13.5 To contribute to increased business capacities of micro-, small and medium-sized enterprises to trade, the subprogramme will provide training and advisory services to those enterprises in areas that are key to international competitiveness. Those services include capacity-building in the areas of market analysis, value addition, quality improvements and environmental sustainability, e-commerce, marketing and access to finance and investment. The subprogramme also will facilitate business matchmaking through fairs and business-to-business meetings and through digital tools and

online platforms, including those with a focus on women, youth and sustainability. ITC will employ its innovative approaches to create new market linkages for micro-, small and medium-sized enterprises, such as the regional e-commerce solutions that connect those enterprises to foreign markets and the “Alliances for Action” approach, which is expected to result in making agribusiness value chains more sustainable and generate higher incomes at the base of the pyramid through new partnerships. The ITC SheTrades, youth and ethical fashion initiatives will continue to bring women-owned businesses, youth entrepreneurs and artisan and farmer communities across the globe to international markets and to create country-based support structures. These actions are expected to result in improved and new connections between micro-, small and medium-sized enterprises and international value chains, including by connecting more women and youth to markets, and will support Member States in progressing towards Sustainable Development Goals 1, 4, 5, 8 and 9. Past results in this area include nearly 15,000 micro-, small and medium-sized enterprises having made changes to their businesses to increase their international competitiveness in 2018, over 3,500 such enterprises having transacted international business, with over 50 per cent of them being owned or operated by women, and over 1.5 million women having been connected to markets.

- 13.6 To contribute to a conducive business environment and a strong institutional ecosystem for micro-, small and medium-sized enterprises, the subprogramme will support consensus-building, action-planning and decision-making processes with policymakers, as well as supporting national and regional organizations that foster the growth and internationalization of those enterprises. The subprogramme will work on facilitating a systematic approach for micro-, small and medium-sized enterprises to voice their experience of regulatory and procedural trade obstacles to policymakers and other stakeholders. It will also support analysis and understanding in business organizations of the costs and benefits of different policy, strategy or regulatory options, so that they can provide considered inputs to discussions and advocate for their client enterprises. The subprogramme will continue to promote the benefits of a universal, rules-based, open, predictable, inclusive, non-discriminatory and equitable multilateral trading system under WTO, through advocacy and information-sharing. This is expected to result in decision makers being better informed and in new or improved inclusive trade-related policies, strategies and regulatory frameworks that are favourable to micro-, small and medium-sized enterprises; and to support Member States in progressing towards Sustainable Development Goals 1, 8, 9, 10, 16 and 17. The subprogramme will further develop its provision of comprehensive trade and market information and analytical tools that are tailored to benefit those enterprises. One example of a tool to be further developed is the ITC Sustainability Map, which includes information on voluntary sustainability standards and compliance requirements. The Sustainability Map is used as a virtual network of sustainable businesses, experts and institutions. These actions are expected to result in the enhanced ability of micro-, small and medium-sized enterprises to develop their sustainable business practices and comply with voluntary sustainability standards, as well as the increased awareness of policymakers, producers and businesses on topics related to sustainable production practices. They will lead to more sustainable and inclusive trade and support Member States in progressing towards Goals 12, 13 and 17. Furthermore, the subprogramme will bolster trade and investment support institutions, including trade and investment promotion agencies, chambers of commerce, sector associations, women’s business groups, cooperatives, incubators and technical and vocational training providers, in improving the business services they offer to micro-, small and medium-sized enterprises. Through tailored advisory services, assessments and workshops, ITC will guide and support the trade and investment support institutions through a process of change, which will include improved governance, strategy, performance measurement and connections to other parts of the business support ecosystem; product and service design, including for specific groups, such as women and youth; and new service areas, such as support for micro-, small and medium-sized enterprises in mitigating environmental risks and becoming more climate-resilient. These actions are expected to result in the improved managerial and operational performance of the trade and investment support institutions, as well as of their combined performance in providing useful services to micro-, small and medium-sized enterprises, and to support Member States in progressing towards Goals 8, 13 and 16. Past results, in 2018 alone, included over 300,000 regular users of ITC trade intelligence with improved awareness of international trade; 89 trade-related strategies, policies or regulations

developed or amended; and over 350 cases in which trade and investment support institutions boosted their performance with improvements in their strategy, management and operations.

### External factors for 2021

- 13.7 With regard to the external factors, the overall plan for 2021 is based on the following planning assumptions:
- (a) Extrabudgetary resources will remain stable and largely earmarked for interventions in the focus countries of ITC operations (the least developed countries, landlocked developing countries, small island developing States and small, vulnerable economies, conflict and post-conflict States and sub-Saharan African countries); and neither exchange rate fluctuations nor the timing of financial contributions will have an adverse effect on operations;
  - (b) Countries in which ITC delivers large programmes will maintain political, economic and social conditions that allow for the implementation of development initiatives;
  - (c) The international trade and investment environments do not deteriorate significantly compared with 2019.
- 13.8 The subprogramme integrates a gender perspective in its operational activities, deliverables and results, as appropriate. For example, the subprogramme has increased its target from 45 per cent in previous periods to at least 50 per cent of its final beneficiaries to be micro-, small and medium-sized enterprises that are owned, operated or managed by women. ITC also has a specific programme that is entirely focused on the economic empowerment of women: SheTrades offers a set of initiatives that increase gender equality in trade. Among them is the “SheTrades call to action”, which aims to connect 3 million women to markets by 2021 and rallies stakeholders around the world to work together on seven actions to reduce trade barriers for women entrepreneurs.
- 13.9 With regard to cooperation with other entities, ITC will continue to strengthen its relationship with the private sector, civil society, academia and international entities to advance the 2030 Agenda. In view of evaluation findings, special attention will be given to supporting partners of ITC in the field, with a view to ensuring the sustainability of services provided to target beneficiaries after project interventions. With the same objective, ITC will expand its Alliances for Action, which are networks of multinational firms, governments, non-governmental organizations, research centres, financial institutions, producer association representatives and international development agencies in selected value chains. Together, they can promote competitiveness and income diversification for smallholder farmers and small and medium-sized enterprises in an effective and sustainable manner. Furthermore, ITC will continue to contribute to the implementation of WTO ministerial declarations, in particular the Agreement on Trade Facilitation.
- 13.10 With regard to inter-agency coordination and liaison, ITC will continue to work closely with other United Nations agencies, including through membership in the United Nations Sustainable Development Group and United Nations country teams. As a non-resident agency, ITC is adjusting its operations to fully support the United Nations reform and contribute to United Nations country teams where its expertise meets the priorities of national Governments. Examples of the collaboration of ITC with other entities of the United Nations system include joint youth and women-focused trade development projects in Africa (with the United Nations Capital Development Fund and the International Labour Organization); the multi-agency initiative to facilitate access to trade information for micro-, small and medium-sized enterprises, the Global Trade Helpdesk (with the United Nations Conference on Trade and Development (UNCTAD) and WTO); initiatives on gender equality and women’s empowerment (with the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women)); and a number of initiatives within the Enhanced Integrated Framework.

### Evaluation activities

- 13.11 The following self-evaluations completed in 2019 have guided the programme plan for 2021:
- (a) 2019 annual evaluation synthesis report (meta-evaluation of 2018 evaluation findings);
  - (b) Self-evaluation of the programme on trade facilitation;
  - (c) Self-evaluation of the programme on strengthening trade and investment support institutions;
  - (d) Self-evaluation of the participation and performance of the International Trade Centre in the United Nations “Delivering as one” system;
  - (e) Midterm self-evaluation of the ITC youth empowerment project in the Gambia.
- 13.12 The findings of the evaluations referenced in paragraph 13.11 above have been taken into account for the programme plan for 2021, leading to a refinement in the theories of change of the two programmatic areas that were evaluated and informing the alignment of ITC with the United Nations reforms at the country level. ITC uses its annual evaluation synthesis reports to provide an overview of findings and critical lessons learned from internal and external evaluations conducted during the year. Those lessons inform the quality review criteria that ITC uses in its project approval process and inform project management. The key theme of the 2019 report was “complexity”, referring to the cause and effect chains that lead to development results and the importance of realizing effective synergies with other actors to achieve the goals of the 2030 Agenda. Overall, findings indicate that ITC projects have been successful in addressing increased complexity through adjustment, flexibility and long-term interaction with stakeholders. In response, ITC will focus more systematically on establishing joint monitoring mechanisms with partners to make adequate and timely adjustments to interventions and address the challenge of complex results chains together.
- 13.13 The following evaluations are planned for 2021:
- (a) 2021 annual evaluation synthesis report (meta-evaluation of the 2020 evaluation findings);
  - (b) One corporate self-evaluation;
  - (c) One self-evaluation of an ITC programmatic approach;
  - (d) One large project self-evaluation.

### Programme performance in 2019 against planned result

- 13.14 A planned result for 2019, which is improved international competitiveness of enterprises, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by over 4,000 micro-, small and medium-sized enterprises having transacted international business as a result of ITC support, against a target of 2,000 (half of the target of 4,000 for the biennium). In addition, over 50 per cent of those enterprise were owned and operated by women, against a target of 45 per cent. The main areas of improvement were strategy and leadership development, value chain improvements, better quality management, use of new (digital and e-commerce) marketing and sales channels, the acquisition of new buyers and better supply chain management.

### Programme performance in 2019: artisans in vulnerable communities become competitive and connected to lucrative lifestyle markets through the Ethical Fashion Initiative of the International Trade Centre

- 13.15 Many communities in developing countries that are part of international fashion value chains produce so-called “fast fashion”, a synonym for inexpensive, one-season items. Although the final products attract a significant customer base, fast-fashion practices are increasingly regarded as detrimental to sustainable

and inclusive development. ITC is a member of the United Nations Alliance for Sustainable Fashion, an initiative designed to change this path, turning this high-value-added, globalized industry into a driver for the Sustainable Development Goals. The ITC Ethical Fashion Initiative has been engaged in connecting vulnerable groups of artisans in Africa and Asia – women, displaced persons, returnees and potential migrants – to lucrative, sustainability-focused niche markets in fashion, interior design and fabrics.

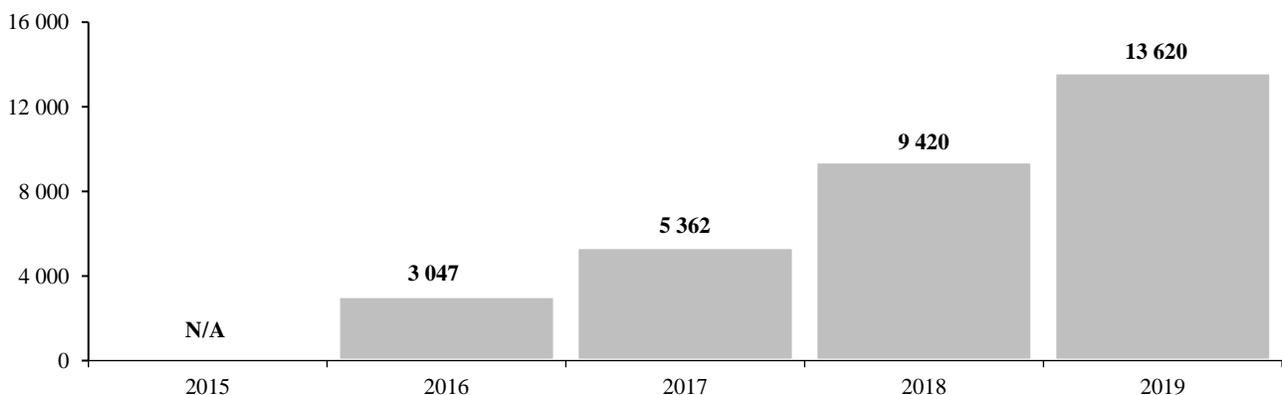
- 13.16 The ITC approach has involved three components. The first component was the development of a compliance scheme for the Ethical Fashion Initiative as an operating framework for the partnering enterprises. It consists of a code of conduct on fair labour standards and the living wage, impact assessments, protection of the environment and transparency and traceability, captured in reports for every work order and monitored by social workers. The second component was active partnerships with and support for the development of social enterprises as management and administration hubs for artisan groups in Africa, Asia and the Pacific and the Caribbean. The support included, but was not limited to, advisory services on business management and the coordination of work with informal micro-enterprises and communities of artisans, export logistics, the implementation of appropriate quality control systems, and artisan training by industry professionals on advanced production techniques or traditional skills that were under threat of being forgotten. The initiative also assisted in identifying markets and carrying out relevant product development. Once capacitated, the social enterprises started coordinating production with international clients, and have offered managerial, administrative and legal support to artisan cooperatives and ongoing artisan training. The third component was business matchmaking with major international fashion and lifestyle brands. This activity enabled artisans to produce for the international market, supported by a sustainable business model. ITC also worked to ensure a regular stream of work orders that was detached from the fashion seasons.

*Progress towards the attainment of the objective, and performance measure*

- 13.17 This work contributed to enhancing inclusive and sustainable growth and development through trade and international business development for micro-, small and medium-sized enterprises in developing countries, especially the least developed countries, as demonstrated by 13,620 artisans in 13 countries becoming more competitive and connected to international markets in 2019. The data is published in publicly available impact reports, which are based on extensive data collection through surveys, comprising baseline assessments of the artisan communities, brand assessments, order-based assessments and yearly social impact assessments. The testimonials from the beneficiaries have showcased changes, such as increased income – mostly used for savings and expenditures for better nutrition, school fees, health care, housing and small businesses – and the improvement of working conditions, skills development and the adoption of new work techniques. The collected reports also detailed the business transactions with fashion houses, demonstrating the value of newly transacted international business.

Figure 13.I

**Performance measure: number of Ethical Fashion Initiative artisans becoming more competitive and connected to international markets**



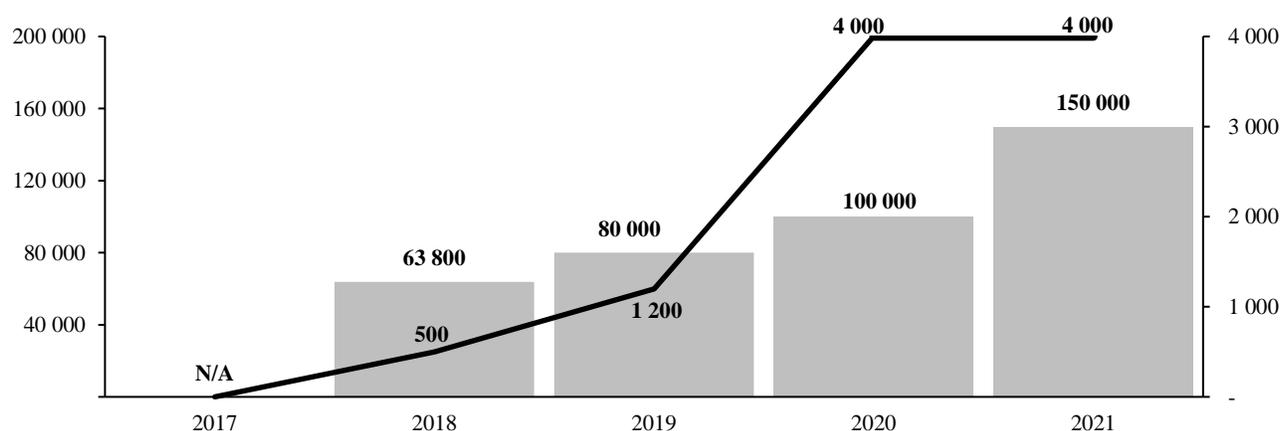
## Planned results for 2021

### Result 1: the Gambia invests in jobs for young people through entrepreneurship and trade (result carried over from 2020)

- 13.18 The subprogramme will continue the work related to the promotion of youth entrepreneurship, in line with its mandate, and will continue to raise awareness among youth about the opportunities available to them in the Gambia and through trade. It will also assist young people in developing the strategies and skills needed to increase their employment opportunities and contribute to the success of their enterprises, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives.

Figure 13.II

**Performance measure: Gambian youth with increased awareness (bars) and jobs created/improved on trade (line)**



### Result 2: South-South trade and investment creates growth opportunity for micro-, small and medium-sized enterprises from East African countries (new result)

- 13.19 In April 2019, the General Assembly, in its resolution [73/291](#), endorsed the Buenos Aires outcome document of the second High-level United Nations Conference on South-South Cooperation, in which the importance of South-South cooperation, including through trade and investment, and its role in advancing progress in the implementation of the 2030 Agenda for Sustainable Development was reaffirmed. In 2019, research and surveys conducted by ITC of over 550 East African companies confirmed that South-South value chains afforded micro-, small and medium-sized enterprises more opportunities to move up the value chain than North-South value chains. However, large and growing trade and investment opportunities in the global South have been underutilized; for example, tariff preference schemes have had limited uptake, and investment and trade have been focused predominantly on extractives and commodities.
- 13.20 As part of its plan for 2021, the subprogramme will promote sustainable commercial linkages between micro-, small and medium-sized enterprises in East Africa and buyers and investors from the global South as a vehicle for value addition, job creation and, ultimately, sustained economic growth and development. It will focus on sectors that offer market opportunities and have the potential to be catalysts for development impact, for example, the agribusiness, light manufacturing, technology and services sectors, and will assist partner governments, business support organizations and enterprises to assess and take advantage of South-South trade and investment opportunities and address practical obstacles.

13.21 This holistic approach will reduce the market gap between East African micro-, small and medium-sized enterprises and potential international markets in the South. The East African enterprises have limited access to Southern market intelligence and limited ability to link to export markets. In response, the subprogramme will seek to accelerate the hands-on learning of those enterprises about the market opportunities through targeted business-to-business matchmaking and trade and investment promotion missions, including for representatives of business support organizations and relevant government agencies. This exposure, coupled with training and advisory services, will incentivize East African micro-, small and medium-sized enterprises to diversify their target markets and make related changes to their products and business processes. In addition, this work will improve potential Southern buyers' and investors' knowledge and risk perception of East African micro-, small and medium-sized enterprises and increase their interest in conducting business with them.

*Internal challenge and response*

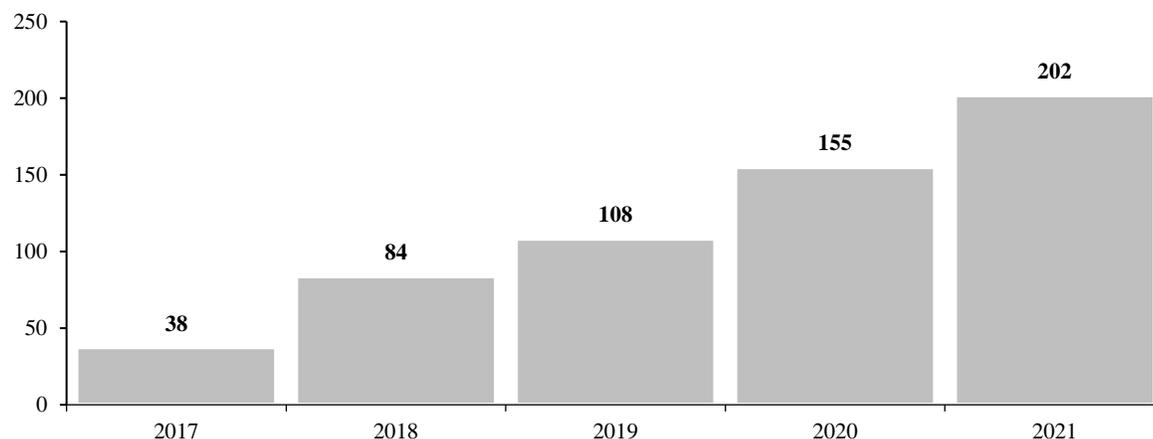
13.22 The challenge for the subprogramme was to find an effective way of speeding up the engagement of market partners from the South with target micro-, small and medium-sized enterprises in East Africa, and the engagement of those enterprises to improve their products and services. ITC identified access to finance as a missing component in its approach. Buyers and investors who expand their business operations into new markets, and micro-, small and medium-sized enterprises that upgrade their products and services offering, usually need debt or equity capital to make substantive changes. In response, the subprogramme will pursue active partnerships with development finance institutions and private capital providers. In 2021, at least three such partnerships will have become operational with the deployment of capital to micro-, small and medium-sized enterprises, including for measures that increase the social and environmental sustainability of those enterprises.

*Expected progress towards the attainment of the objective, and performance measure*

13.23 This work is expected to contribute to enhancing inclusive and sustainable growth and development through trade and international business development for micro-, small and medium-sized enterprises in developing and least developed countries in East Africa. This would be demonstrated by \$202 million of business and investment deals generated by beneficiary micro-, small and medium-sized enterprises in East Africa through South-South value chains.

Figure 13.III  
**Performance measure: total amount of trade and investment deals facilitated by the South-South programme**

(Millions of United States dollars)



## Legislative mandates

13.24 The list below provides all mandates entrusted to the subprogramme.

### *General Assembly resolutions*

2297 (XXII)	International Trade Centre	73/219; 74/201	International trade and development
64/189; 66/186	Unilateral economic measures as a means of political and economic coercion against developing countries	73/225	Entrepreneurship for sustainable development
64/216; 66/215	Second United Nations Decade for the Eradication of Poverty (2008–2017)	73/245	Promotion of sustainable tourism, including ecotourism, for poverty eradication and environment protection
64/220; 66/218; 74/238	Operational activities for development of the United Nations system	73/246	Implementation of the Third United Nations Decade for the Eradication of Poverty (2018–2027)
64/222	Nairobi outcome document of the High-level United Nations Conference on South-South Cooperation	73/247	Industrial development cooperation
66/288	The future we want	73/249	South-South cooperation
67/213	The future we want	73/291	Buenos Aires outcome document of the second High-level United Nations Conference on South-South Cooperation
	Report of the Governing Council of the United Nations Environment Programme on its twelfth special session and the implementation of section IV.C, entitled “Environmental pillar in the context of sustainable development”, of the outcome document of the United Nations Conference on Sustainable Development	74/197	Information and communications technologies for sustainable development
		74/198	International Year of Creative Economy for Sustainable Development, 2021
69/15	SIDS Accelerated Modalities of Action (SAMOA) Pathway	74/199	Promoting investments for sustainable development
69/283	Sendai Framework for Disaster Risk Reduction 2015–2030	74/204	Commodities
69/313	Addis Ababa Action Agenda of the Third International Conference on Financing for Development (Addis Ababa Action Agenda)	74/217	Follow-up to and implementation of the SIDS Accelerated Modalities of Action (SAMOA) Pathway and the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
70/1	Transforming our world: the 2030 Agenda for Sustainable Development		
71/243	Quadrennial comprehensive policy review of operational activities for development of the United Nations system	74/228	Role of the United Nations in promoting development in the context of globalization and interdependence
71/279	Micro-, Small and Medium-sized Enterprises Day	74/231	Development cooperation with middle-income countries
72/279	Repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system	74/232	Follow-up to the Fourth United Nations Conference on the Least Developed Countries
		74/233	Follow-up to the second United Nations Conference on Landlocked Developing Countries
73/195	Global Compact for Safe, Orderly and Regular Migration	74/235	Women in development

### *Economic and Social Council resolutions*

1819 (LV)	United Nations export promotion programmes
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### *Conference of the Parties to the United Nations Framework Convention on Climate Change decisions*

1/CP.21	Adoption of the Paris Agreement
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*World Trade Organization ministerial declarations and decisions*

WT/MIN (01)/DEC/1	Doha Ministerial Declaration	WT/MIN (13)/DEC	Bali Ministerial Declaration
WT/MIN (05)/DEC	Doha Work Programme: Ministerial Declaration	WT/MIN (15)/DEC	Nairobi Ministerial Declaration
WT/MIN (11)/W/2	Elements for political guidance	WT/MIN (17)/DEC	Joint Declaration on Trade and Women's Economic Empowerment

**Deliverables**

13.25 Table 13.1 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 13.1  
**Deliverables for the period 2019–2021, by category and subcategory**

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>
1. Reports to the Joint Advisory Group on the International Trade Centre and the Consultative Committee of the ITC trust fund	3	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	1
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>
3. Meetings of 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
4. Meetings of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
5. Meetings of the Fifth Committee	1	1	1	1
6. Meetings of the Committee for Programme and Coordination	1	1	1	1
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>130</b>	<b>135</b>	<b>120</b>	<b>130</b>
7. Trade-related technical assistance projects	130	135	120	130
<b>Seminars, workshops and training events</b> (number of days)	<b>2 900</b>	<b>2 800</b>	<b>2 900</b>	<b>3 000</b>
8. Training courses, seminars and workshops to transfer skills and knowledge on selected trade topics for approximately 25,000 participants	2 900	2 800	2 900	3 000
<b>Technical materials</b> (number of materials)	<b>25</b>	<b>28</b>	<b>25</b>	<b>30</b>
9. <i>SME Competitiveness Outlook</i> flagship report	1	1	1	1
10. Books on trade-related subjects	4	4	4	4
11. 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	20	23	20	25
<b>C. Substantive deliverables</b>				

**Consultation, advice and advocacy:** customized support 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-,

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
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small and medium-sized enterprises, such as women and youth-owned enterprises, on improving the quality of products and services to meet market demands and identifying networks and market partners; advisory and advocacy services for policymakers and business support organizations 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 micro-, small and medium-sized enterprises and disadvantaged groups in policy and strategy processes.

**Databases and other substantive digital materials:** maintenance and development of databases and other online tools to make global trade more transparent and facilitate market access and business and policy decisions. Databases cover trade flows, tariffs and non-tariff measures, export potential, procurement opportunities, rules of origin, private standards and knowledge on sustainable trade and youth and women entrepreneurship. They include the SheTrades database, “SheTrades Outlook” and the ITC “SME trade academy”, Market Access Map, Trade Map, Standards Map, Investment Map, Global Trade Helpdesk, Export Potential Map, Procurement Map, Trade Strategy Map and Sustainability Map.

**D. Communication deliverables**

**Outreach programmes, special events and information materials:** special events, including the World Export Development Forum, SheTrades Global, the Trade for Sustainable Development Forum, the world trade promotion organizations network conference and awards; the *International Trade Forum* magazine; Micro-, Small and Medium-sized Enterprises Day; newsletters on trade-related subjects; 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:** updating and maintenance of websites and social media accounts, including dedicated websites and active social media presence engaging sustainable micro-, small and medium-sized enterprises, women entrepreneurs and youth.

**Library services:** services for ITC clients, in particular trade support institutions, with online updates on trade issues and with trade-related publications; and provision of an information referral service to trade support institutions from developing countries.

## B. Proposed post and non-post resource requirements for 2021

### Overview

13.26 The proposed regular budget resources for 2021 are reflected in table 13.2 below.

Table 13.2

#### Financial resources

(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)	Recosting	2021 estimate (after recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage			
Fellowships, grants and contributions <sup>a</sup>	18 567.9	18 861.8	–	–	–	–	–	18 861.8	132.0	18 993.8
<b>Total</b>	<b>18 567.9</b>	<b>18 861.8</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>18 861.8</b>	<b>132.0</b>	<b>18 993.8</b>

<sup>a</sup> Represents the United Nations share of the ITC full regular budget disbursed as a grant.

- 13.27 The General Assembly, in section I of its resolution [59/276](#), endorsed revised administrative arrangements for ITC as set out in the report of the Secretary-General ([A/59/405](#)). In conformity with those administrative arrangements, the regular budget of ITC is denominated in Swiss francs and is funded equally by the United Nations and WTO. The United Nations share of the ITC full regular budget is disbursed as a grant.
- 13.28 The grant proposed for 2021 amounts to \$18,861,800, before recosting, reflecting no change in the resource level compared with the appropriation for 2020. The proposed level of resources provides for the full, efficient and effective implementation of mandates.
- 13.29 The General Assembly has approved, on a trial basis, a change from a biennial to an annual budget period for the United Nations, while WTO maintains its biennial budget process; this has implications for the administrative arrangements relating to the ITC budget. Accordingly, the present proposal for 2021 is put forward under an interim arrangement agreed with the WTO secretariat, whereby ITC has submitted to WTO an annual budget for 2020 in the United Nations proposed programme budget format, and twice that amount for the 2020–2021 budget period in the WTO format. The administrative arrangements will be suitably updated should the annual budget cycle be confirmed by the General Assembly.

## Programme of work

### Subprogramme 6

#### Operational aspects of trade promotion and export development

- 13.30 The total resource requirements for 2021 for ITC, comprising the ITC full regular budget in Swiss francs and projected extrabudgetary resources in Swiss francs, are reflected in tables 13.3 and 13.4 and figure 13.IV. In the interest of clarity and transparency, details of post resources, which will be provided for by proposed grants and contributions from the United Nations and WTO and are not part of the approved staffing table for the regular budget, are presented in tables 13.5 and 13.6. The ITC full regular budget requirements amount to SwF 36,739,000 (before recosting), net of projected miscellaneous income of SwF 200,000. The United Nations contribution to the ITC full regular

*Note:* The following abbreviations are used in tables and figures: ASG, Assistant Secretary - General; GS (OL), General Service (Other level).

**Section 13 International Trade Centre**

budget is estimated at SwF 18,369,500 (i.e., 50 per cent of the full regular budget of SwF 36,739,000), equivalent to a grant of \$18,861,800 at an exchange rate of SwF 0.9739 to \$1.00.

- 13.31 As reflected in table 13.3, extrabudgetary resources are estimated at SwF 96,416,100. The resources would provide for 20 posts and non-post requirements and would enable ITC to implement its technical cooperation projects using the tools and knowledge base developed with regular budget resources. ITC continues to negotiate with donors for the funding of large-scale integrated programmes.

Table 13.3

**Evolution of financial resources: ITC full regular budget and extrabudgetary resources**

(Thousands of Swiss francs)<sup>a</sup>

(1) *Regular budget*<sup>b</sup>

	2019 expenditure <sup>c</sup>	2020 appropriation	Changes				Total	Percentage	2021	2021
			Technical adjustments	New/ expanded mandates	Other	estimate (before recosting)			estimate (after recosting)	
Programme of work										
6. Operational aspects of trade promotion and export development	36 956.3	36 739.0	–	–	–	–	–	36 739.0	257.1	36 996.1
<b>Subtotal, 1</b>	<b>36 956.3</b>	<b>36 739.0</b>	–	–	–	–	–	<b>36 739.0</b>	<b>257.1</b>	<b>36 996.1</b>

(2) *Extrabudgetary*

	2019 expenditure	2020 estimate	2021 estimate
Programme of work			
6. Operational aspects of trade promotion and export development	91 335.2	96 416.1	96 416.1
<b>Subtotal, 2</b>	<b>91 335.2</b>	<b>96 416.1</b>	<b>96 416.1</b>
<b>Total</b>	<b>128 291.5</b>	<b>133 155.1</b>	<b>133 412.2</b>

<sup>a</sup> Exchange rate of SwF 0.9739 to \$1.00 is used to determine the United States dollar equivalent for 2020 and 2021 figures.

<sup>b</sup> The ITC regular budget is shared equally between the United Nations and the World Trade Organization.

<sup>c</sup> Overall level of 2019 expenditure (net of miscellaneous income) incurred in Swiss francs, of which the United Nations share amounts to SwF 18,478,100, equivalent to \$18,567,900.

Table 13.4  
Evolution of financial and post resources by category: ITC full regular budget

(Thousands of Swiss francs/number of posts)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)	Recosting <sup>a</sup>	2021 estimate (after recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage			
<b>Financial resources by main category of expenditure</b>										
Post	28 737.7	28 555.3	–	–	–	–	–	28 555.3	257.1	28 812.4
Non-post	8 218.6	8 183.7	–	–	–	–	–	8 183.7	–	8 183.7
<b>Total</b>	<b>36 956.3</b>	<b>36 739.0</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>36 739.0</b>	<b>257.1</b>	<b>36 996.1</b>
<b>Post resources by category</b>										
Professional and higher		91	–	–	–	–	–	91		
General Service and related		69	–	–	–	–	–	69		
<b>Total</b>		<b>160</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>160</b>		

<sup>a</sup> Represents the Swiss franc equivalent of recosting applied to the ITC full regular budget.

Table 13.5  
Post changes: ITC full regular budget<sup>a</sup>

	Number	Level
Approved for 2020	160	1 ASG, 1 D-2, 5 D-1, 20 P-5, 30 P-4, 20 P-3, 14 P-2/1, 69 GS (OL)
Proposed for 2021	160	1 ASG, 1 D-2, 5 D-1, 20 P-5, 30 P-4, 20 P-3, 14 P-2/1, 69 GS (OL)

<sup>a</sup> No post changes are proposed for 2021.

Table 13.6  
Evolution of post resources: ITC full regular budget and extrabudgetary resources

(1) Regular budget

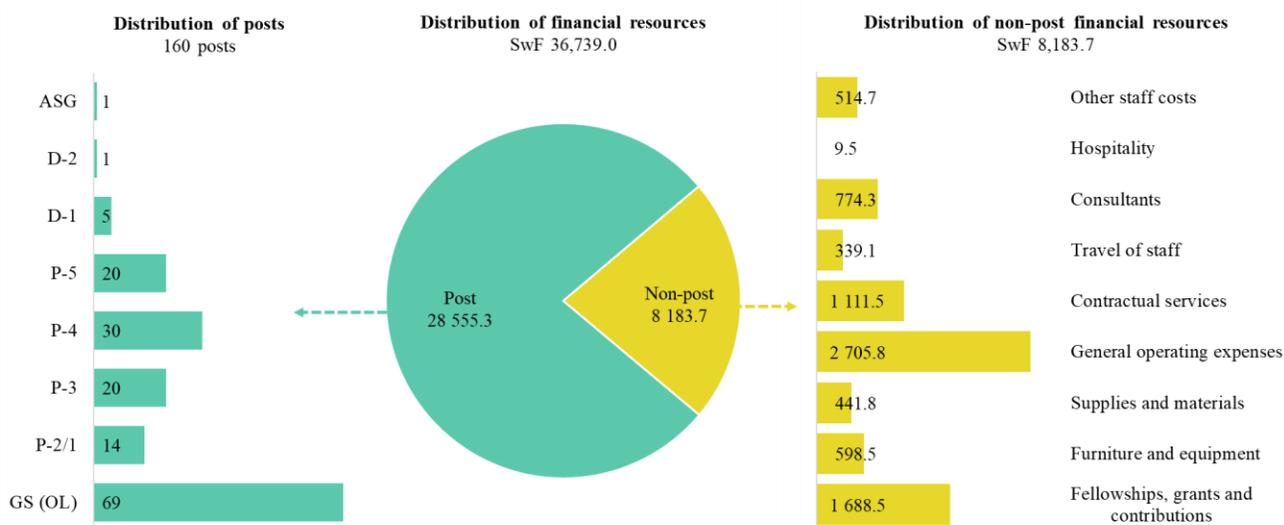
	2020 Approved	Changes				Total	2021 proposed
		Technical adjustments	New/ expanded mandates	Other	Total		
Programme of work							
6. Operational aspects of trade promotion and export development	160	–	–	–	–	160	
<b>Subtotal, 1</b>	<b>160</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>160</b>	

(2) *Extrabudgetary*

	2020 estimate	2021 estimate
Programme of work		
6. Operational aspects of trade promotion and export development	20	20
<b>Subtotal, 2</b>	<b>20</b>	<b>20</b>
<b>Total</b>	<b>180</b>	<b>180</b>

Figure 13.IV  
**Distribution of resources for 2021 (before recosting): ITC full regular budget**

(Number of posts/thousands of Swiss francs)



13.32 Information on compliance with regard to the timely submission of documentation and advance booking for air travel is reflected in table 13.7. Efforts undertaken by ITC to further enhance the rate of travel compliance include the quarterly dissemination of a newsletter addressed to all ITC personnel that provides the actual compliance rates and the category of non-compliance justifications broken down by division. Training at ITC also highlights the policy so that any ITC staff and administrative assistant raising travel requests are fully aware of the advance booking policy. In 2019, divisional directors were provided with details of individual staff compliance rates twice a year, with a ranking from the least to the most compliant. Efforts have been made to receive confirmations and collect the required details for travel earlier, and ITC will continue to undertake all of these efforts as they have shown steady and progressive results.

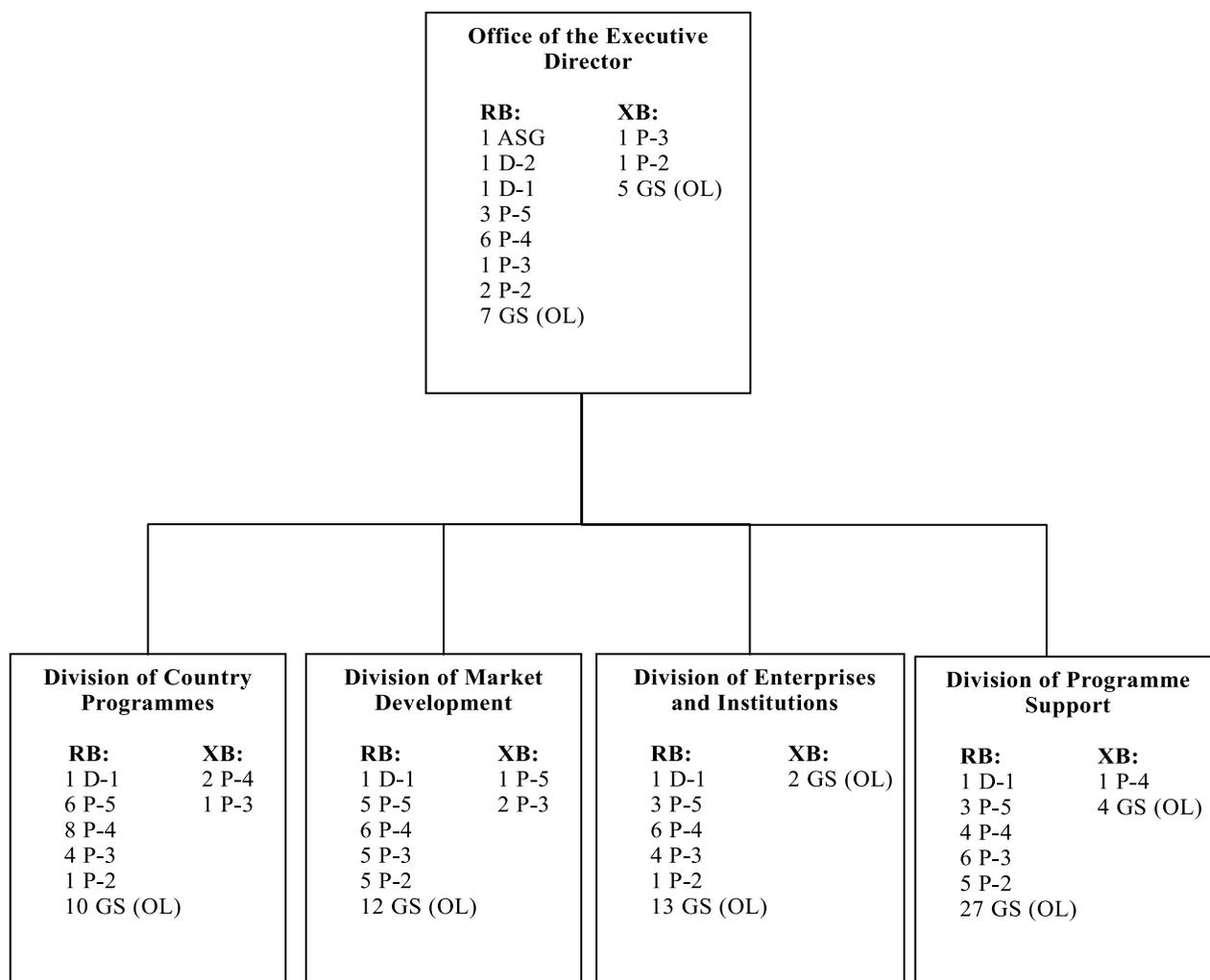
Table 13.7  
**Compliance rate**

(Percentage)

	Planned 2019	Actual 2019	Planned 2020	Planned 2021
Timely submission of documentation	100	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	100	38.8	100	100

## Annex I

## Organizational structure and post distribution for 2021



*Abbreviations:* ASG, Assistant Secretary-General; GS (OL), General Service (Other level); RB, regular budget; XB, extrabudgetary.

## Annex II

### Summary of follow-up action taken to implement relevant recommendations of the oversight bodies

*Brief description of the recommendation*

*Action taken to implement the recommendation*

#### Board of Auditors

##### **(A/74/5 (Vol. III) and A/74/5 (Vol. III)/Corr.1, chap. II)**

The Board reiterates its previous recommendation that ITC undertake detailed resource planning, and align and optimize resources vis-à-vis operational requirements (para. 19).

Under the leadership of its Executive Director and Deputy Executive Director, ITC now conducts a holistic annual review of all posts, resourcing levels and training needs (managerial and technical) to ensure that resources are optimized to operational requirements. ITC considers this recommendation to have been implemented and requested its closure by the Board.

The Board reiterates its recommendation that ITC select consultants through a competitive process, ensure that the consultants are not engaged for work of generic or routine nature and clearly define the tangible outputs for each assignment in the terms of reference and maintain proper documentation in case of exceptions (para. 24).

ITC has implemented updates to its consultant hiring tool, eRoster, that include enhancements to the consultant roster and an advanced search facility for hiring managers. The updates are expected to enable hiring managers to better identify potential candidates, thereby strengthening the competitiveness of the recruitment process and increasing the diversity of candidates.

In addition, the human resources team continues to advise ITC managers on the rules and procedures related to the hiring of consultants.

The Board reiterates its previous recommendation that ITC ensure appropriate internal controls to avoid awarding contracts at fees higher than the maximum fee associated with the particular level (para. 29).

All documentation associated with the selection of consultants and the recommendation of a daily rate by hiring managers is validated by the human resources team.

ITC acknowledges that the hiring managers do not always indicate the correct level (i.e. A, B, C, D or E), but the daily rates are reviewed and controlled based on the level of education and years of experience of each consultant, as well as the complexity of the work they are to undertake. ITC requested closure of this recommendation by the Board.

The Board recommends that ITC ensure that all the mandatory training courses are completed by staff members in compliance with the instruction in force (para. 33).

ITC has encouraged its staff members to complete the mandatory training courses. It has organized one week of “bundle training”, which will offer staff members the opportunity to complete the mandatory training courses.

The Board reiterates its previous recommendation that ITC track reasons for non-compliance with the 21-day window for travel in ITC and monitor closely to ensure better compliance (para. 40).

ITC has encouraged its staff members to submit travel requests 21 days prior to the commencement of travel. Several training sessions on the use of the Umoja travel module and related business intelligence reports have also been organized in order to enforce the requirements of the travel policy.

The Board recommends that ITC incorporate the standard provisions in all memorandums of understanding, in particular, conditionality for payment in the case of projects with training components. The Board also recommends that ITC consider incorporation of the provision linking the future relationship with a grantee to timely submission of a long-term impact report to the satisfaction of ITC (para. 48).

The Board recommends that ITC review the project completion reports of all projects and ensure that they are completed within the prescribed time and uploaded on the project portal. The Board also recommends that ITC appropriately follow up the suggestions made in the evaluation reports, including project completion reports (para. 55).

The Board recommends that ITC consider assessing the long-term sustainability of the results achieved under various projects (para. 63).

ITC grants, including training-related grants, already contain provisions on conditionality for payments. However, greater effort will be made to make these conditions clearer in the memorandums of understanding. Future relationships with grantees are going to be based on the new policy on implementing partners as well as the grantee assessment forms. This will ensure that the selection of future grantees is done through a thorough due diligence process, including assessment of the long-term impact.

Since ITC introduced the cross-cutting requirement for project completion reports for all of its projects according to a unified project completion report format, the Independent Evaluation Unit of ITC has been reviewing the completed project completion reports on an annual basis. The findings from the project completion reports were included in the ITC annual evaluation synthesis reports of 2018 and 2019 and will also be part of future evaluation synthesis reports. ITC reports annually to its member States on the status of implementation of the recommendations in the annual evaluation synthesis reports. The Independent Evaluation Unit also tracks the status of implementation of recommendations in its individual evaluation reports.

In the fourth quarter of 2019, the Independent Evaluation Unit provided each Division with a customized analysis of its project completion reports and engaged in a discussion of the findings. The analysis will include information on lessons learned and recommendations from the project completion reports, as well as information on compliance with the rule of completing and uploading project completion reports to the project portal within three months after project closure. The Independent Evaluation Unit will also aggregate the findings in a corporate report.

The Independent Evaluation Unit will undertake a systematic assessment of the sustainability of the results for projects that ended three to four years ago. Such assessments would be undertaken on an annual basis, using regular budget resources dedicated to evaluation.

### **Advisory Committee on Administrative and Budgetary Questions**

**(A/74/7)**

The Advisory Committee trusts that detailed information on the requirement for general temporary assistance positions will be included in the next budget submission by ITC (para. IV.64).

ITC operates with 160 established posts. General temporary assistance positions are only created, for example, for maternity replacement and similar short-term needs and are generally of interim nature. Hence, there are no long-term general temporary assistance positions to be reported.

**Section 13      International Trade Centre**

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*Brief description of the recommendation*

*Action taken to implement the recommendation*

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The Advisory Committee trusts that ITC will collaborate with WTO to examine the possible implications arising from the changes to the United Nations budgetary cycle (para. IV.68).

See paragraph 13.29 of the present report for the description of the interim arrangement.

The Advisory Committee considers that information on the actions taken to address those matters should have been included in the budget proposal and/or the supplementary information thereon. The Committee trusts that such information will be provided to the General Assembly at the time of its consideration of the present report (para. IV.69).

ITC is planning to transition *International Trade Forum* from a paper-based magazine to an electronic magazine in 2020. The transition will be timed in line with the development of the new website. However, even after the full transition, there will still be a need to keep a small number of printed copies to be distributed in countries with limited Internet access.

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